Salem Area Mass Transit District
Board Of Directors Work Session Agenda Packet

Thursday, June 11, 2026 at 5:30 p.m.

Members: Subdistrict #1 – Vacant, Ramiro Navarro Jr., Sadie Carney, Maria Hinojos Pressey, Ian Davidson, Sara Duncan, Bill Holmstrom

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Available meeting formats:

- In Person: Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Join the Board Work Session via ZoomGov**
  - Meeting ID: 161 821 3987
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Agenda

1. **Call To Order**
    A. Note of Attendance for a Quorum
    B. Safety Minute – Operations
    C. Announcements |Changes to Agenda
2. **Presentations**
    A. None
3. **Discussions**
    A. Comprehensive Operational Analysis .. 3
    B. Shared Micromobility Feasibility Study 304
    C. Task Force Discussion
4. **General Manager Comments**
    A. Upcoming Board Agenda Items 419
    B. Board Calendar 422
5. **Adjourn**

Next Meeting: July 9, 2026

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Work Session Memo – Item 3.A

To: Board of Directors

From: Chris French, Service Planning Manager
Shofi Ull Azum, Chief Planning & Development Officer

Thru: Allan Pollock, General Manager

Date: June 11, 2026

Subject: Comprehensive Operations Analysis (COA)

The District is conducting a Comprehensive Operations Analysis (COA) of its fixed-route transit services (Cherriots Local and Regional) to evaluate current performance and identify opportunities for both short-term and long-term service improvements.

The existing conditions analysis (Attachment A) and route profiles (Attachment B) are now complete, including detailed assessments of ridership, productivity, schedule adherence, passenger loads, and network performance. Phase 1 community outreach is also complete, including a project website, a fact sheet, an online questionnaire, and in-person engagement activities such as the Bike Rodeo, Salem Farmers Market, and El Rancho Market.

Based on the existing conditions analysis and community and operator feedback, staff and the consultant team have developed a set of targeted, cost-neutral service concepts for key focus areas across the local and regional networks.

The purpose of the attached presentation (Attachment C) is to provide the Board with an overview of the COA process, review the proposed service concepts, and gather Board feedback to help refine the cost-neutral service scenarios. Following the June 11 Work Session, staff will incorporate Board input, conduct Phase 2 community engagement starting in early July, and refine the cost-neutral recommendations ahead of developing short- and medium-term service plans in the Fall.

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CHERRIOTS

Comprehensive
Operational Analysis (COA)

Existing Conditions Report

Salem Area Mass Transit District

July 2025

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Introduction

Overview

In early 2025, the Salem Area Mass Transit District (SAMTD) started work on a Comprehensive Operational Analysis (COA) to develop a new operational plan to serve as a roadmap for the agency over the coming years. The purpose of the COA is to evaluate existing Cherriots fixed-route bus service and identify opportunities for improvement. This document, the Existing Conditions Report, provides the foundation for the COA by evaluating the performance of Cherriots Local and Regional services as well as conducting a market analysis to identify transit demand throughout the Cherriots service area. The evaluation presented in this document supports the development of service enhancement options and will provide SAMTD with crucial context for making informed decisions about current and future service. The document is divided as follows:

Chapter 1: Introduction, outlines key takeaways from the System Overview and Transit Demand Analysis chapters.

Chapter 2: Plans and Projects Review, grounds the COA in the work undertaken by previous planning efforts and ensures coordination with other concurrent projects being conducted by SAMTD or in the Salem-Keizer area.

Chapter 3: System Overview, identifies when, where, and how well the system currently performs. It examines how ridership has changed since the onset of COVID-19, and examines route-level on-time performance.

Chapter 4: Transit Demand Analysis, explores the factors that have an impact on transit demand and identifies where transit demand is located within the Cherriots service area. This section includes maps of various demographic groups in the local and regional service areas.

Chapter 5: Route Profiles, provides a snapshot of each route in the Cherriots local and regional fixed-route network. For each route, the following data is compiled: ridership, productivity, schedule adherence, span and frequency of service, top boarding locations, operations performance measures, and a map of the route with weekday, Saturday and Sunday stop-level ridership. The route profiles allow for easy comparison of operational characteristics and performance between routes.

Chapter 6: Transit Opportunities, identifies high-level considerations for service improvements to the Cherriots system.

Why is Transit, and Cherriots, Important?

Cities and regions support public transportation services for a variety of reasons. Providing travel choices beyond the private automobile creates a diversified, accessible, and equitable transportation network. A successful transit system creates opportunities to support a variety of community interests:

Affordability

Well-functioning transit services can reduce household expenses for individuals and families. Transportation is the second largest expense on average for a household, second only to housing. According to the Automobile Association of America (AAA), the average transportation costs of owning and operating a new car, including gas, insurance, and maintenance, are estimated at $12,300 a year. An annual Cherriots pass costs a fraction of this: $540.

Access, Participation, and Independence

Cherriots service is especially important for households that do not have access to a vehicle and individuals who have limited abilities. Cherriots service provides community members the ability to participate in daily activities and to travel throughout Salem, Keizer, and surrounding towns with access to places of work, recreation, education, and health care.

Economic Development

Transit has a demonstrated ability to attract economic investment along corridors as well as in specific commercial areas. Transit is also critical for low-income households by providing access to jobs and economic opportunity.

Safety

Transit service is among the safest ways to travel. Research from the American Public Transportation Association shows that commuters reduce their crash risk by 90% by taking transit instead of driving. Transit also makes communities safer by taking cars off the road: transit-oriented communities have one-fifth the per-capita crash rate of automobile-oriented communities.

Environment

By reducing the number of vehicles on the road, bus riders reduce air pollution and greenhouse gas emissions. Transit is also a more efficient use of road space and encourages higher density land use, which decreases the need to expand roadway capacity and valuable land to accommodate growing populations.

Key Takeaways

Service Analysis: Local Routes

Based on the evaluation of Cherriots Local fixed-route services, key issues and findings include:

Frequency translates to higher ridership. Not surprisingly, all five of the routes that serve more than 1,000 riders per day (Routes 2, 5, 11, 19, and 21) are Corridor routes that operate the most frequently (every 15 minutes on weekdays).

The highest ridership routes also tend to be the most productive. Routes 19 and 21 are Cherriots' most productive routes, followed by Routes 2 and 11. Routes 3, 5, and 13 also have high productivity.

Many routes do not meet productivity standards. Less than half of the Corridor routes meet Cherriots' productivity goal of 20 rides per hour, and less than half of the Coverage routes meet Cherriots' productivity goal of 10 rides/hour.

Many routes do not meet Cherriots standards for on-time performance. On weekdays, only three routes meet Cherriots' standard of 85% of buses departing no more than five minutes late. Despite the goal that no buses should depart early, roughly 10–12% of all buses do. While this could be an issue with how data is reported, this should be addressed if many trips are arriving early. Similarly, buses should not depart a timepoint late (more than 5 minutes) more than 15% of the time, but Routes 6, 9 and 11 are close to exceeding this benchmark, which indicates time may need to be added to these schedules or alignment changes may need to be made.

Maintaining ridership has become more resource intensive. Local route ridership has recovered to pre-pandemic levels, but productivity has not, and revenue hours have increased. Cherriots operated 14,594 monthly revenue hours on average in 2019 and operated 17,801 monthly revenue hours on average in 2024. While this investment in service has maintained pre-pandemic ridership numbers, it translates to less productive service.

Key Takeaways

Service Analysis: Regional Routes

Based on the evaluation of Cherriots' Regional fixed-route services, key issues and findings include:

Ridership is correlated with service frequency. The highest ridership route (Route 40X) has ten trips a day, and the lowest ridership route (Route 80X) has four trips a day. While demand is the primary predictor of transit ridership, ridership also responds to service that is frequent, regular and operates throughout the day and week, all of which offer more choices for when people travel.

Productivity is low on Regional routes. Only one route, Route 40X, comes close to meeting productivity standards for Regional routes (10 rides/revenue hour). While productivity decreased for both Local and Regional routes during the COVID-19 pandemic, productivity on Regional routes has been hit particularly hard.

On average, on-time performance is lower for Regional routes than for Local routes. On weekdays, Regional routes are on time 77% of the time. Early departures are particularly high for Regional routes, with early departures occurring 16% of the time on weekdays (which could be an issue with how data is reported).

Key Takeaways

Transit Demand Analysis: Local Routes

The analysis of underlying local transit demand based on population density, socioeconomic characteristics, and employment density shows transit demand to be the strongest in the following areas:

Downtown Salem has high transit demand driven by population density, job density, the proximity of several key destinations (e.g., the Oregon State Capitol, Willamette University, Salem Hospital, Oregon State Penitentiary, and the Oregon State Hospital). Downtown Salem is served by a high density of transit routes arranged in a radial pattern, with multiple lines feeding into the Downtown Transit Center.

East Salem, particularly along Lancaster Drive, has relatively high population and job density. This density – combined with concentrations of populations with demographic characteristics that are correlated with higher transit usage – means that east Salem has a high overall demand for transit. East Salem is also home to Chemeketa Community College, a major destination and transfer point in the system. This demand for transit is generally matched by the concentration of frequent-service routes in east Salem.

The **industrial and commercial areas of south Salem** along Fairview Industrial Drive, Commercial Street, and 12th and 13th Streets also have pockets of transit demand due to the concentration of jobs, especially low-wage jobs. Compared to the other areas with high transit demand, transit service is lower in this area, with most service provided at hourly or half-hourly frequency and with limited evening and weekend service.

The analysis also reveals areas with lower demand for transit:

Most of **West Salem** and the residential areas in **south Salem** (off the main corridors) are less supportive of traditional fixed-route transit services, largely due to lower population and employment density, but also the lower propensity for populations to use transit and residential streets that are not suitable for larger transit vehicles. While other types of transportation services could be successful here, they would still not be expected to generate significant ridership due to low population and jobs density.

Key Takeaways

Transit Demand Analysis: Regional Routes

Overall, Salem-Keizer is the center of transit demand in the region, especially due to its concentration of jobs. The towns surrounding Salem-Keizer vary in their land use and demographic makeup – some have population densities and populations with demographic characteristics that are supportive of transit, while most have generally low demand for transit, largely due to rural land use patterns. A few of the towns in the region stand out as more supportive of fixed-route transit compared to the others:

Woodburn has relatively high transit demand due to its population density – which is higher than Salem's – and the high transit propensity of the residents who live there. Woodburn is served by the highest number of Cherriots Regional routes (the 10X, 20X, and 80X). Similarly, the communities of **Dallas, Monmouth, and Independence** have relatively high transit propensity and are served by the highest ridership and productivity route in the Cherriots Regional network (40X).

Wilsonville in the southern part of the Portland metro area has noticeable pockets of high transit demand. The transit demand is reflected in the level of transit service found within Wilsonville: It is served by two Cherriots routes (1X and 80X), the South Metro Area Regional Transit (SMART) system, and TriMet's Westside Express Service (WES) commuter rail.

The comparison of ridership levels and the number of population and jobs found in the towns served by each route paint a somewhat unclear picture of the relationship between the two. Higher numbers of jobs and residents are generally associated with higher ridership, but in the Cherriots Regional system, this relationship is not as apparent. This is likely due to a variety of factors including infrequent Regional service (few trips a day) and low demand for travel to Salem-Keizer (i.e., more localized travel).

2 Plans and Projects Review

Concurrent Plans and Projects

Shared Micromobility Feasibility Study

In January 2025, Cherriots embarked on a Shared Micromobility Feasibility Study and Implementation Plan for the Salem-Keizer region. The goal of the study is to assess the potential for introducing sustainable, efficient transportation options. This study aims to address growing transportation needs, reduce congestion, and provide equitable mobility solutions for the community. A bikeshare program has been highlighted as one potential solution that can help improve access to transit by addressing first-and-last-mile barriers, making it easier for riders to connect with bus routes, worksites, and community resources.

As of June 2025, the evaluation of existing conditions and a comprehensive market analysis are complete. The project team has also identified community needs, established project goals, and developed a shared vision for micromobility in the region.

Stakeholder interviews, focus groups, and outreach activities have concluded. To minimize engagement fatigue, the project team coordinated with the COA project team on outreach activities. These efforts included community events, peer agency reviews, a visioning session with Cherriots leadership, and an external focus group with key community partners. A community survey was conducted and has since closed, with 339 responses collected to help assess interest in shared micromobility options.

Climate Action Plan

Since October 2024, Cherriots has been preparing its 2025 Climate Action Plan (CAP), which will lay out the agency's strategy to decarbonize operations and to bolster operational and infrastructural resilience to the impacts of climate change. As of June 2025, Cherriots is in phase 2 of the project, which entails developing strategies to mitigate and adapt Cherriots environmental impact. These strategies are driven by findings from the existing conditions assessment completed in phase 1 of the project and by extensive stakeholder engagement. The selected strategies will form the backbone of the draft Climate Action Plan, which is expected to be available for public review in July 2025. The Final Climate Action Plan will be completed by October 2025. More information is available on the project website.[1]

1. https://www.cherriots.org/climate-action-plan/

Salem Transportation System Plan (TSP)

The City of Salem is currently updating its Transportation System Plan, which is called Salem in Motion: Connecting People and Places. A Regional Scenario Plan is currently under development. Once approved, it will be used to update projects and policies in the TSP.

More information about this project is available at the project website.[2] The COA project team will consult City of Salem staff throughout the COA to ensure the plans are consistent with the TSP update.

2. https://www.cityofsalem.net/government/shaping-salem-s-future/salem-in-motion

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South Salem Transit Center and Mobility Hub

The need for a transit center in south Salem and in Keizer was first identified in 2004. The 2022 Screen and Site Recommendation Report analyzed potential locations for a south Salem Transit Center and Mobility Hub (SSTCMH) and recommended three sites for further study. The analysis conducted for this report recognizes that travel patterns and Cherriots' operating environment have shifted away from increased high-capacity transit and toward a greater mix of mobility types, which has changed the criteria for site suitability. Today, the prototypical design for the SSTCMH includes bus shelters, bicycle storage and repair amenities, space for micromobility facilities, customer restrooms, space for transit passenger pickup and drop-off (including paratransit and microtransit), open space, electric bus charging facilities, and operator facilities. Analysis of all potential sites for the South Salem Transit Center yielded three sites along Commercial Street Southeast for further evaluation.

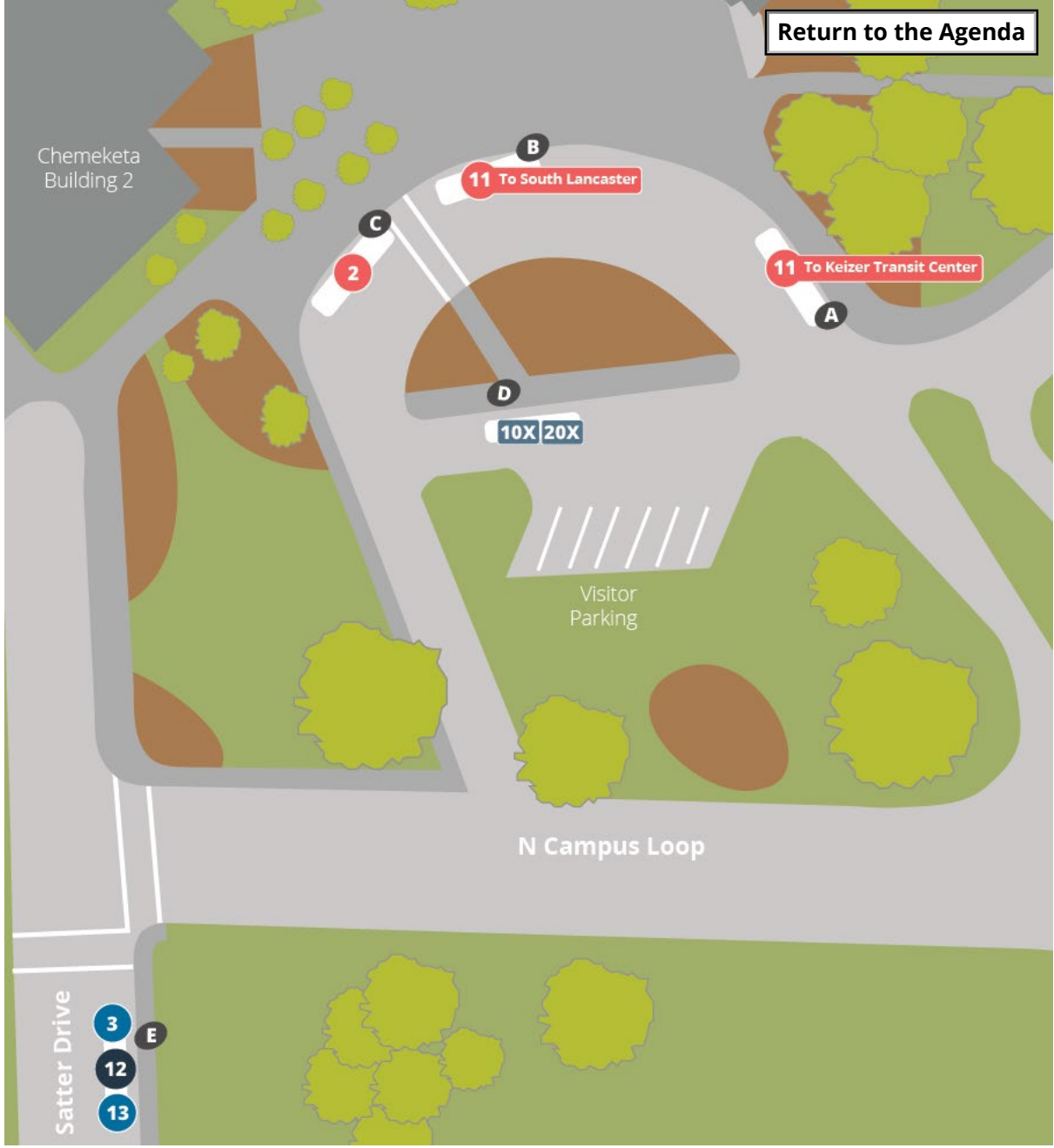
South Salem Transit Center and Mobility Hub

PIVOT Architecture, the firm that designed the Keizer Transit Center, was contracted for the SSTC in late 2022. Pivot initially produced schematic designs for the three potential sites, and ultimately the Board of Directors selected the site at the northeast corner of SE Commercial Street and Wiltsey Road to move forward into design. In January of 2024, PIVOT presented renderings of the site design to the board, with an estimated cost of $21.8 million.

SAMTD is applying for federal funding for the SSTC as part of the 2025 funding package.

East Salem Transit Center

A new transit center in east Salem near Chemeketa Community College (CCC) is identified as a capital project for 2024 to 2029. This college campus has the second highest stop ridership in the Cherriots system, second only to the Downtown Transit Center. Service and operations changes in 2015 increased the number of routes accessing CCC and created assigned bays for the buses. However, concerns remained that there are no shelters available for waiting passengers, there is no room for additional routes, there is poor lighting for some of the bus bays, and the distance between bays makes transfers challenging. A new transit center in this area would replace the bus stops at Building 2 and on Satter Drive NE (shown to the right) and could include bike share and TNC partnerships in addition to improved bus facilities. The next steps for the project are site selection, Title VI analysis, and schematic design, followed by a NEPA environmental analysis.

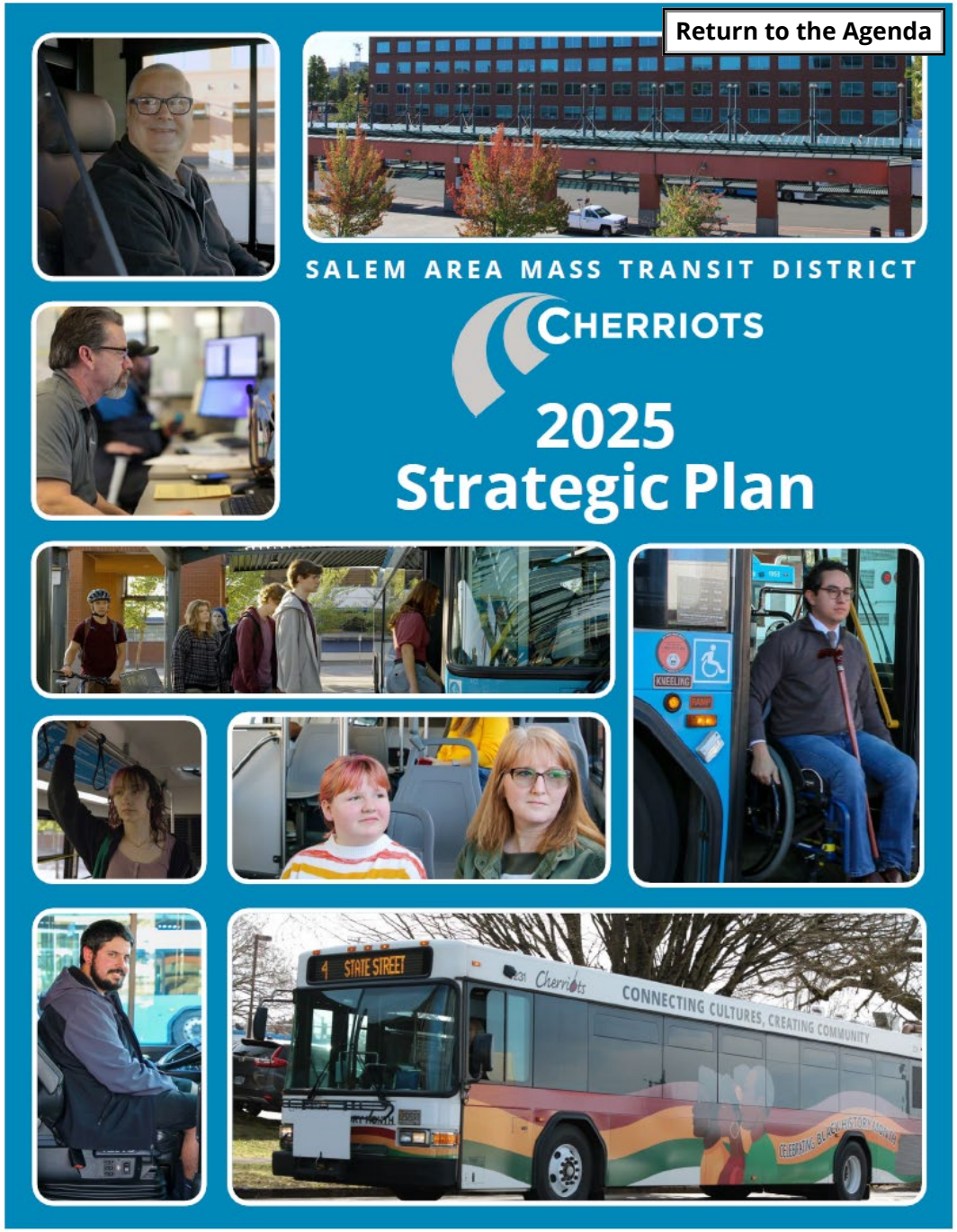


Recently Completed Plans and Projects

Cherriots 2025 Strategic Plan

SAMTD's 2025 Strategic Plan[3] aims to guide its transit system toward enhanced service, accessibility, and sustainability. The plan identifies measurable success outcomes that indicate success for Cherriots' customers, workforce, and the Salem-Keizer community under the District's four core areas of service and operations: Community Value, Customer Satisfaction, Culture of Ownership, and Financial Sustainability. The plan further outlines actionable organization tactics and goals for 2025 under these core areas.

Cherriots identified conducting a COA as one of the key tactics to enhance customer satisfaction. Its goals include determining Cherriots' service efficiency, effectiveness, and customer experience improvements, as well as developing service enhancement recommendations. Other key tactics include establishing zero emissions infrastructure roadmaps; implementing Cherriots Intelligent Transportation System (CITS) for improved data monitoring; and improving safety and security for customers, employees, and the community.



3. https://www.cherriots.org/media/doc/FY2025_Strategic_Plan_External.pdf

2024 Needs Assessment

The 2024 Needs Assessment identified areas of unmet transit needs through analysis of the existing system and a rider survey filled out by 890 transit riders. Based on this assessment, the three top priorities for SAMTD include:

1. **Increasing weekend coverage.** The focus should be on transit desert areas, such as south Salem and West Salem, as well as areas in the Regional network with the greatest demand. Coverage could be provided through the fixed route services, as well as microtransit and micromobility.
2. **Improving route frequency.** The focus should be on improving frequencies on weekend days to better match service frequency on weekdays. These improvements could include both higher and lower frequency routes, as well as first/last mile strategies like bike or scooter share programs.
3. **Expanding the span of service.** This includes expanding service hours all days of the week, with a focus on the Core Network corridors and/or on-demand or ride hailing services.

Community Values and Customer Satisfaction Surveys (2024)

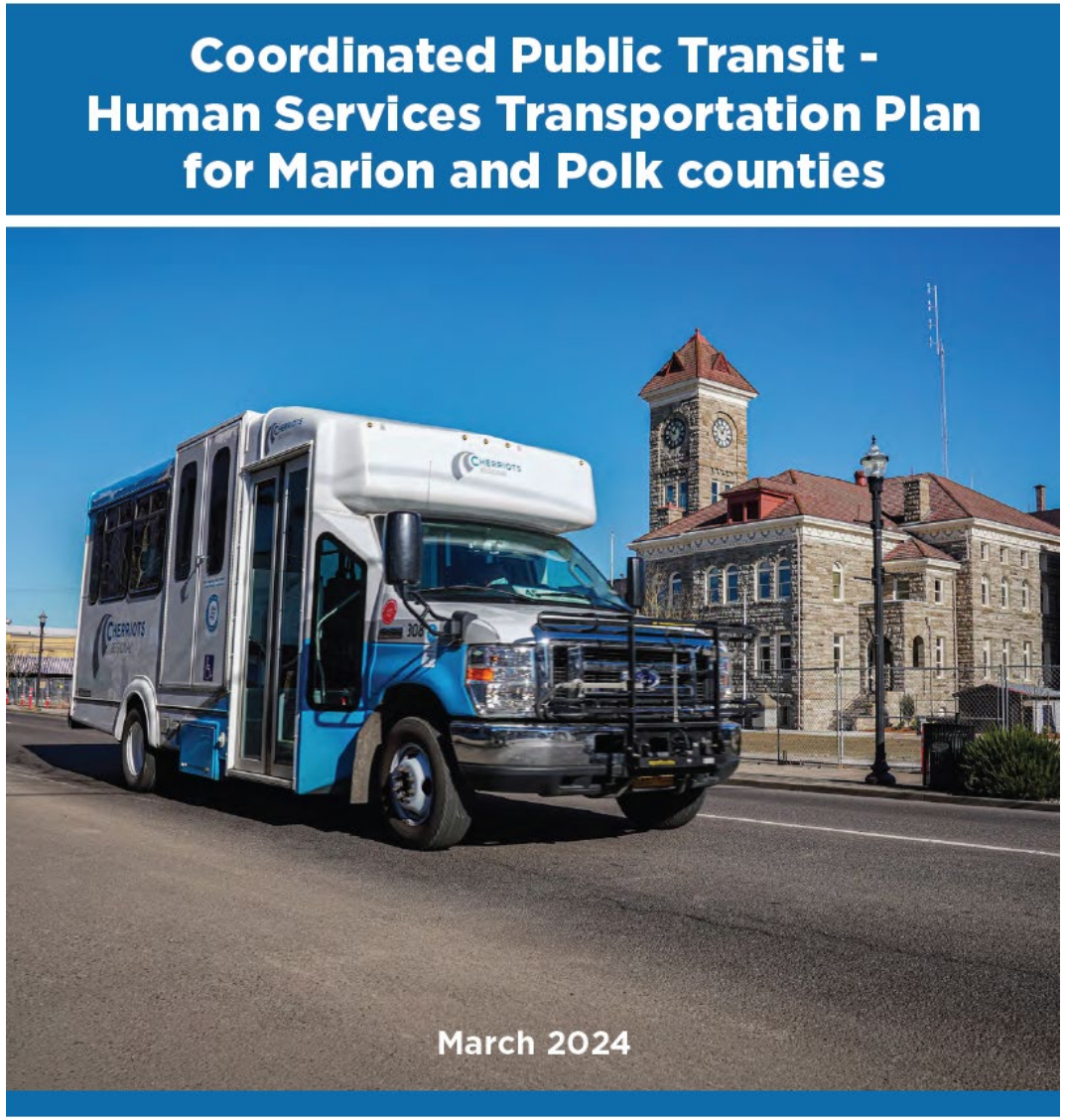
In 2024, Cherriots conducted two surveys. The Community Values Survey (CVS) was distributed to a random sample of Salem-Keizer community members and was filled out mostly by non-transit-riders. The Customer Satisfaction Survey (CSS) was an intercept survey that was taken only by transit riders. Important comparisons can be made between the two groups of respondents:

- CSS respondents are more racially, ethnically, and linguistically diverse than CVS respondents, and they live on lower incomes.
- CSS respondents are more likely to highly recommend Cherriots to a friend, family, or colleague (net promoter score of 56 compared to -1).
- CSS respondents identify more opportunity areas than CVS respondents. CSS respondents identify on-time performance, bus cleanliness, safety and security at bus stops, schedule convenience, and frequency as opportunity areas, whereas CVS respondents only identify reduction in traffic congestion as an opportunity area.
- CVS respondents identified more frequent service, more routes, and shelters at transit stops as the top three amenities or features that would add value to the Cherriots system. On-time performance, bus cleanliness, and bus safety are regarded as the most important factors by CSS respondents.
- Convenience is important to both riders and non-riders. Out of CVS respondents who don't take the bus, half say that the trip takes too long or there aren't stops located close to their homes. Out of the CSS respondents who could use an alternative mode of transportation and choose to take the bus, 41% do so because it is convenient.
- CSS and CVS respondents agree that Cherriots is a valuable part of the community, and satisfaction with Cherriots service has increased over time.

Coordinated Public Transit–Human Services Transportation Plan Update (2024)

The 2024 Coordinated Plan Update[4] is a critical component of Cherriots strategic planning, specifically addressing transportation needs for seniors and individuals with disabilities. It directly informs service adjustments and resource allocation within the COA framework by identifying service gaps and prioritizing enhancement strategies. This plan ensures alignment with federal funding requirements in the Section 5310 program and facilitates integrated service delivery between Cherriots and human service agencies.

The plan outlines the service area, demographic profile of riders, overview of transit providers in Marion and Polk Counties, public outreach conducted for the plan, and goals and objectives for the plan. The plan then identifies six categories of unmet transportation needs and corresponding strategies.



4. https://www.cherriots.org/media/doc/Cherriots_Coordinated_Plan_2024.pdf

Coordinated Plan Update (2024)

Key strategies relevant to the COA under the six identified focus areas are listed below:

1. Transportation services.

- Sustain current service levels, considering equity and service performance.
- Identify areas with the greatest need for additional or enhanced transit services and apply new funding towards these identified needs.
- Extend morning and evening hours on fixed routes during the weekdays and increase weekend and holiday service.
- Improve frequencies where service is too infrequent.
- Expand service coverage to more basic needs destinations.

2. Infrastructure.

- Prioritize bus stop locations that need improvement.
- Create a safer transit environment by following design principles that promote visibility and comfort on new or upgraded transit facilities.

3. Coordination and organization.

- Coordinate with medical facilities, seniors and/or people with disabilities, and their representatives to optimize trip scheduling.
- Coordinate with public and private sector organizations to identify opportunities for joint scheduling or sharing of vehicles.

4. Marketing, customer service, and outreach needs.

- Explore a fare assistance program for people whose primary barrier to using public transit is financially based.

5. Technology needs.

- Develop and test new technologies to improve service efficiencies.
- Explore implementation of new technologies at bus stops such as speaking/digital schedules and electronic signs to enhance accessibility.

6. Capital and funding needs.

- Review bus inventory against route/rider needs. Seek grants that would enable "right sizing" of vehicles, that balances ridership and capacity with maneuverability and fuel efficiency.
- Advocate for adequate capital replacements.

2023 Title VI Program

The 2023 Title VI Program[5] documents SAMTD's compliance with Title VI of the Civil Rights Act of 1964 in accordance with FTA grant recipient requirements. Any service changes recommended by the COA must meet the standards and requirements set by this document. The document outlines:

- **General FTA requirements**, including Title VI Notice to the Public, Public Participation Plan, Language Assistance Plan, committee membership and recruitment, facilities siting and construction, and major service and fare change equity analyses.
- **Title VI policies,** including policies on major service changes, fare changes, analyses of disparate impact and disproportionate burden of service/fare changes, and public hearings.
- **Systemwide service standards and policies** regarding service availability, service frequency, on-time performance, vehicle loads, amenity placement, and vehicle alignment.
- **Demographic analysis:** SAMTD uses demographic data, including data on minority, low-income, and limited English proficiency populations, to ensure equitable distribution of services. This data informs the planning process and allows Cherriots to monitor service performance and mitigate disparities. Analysis of Cherriots service confirmed that there are no disparities in performance standards that would indicate lesser service provision to minority riders or populations.

5. https://www.cherriots.org/media/doc/SAMTD_Title_VI_Program_2023_Update_FINAL_sm_12-19-24.pdf

Long-Range Transit Plan (2022)

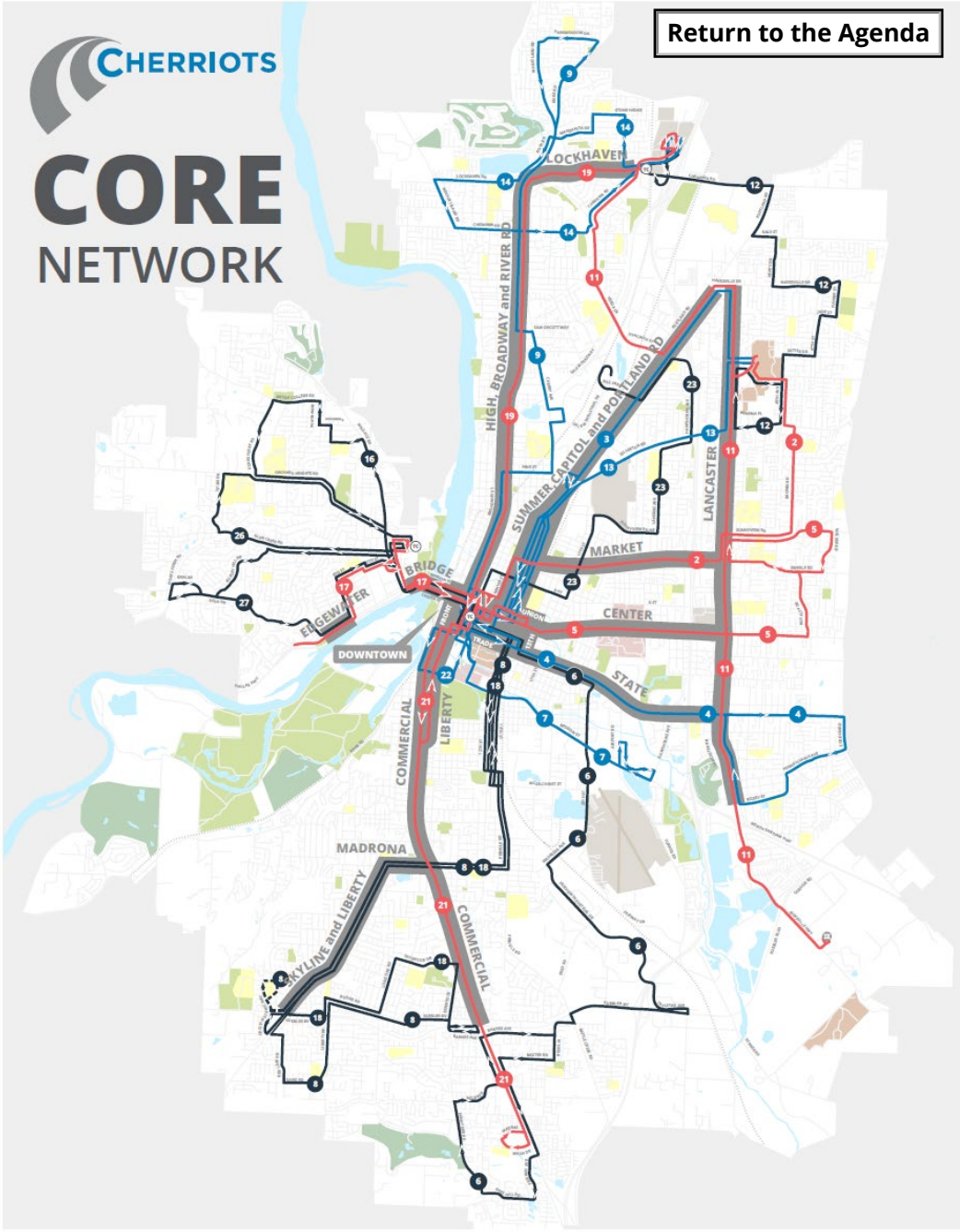
The Cherriots Long-Range Transit Plan[6] (LRTP) outlines a strategic vision for the region's public transit over the next 20 years. The plan guides future investments and service improvements, ensuring Cherriots meets evolving community needs. Based on the existing conditions of services provided by Cherriots, the LRTP identified categories of services and investment types that will help Cherriots meet the District's vision, mission, and values.

6. https://www.cherriots.org/media/doc/LRTP_2022-12-15.pdf

LRTP (2022)

The six focus areas identified in the LRTP are:

- **Prioritize core service expansion:** Fulfill existing service goals by expanding weekday and weekend service levels across the core network, shown on the map to the right, and regional routes.
- **Increase frequency and reliability:** Improve local and regional routes by adding service frequency and enhancing reliability to better connect riders to key destinations.
- **Develop as a mobility integrator:** Leverage expertise to offer flexible routes, micro-transit, and partnerships for emerging mobility options, adapting to evolving community needs.
- **Enhance transit infrastructure:** Create safe, accessible, and multi-modal mobility hubs by improving bus stops and transit centers.
- **Strengthen jurisdictional partnerships:** Collaborate with cities and counties for strategic service expansion and land use integration.
- **Lead in environmental sustainability:** Advance clean transportation and pursue further opportunities to reduce environmental impact.



Service Guidelines for Bus Service (2020)

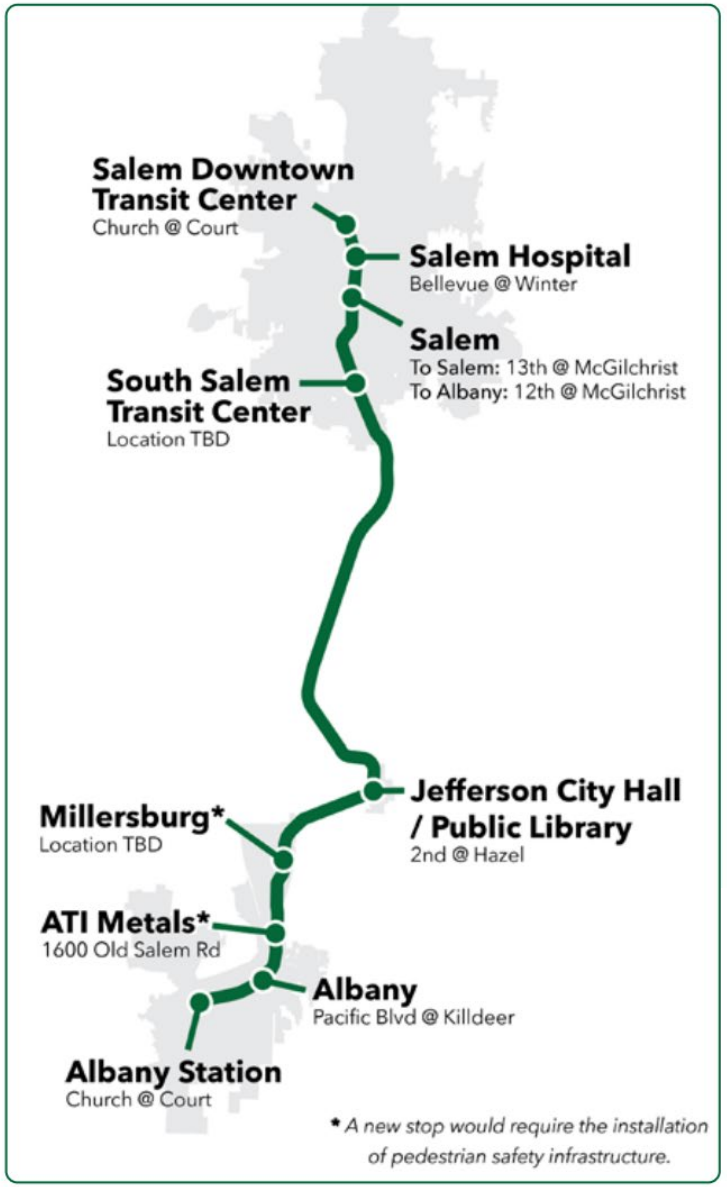
The service guidelines[7] establish the framework for designing, evaluating, and modifying the local and regional fixed transit services offered by Cherriots. The guidelines help Cherriots staff conduct the Statewide Transportation Improvement Fund service planning process by detailing guidelines on 1) performance goals, measures, monitoring, and evaluation, 2) needs assessment methods, 3) service change plan development approaches, 4) service design standards, 5) public engagement strategies, and 6) the implementation process. The document details the definitions of key terms and SAMTD Board Policy 109.

7. https://www.cherriots.org/media/doc/Service_Guidelines_2020-09-01.pdf

Salem–Albany Corridor Feasibility Study (2021)

The Salem-Albany Corridor Feasibility Study[8] examined the potential for enhanced transit connectivity along the I-5 corridor, which is vital for regional mobility. This study informs long-term planning by exploring options to improve travel times and accessibility between Salem and Albany, addressing growing transportation demands. Corridor recommendations were made based on the analysis of multiple service design alternatives and iterations of public inputs.

The study recommended an intercity route that links Salem, Jefferson, Millersburg, and Albany. The route would provide weekday and Saturday service with five or six round trips per day, with an option for express rush hour service that provides a more direct point-to-point trip between Salem and Albany. Suggested stop locations, trip schedules, and cost estimates are included in the recommendation.



The Recommended Route was based off of the Intercity Alternative. It would provide service six days per week and connect all four cities along the corridor.

8. https://www.cherriots.org/media/doc/Final_Recommendation_Report_web_quality070821.pdf

3 System Overview

Cherriots System Overview

Cherriots operates two fixed-route service types: **Local** and **Regional**. Local routes operate within the Salem-Keizer urban growth boundary, while Regional routes mostly connect the Salem-Keizer area to communities in Marion and Polk Counties as well as the Portland metro area in Wilsonville.

To understand the strengths and weaknesses of each service type, this chapter evaluates the following characteristics at the system level:

- Overview and service categories
- Service span and frequency
- Service levels by bus stop
- Ridership
- Productivity (riders per revenue hour)
- On-time performance
- Peak vehicle needs

Because the two service types have different goals within the Cherriots fixed-route system, as well as different geographic extents, this chapter uses the **Local** and **Regional** headers on each page to distinguish between the two service types.

Local

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Cherriots Local bus near the capitol in springtime. Source: Cherriots.

Regional

Cherriots Regional bus in Independence, OR. Source: Cherriots

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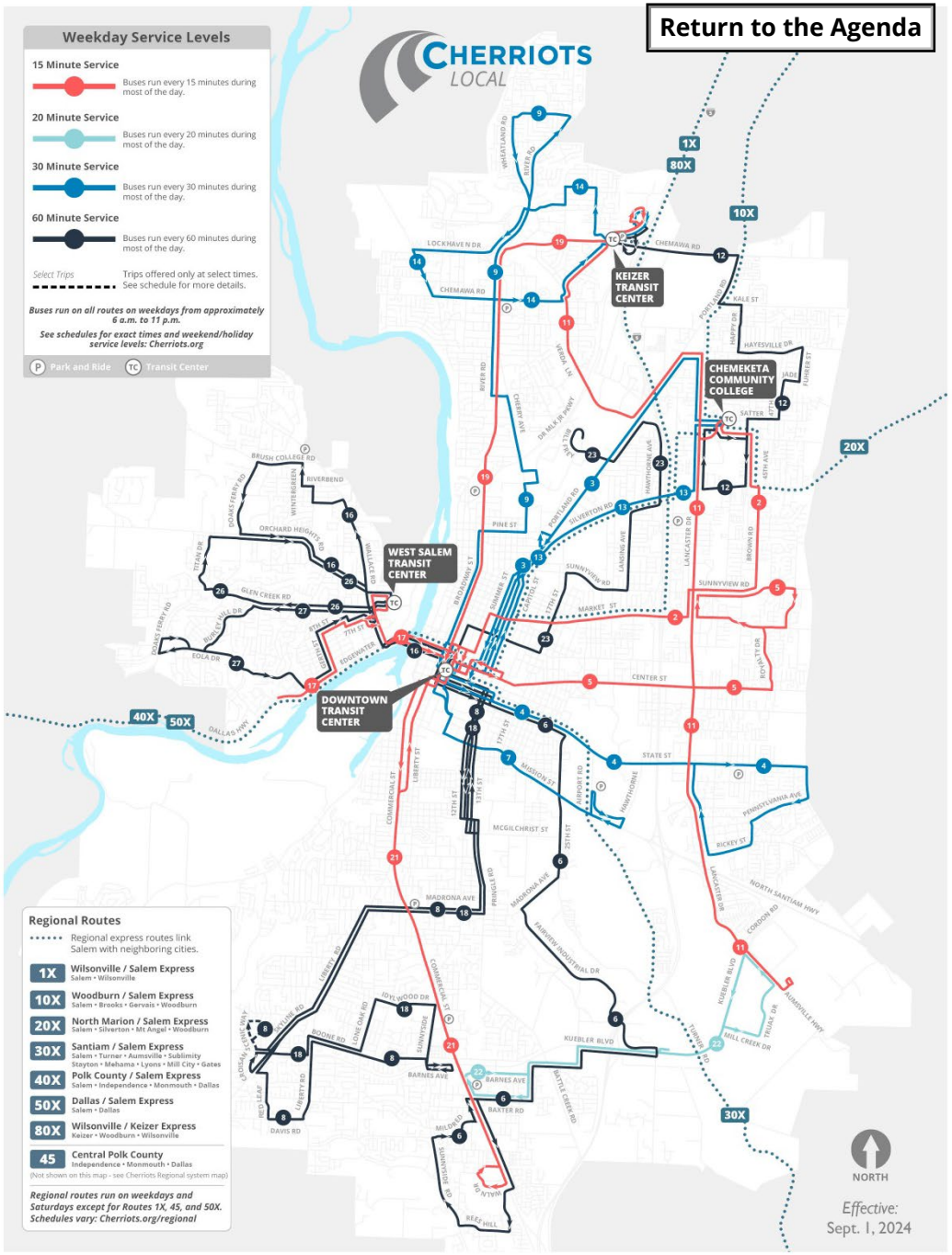
Cherriots Local

Cherriots operates 21 Local routes. The Local routes are further divided into three main categories:

- **Frequent service** routes run every 15 minutes for most of the day on weekdays. All Frequent routes operate on weekends as well as weekdays, though less frequently. There are six Local Frequent routes – Routes 2, 5, 11, 17, 19, and 21.
- **Standard service** routes run every 30 minutes for most of the day on weekdays, and either every 30 minutes or hourly on weekends. There are six Local Standard routes – Routes 3, 4, 7, 9, 13, and 14.
- **Basic service** routes are coverage routes that run every hour. Most service is concentrated on the weekdays, with limited weekend service. There are eight Local Basic routes – Routes 6, 8, 12, 16, 18, 23, 26, and 27.

In addition to the three main service types, there is one route with 20-minute headways – Route 22, Kuebler Link.

A full fare on Local routes is $1.60 for one ride and $3.25 for a day pass.



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Corridor Routes and Coverage Routes

In addition to categorizing Local routes as Frequent, Standard, or Basic, Cherriots also distinguishes between Corridor routes and Coverage routes.

Corridor routes mainly serve commercial corridors in Salem-Keizer. They tend to be, but are not always, Frequent routes.

Coverage routes serve lower density areas, and most, but not all, fall into the category of Basic service. Cherriots has different productivity targets for Corridor and Coverage routes, which will be described later in this chapter.

Corridor Routes

Route		Category
2	Market / Brown	Frequent
5	Center St	Frequent
11	Lancaster / Verda	Frequent
17	Edgewater St	Frequent
19	Broadway / River Rd	Frequent
21	South Commercial	Frequent
3	Portland Rd	Standard
4	State St	Standard
9	Cherry / River Rd	Standard
13	Silverton Rd	Standard
8	12th / Liberty	Basic
18	12th / Liberty	Basic

Coverage Routes

Route		Category
22	Kuebler Link	Frequent
7	Mission / Hawthorne	Standard
14	Windsor Island Rd	Standard
6	Mission / Fairview Industrial	Basic
12	Hayesville Dr	Basic
16	Wallace Rd	Basic
23	Lansing / Hawthorne	Basic
26	Glen Creek / Orchard Heights	Basic
27	Glen Creek / Eola	Basic

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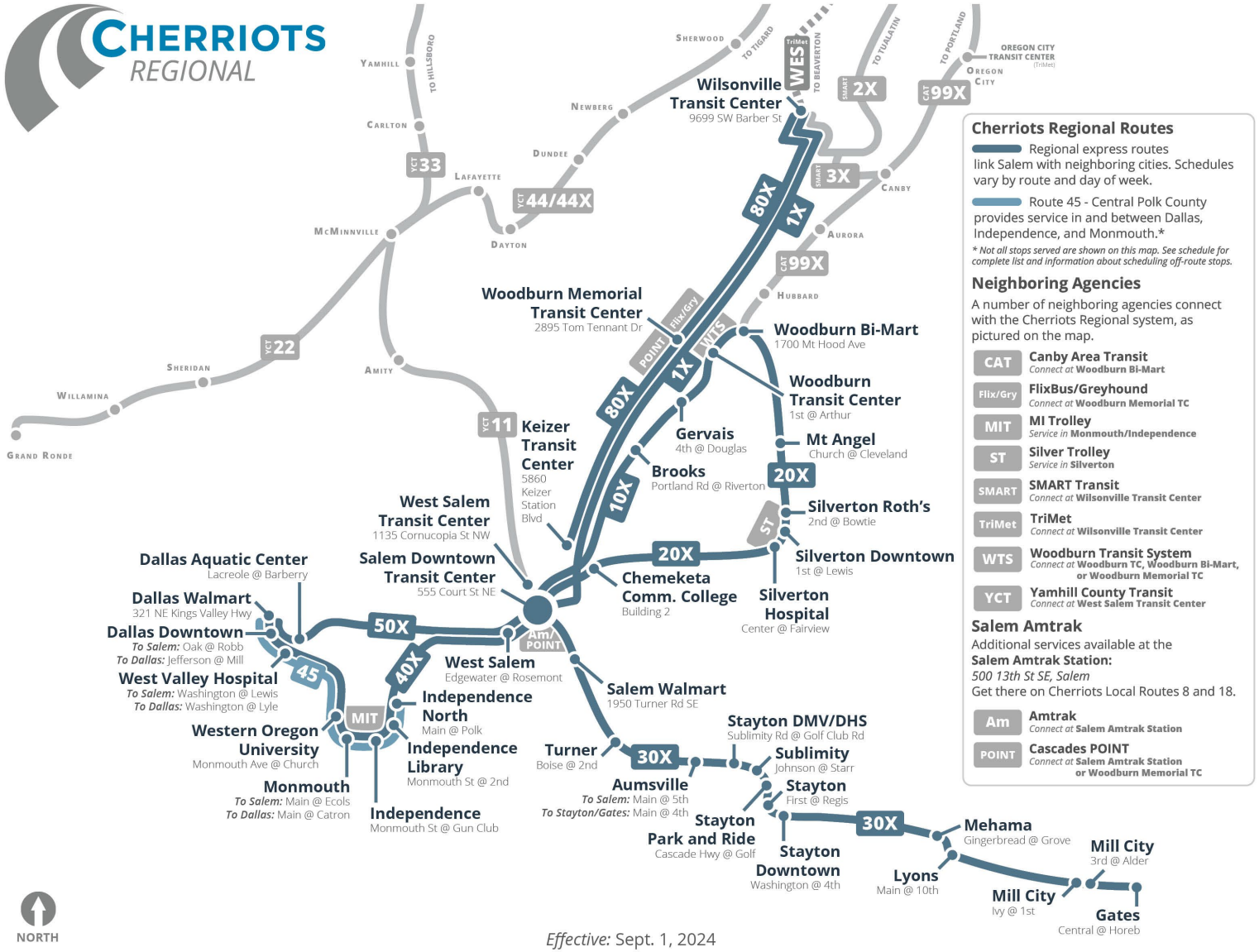
Cherriots Regional

Cherriots provides service to communities outside Salem/Keizer with eight Regional routes. All Regional routes operate Monday-Friday, with four routes operating on Saturdays. No Regional services operate on Sundays or holidays.

Fares on Regional routes are the same as Local services. For passengers paying a full fare, the cost is $1.60 for one ride, or $3.25 for a day pass. This fare structure has been in place since August 1, 2023. Prior to this, the Regional routes had a higher fare than the Local services.



Effective: Sept. 1, 2024

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Cherriots Regional

Cherriots has three classifications for Regional routes:

- **Regional Express:** Bus services between towns and cities mostly in Marion and Polk Counties. This service type is the most common type of Regional route.
- **Regional Deviated Fixed Route:** Service within and between the cities Dallas, Monmouth, and Independence. Off-route pick-ups and drop-offs can be scheduled for locations within designated areas around each of the three cities. Route 45 is the only route of this type.
- **Local Commuter Express**: Connects metro areas with no stops in between. Route 1X is the only Local Commuter Express route. Cherriots partners with SMART to fund and operate this route.

The adjacent chart shows the total number of round trips operated on the Regional routes on weekdays and Saturdays.

Route	Service Type	Roundtrips	
		Weekdays	Saturdays
1X – Wilsonville / Salem Express	Local Commuter Express	16*	-
10X – Woodburn / Salem Express	Regional Express	8	3
20X – North Marion County / Salem Express	Regional Express	5	3
30X – Santiam / Salem Express	Regional Express	4	2
40X – Polk County / Salem Express	Regional Express	10	6
45 – Central Polk County	Regional Deviated Fixed Route	5	-
50X – Dallas / Salem Express	Regional Express	4	-
80X – Wilsonville / Keizer Express	Regional Express	4	-

*Cherriots operates six of the 16 daily 1X trips, and SMART operates the other 10 trips.

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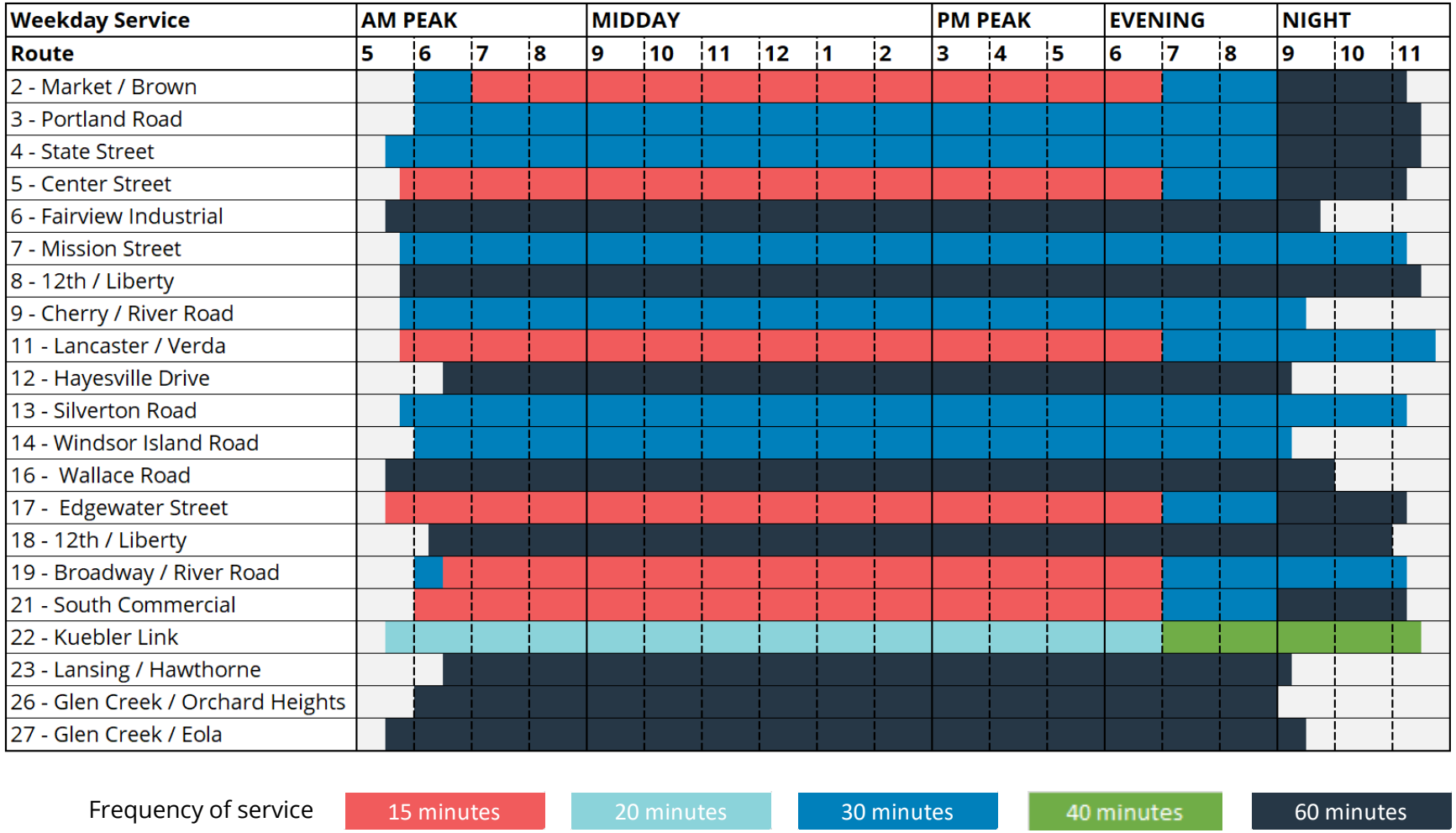
Span and Frequency of Service (Weekdays)

The adjacent chart presents weekday frequencies and spans of service for all designated Local routes in the Cherriots network. Service spans are rounded to the quarter hour.

Service on most routes begins at or before 6:00 AM. All Local routes run until at least 9:00 PM, and twelve run past 11:00 PM. Six routes run with 15-minute headways for most of the day, six operate with 30-minute headways, and eight operate with 60-minute headways. Service decreases in the evening for most routes. There is no 15-minute service past 7:00 PM.



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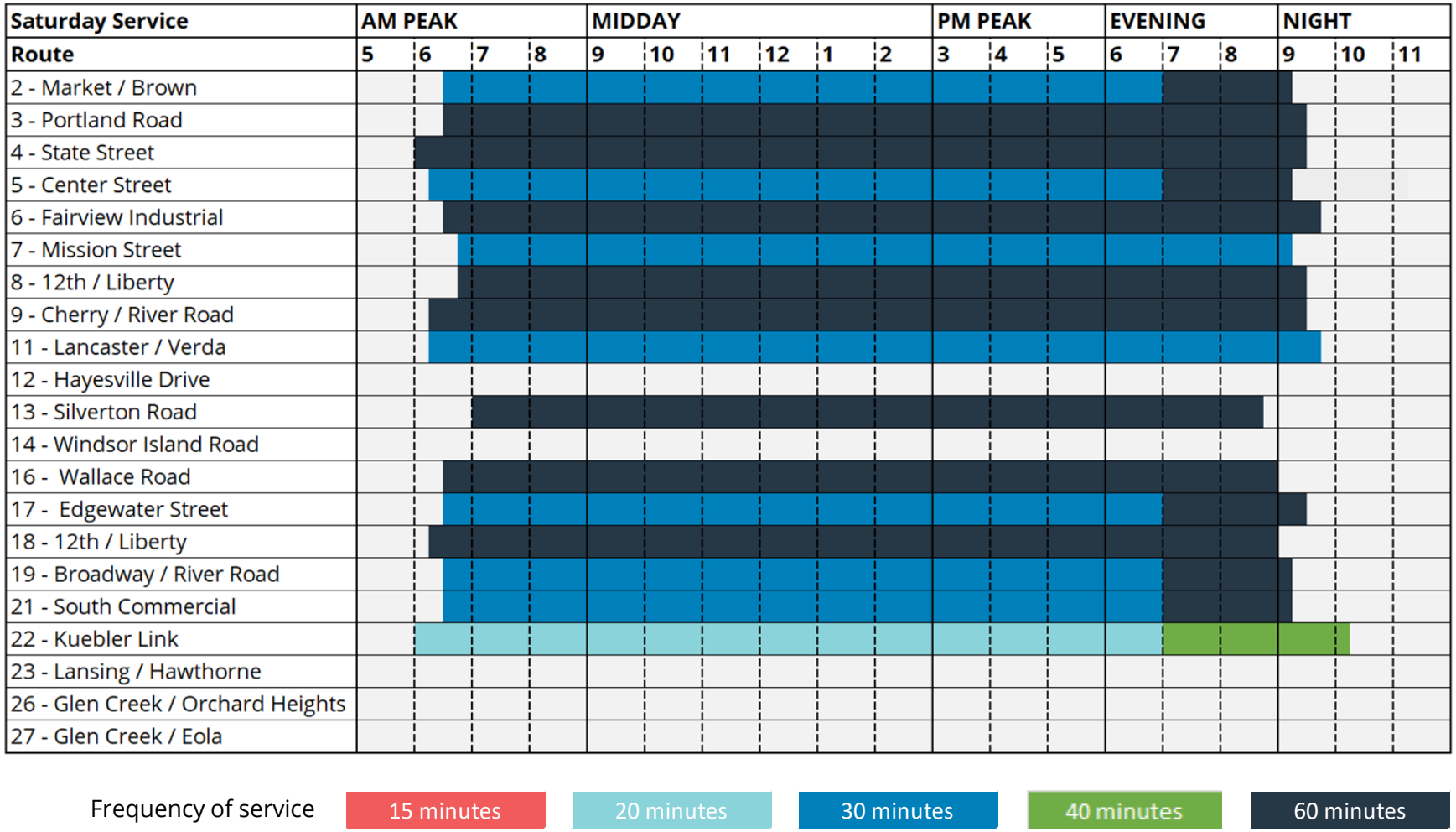
Span and Frequency of Service (Saturdays)

The adjacent chart presents Saturday frequencies and spans of service for all designated Local routes in the Cherriots network.

There are no routes that operate at 15-minute headways on Saturdays. Saturday service starts slightly later and ends slightly earlier than on weekdays, with only Route 22 operating until 10 PM or later.



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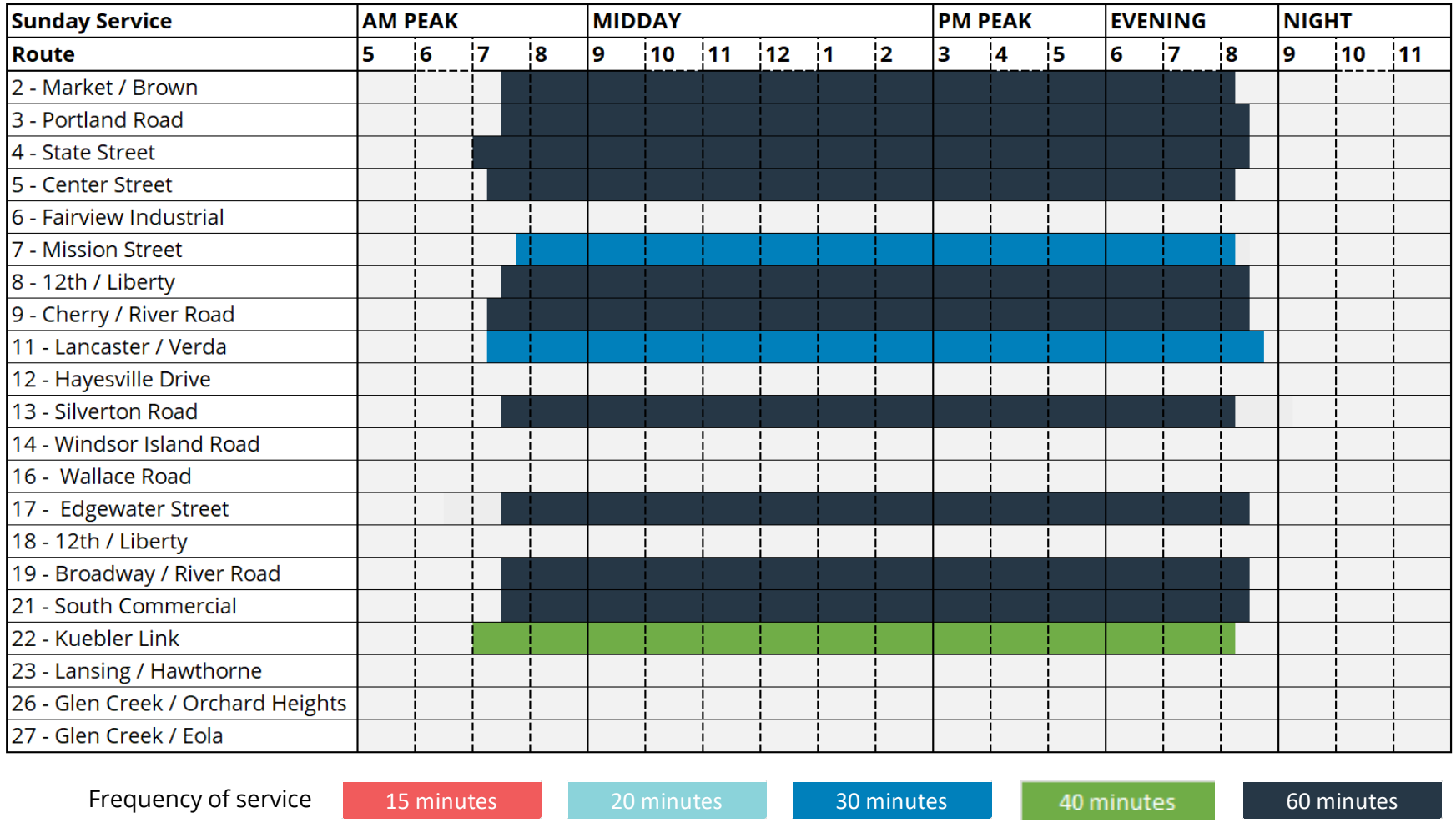
Span and Frequency of Service (Sundays)

Thirteen Local routes operate on Sundays, and only two of these routes (7 and 11) operate at 30-minute headways. Only one Coverage route – Route 7 – operates on Sunday. The rest of the routes operating on Sunday are Corridor routes.



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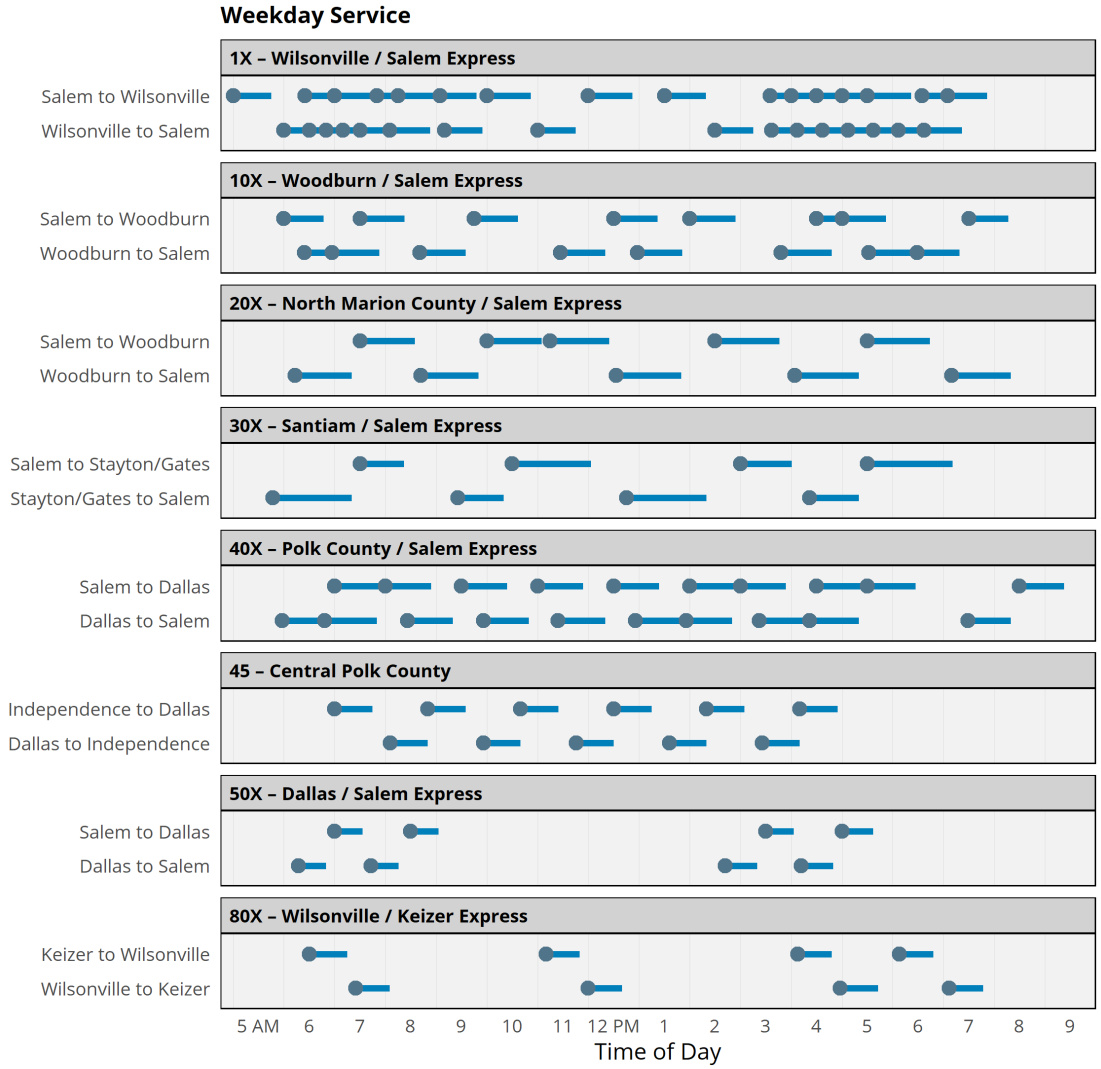
Span and Frequency of Service – Weekdays

All eight Regional routes operate at different frequencies throughout the day. The adjacent chart show each trip scheduled on weekdays. The dots indicate the start time, and the line indicates the time each trip is in service. Some routes operate at relatively consistent intervals throughout the day, though some are more focused on morning and evening peak commute times.

Cherriots' Service Guidelines recommend Regional routes provide a minimum of two round trips per day on weekdays. All routes currently meet this target.



April 2025

Notes:

- 1X trips include trips operated by Cherriots (six trips) and SMART (10 trips).
- 30X only makes two round trips to Gates but stops from Stayton to Salem receive four daily round trips. Thus, travel times are longer during those trips.

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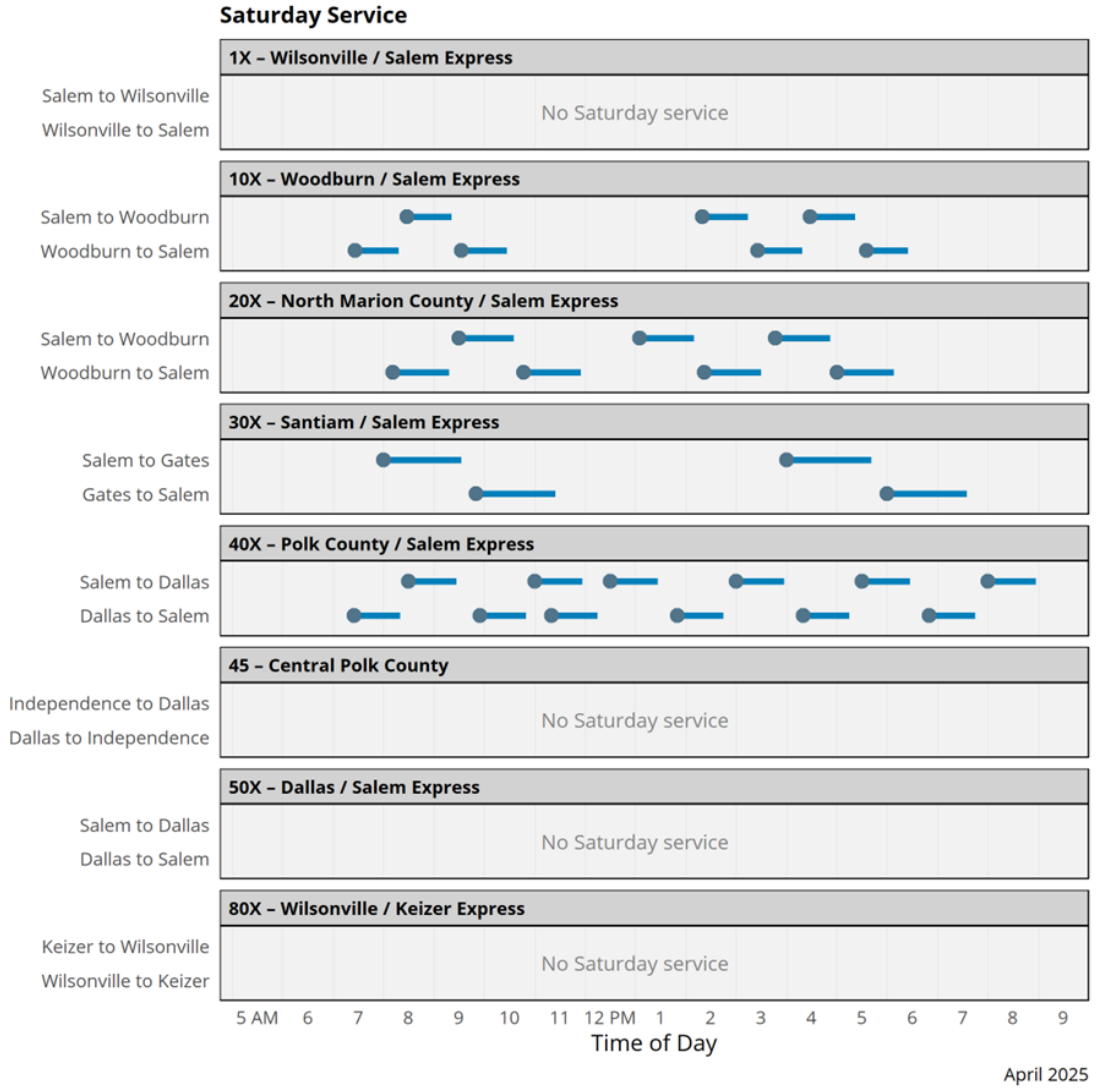
Span and Frequency of Service – Saturdays

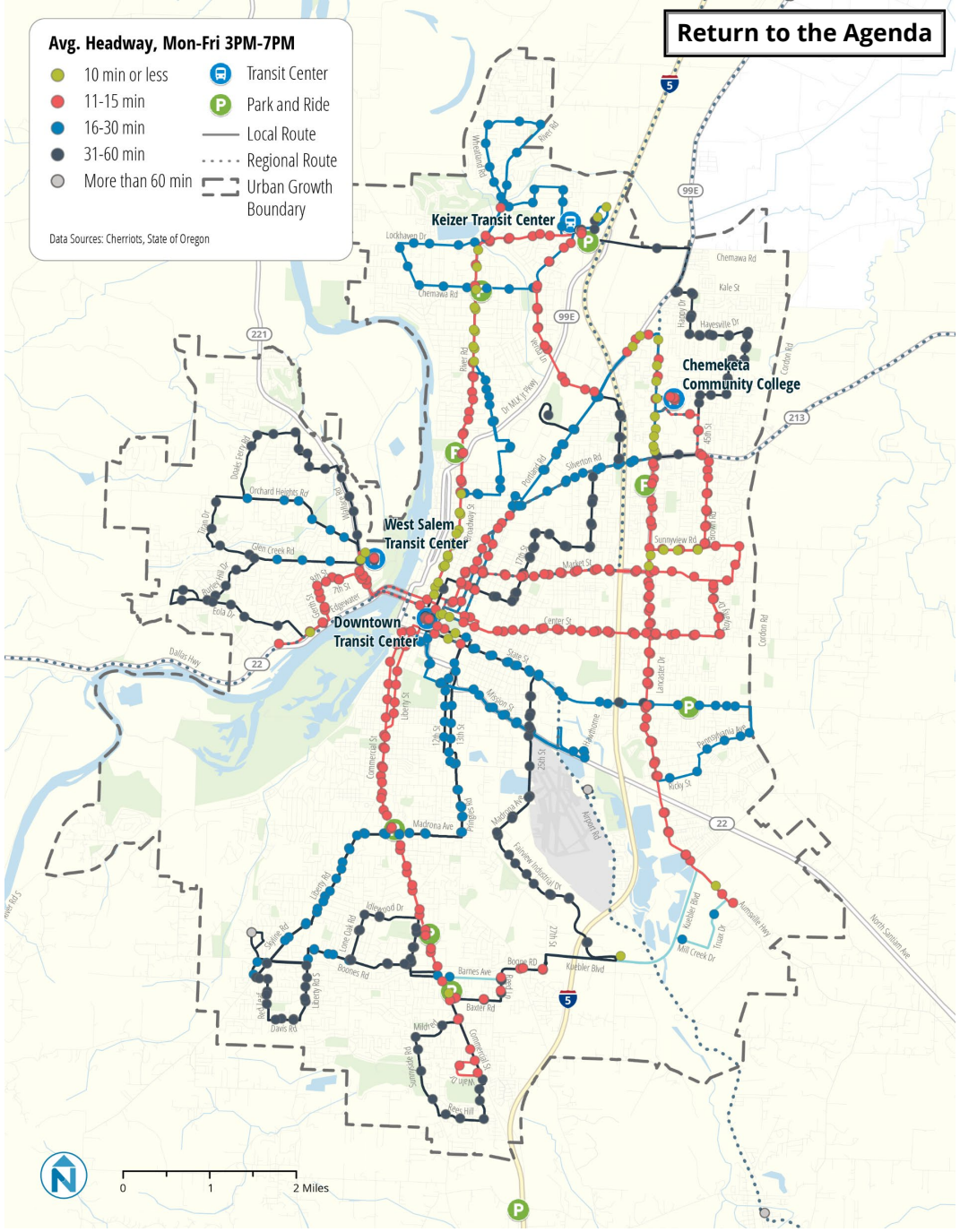
The adjacent chart shows each trip scheduled on Saturdays. Four of the eight Regional routes have Saturday service.

There is no Sunday service on the Regional routes.



Bus Stop Service Levels, Weekday PM Peak

The adjacent map shows the combined headways for each Local stop in the Cherriots system on weekdays during the afternoon. The stops with the shortest average headways (i.e., the time in between buses) are clustered on the Corridor routes, like Route 11 on Lancaster Drive and Route 19 on Broadway Street NE. The stops with the longest average headways are on the Coverage routes that serve areas with mainly lower-density residential uses.



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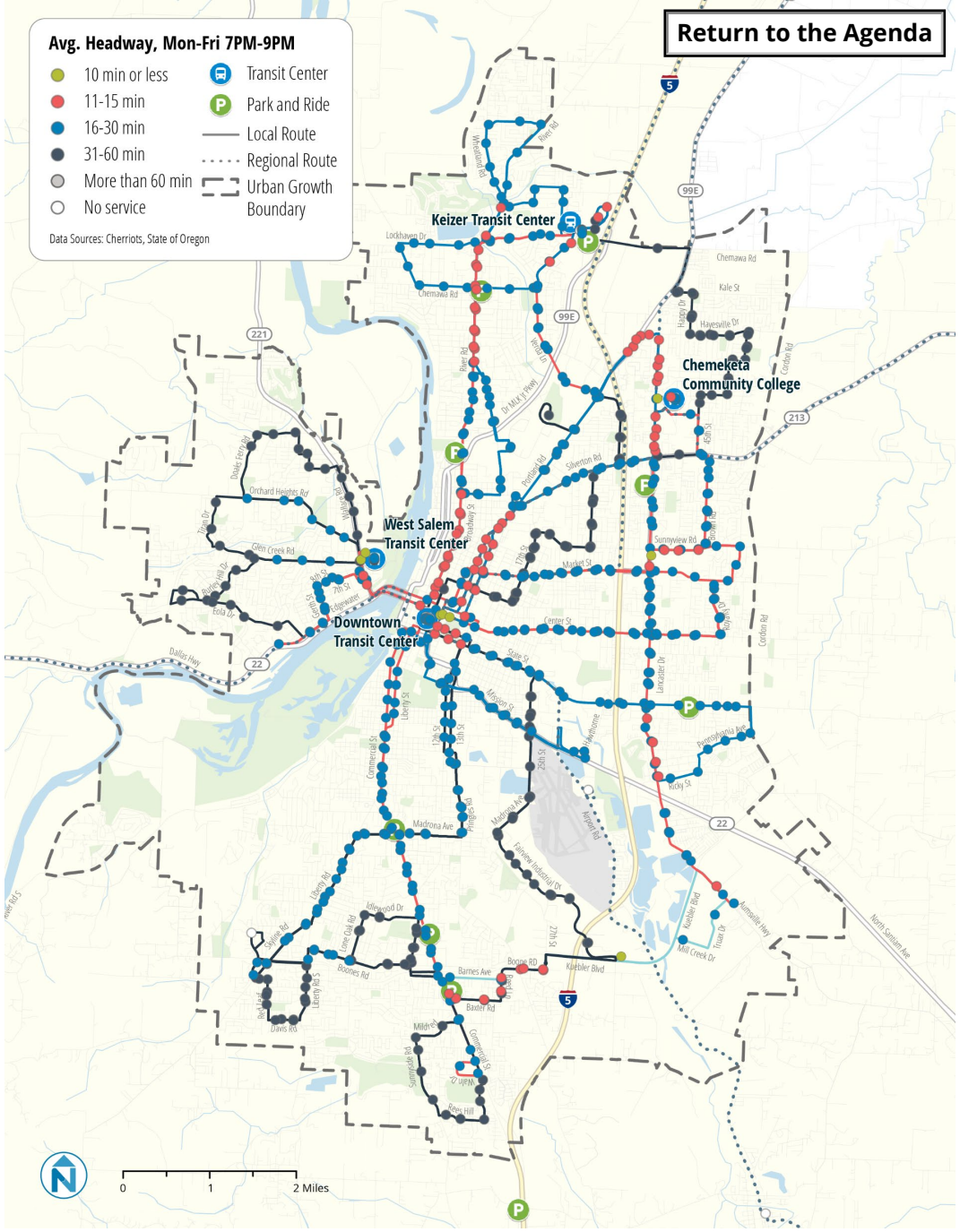
Bus Stop Service Levels, Weekday Evening

During weekday evenings, average headways increase for most of the system. The stops with average headways of 15 minutes or less are found for the most part near transit centers and on major corridors.



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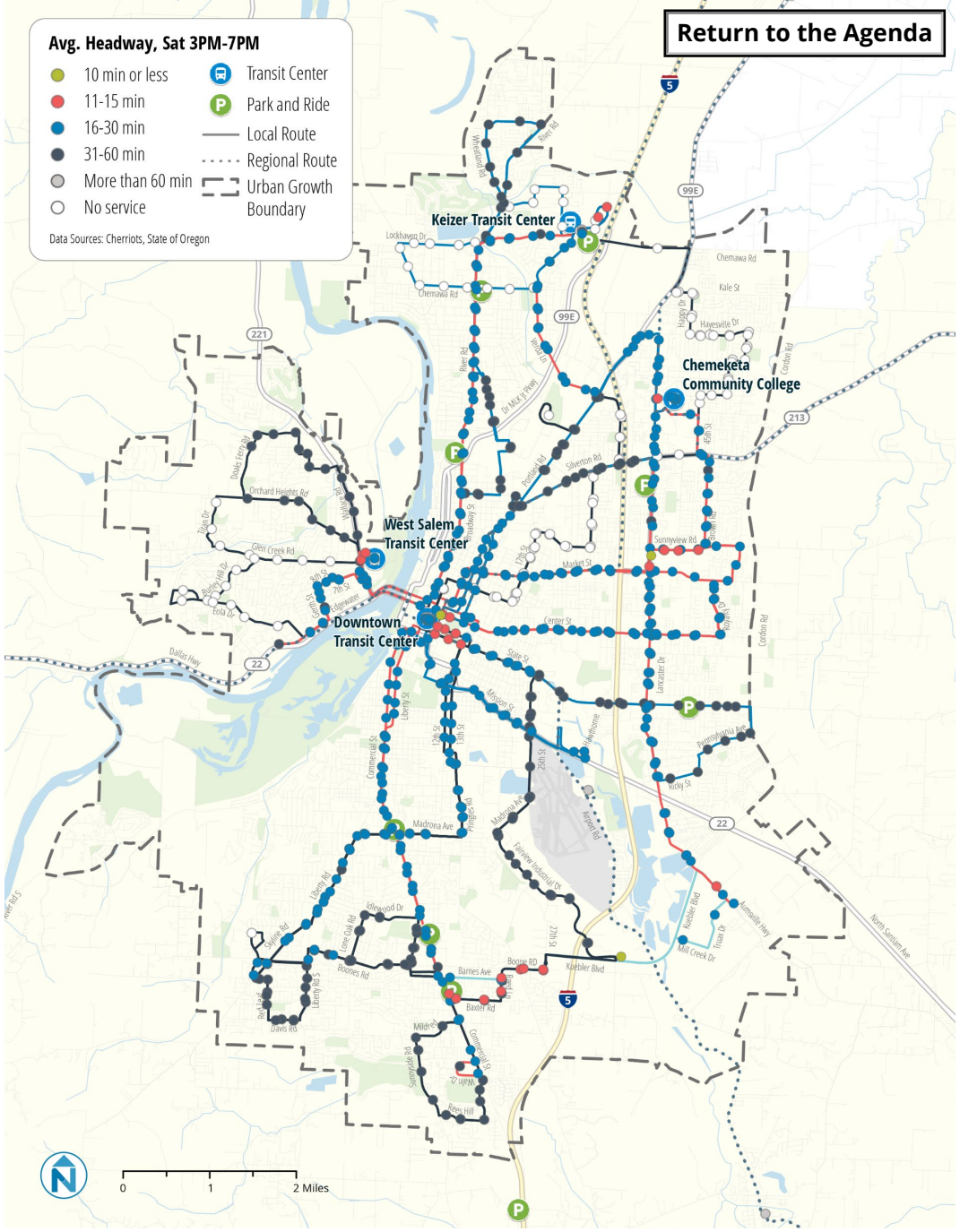
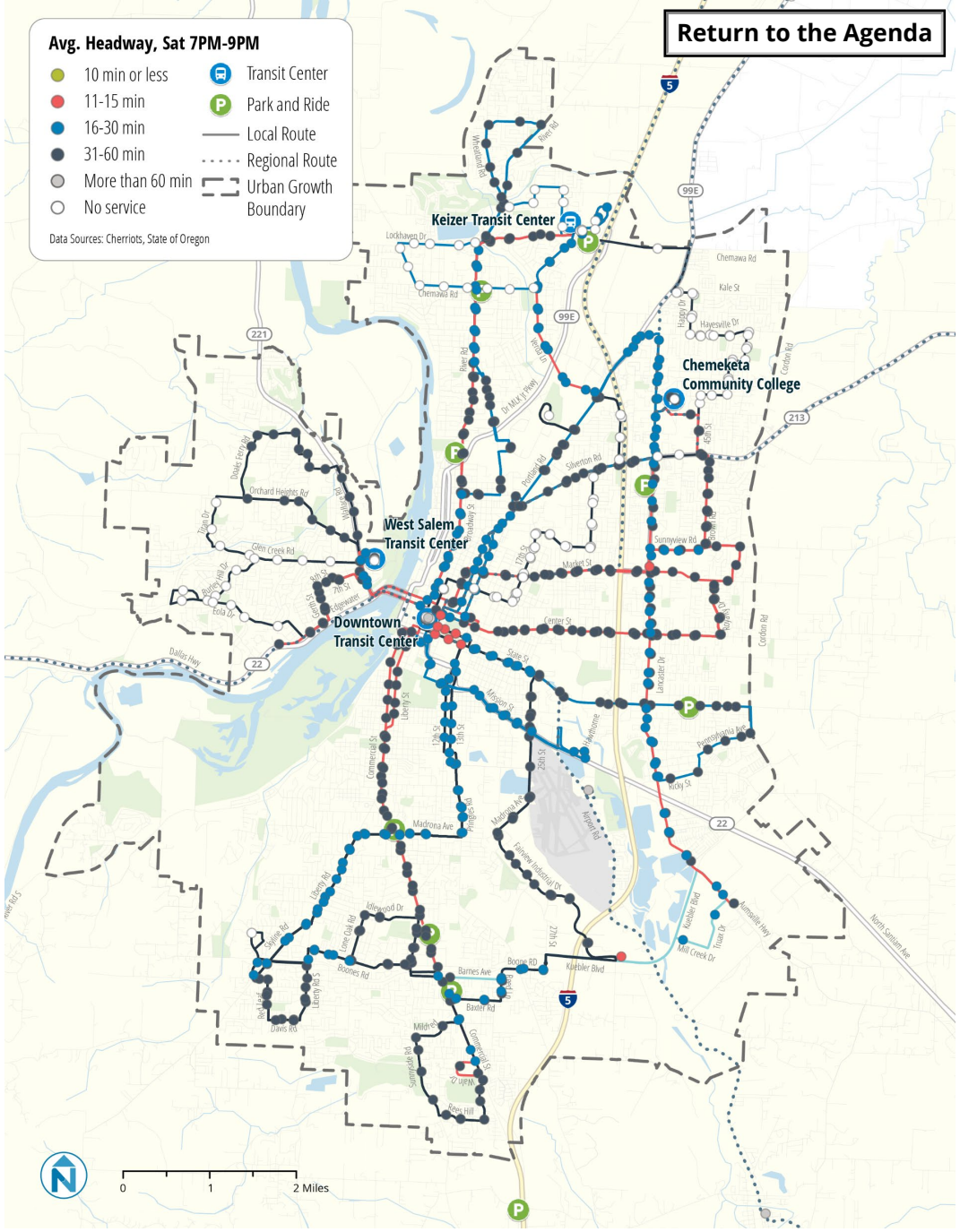
Bus Stop Service Levels, Saturday PM Peak

On Saturdays during the day, there are only a few remaining pockets of stops with average headways of 15 minutes or less: near the Downtown Transit Center, in south Salem where Route 22 and Route 6 overlap, and in east Salem where Routes 2 and 5 overlap. Many of the routes have service every half hour, either from one thirty-minute route or two overlapping hourly routes.



Bus Stop Service Levels, Saturday Evening

On Saturday evenings, most stops have service either every half hour (from one route with 30-minute headways or two routes with hourly headways) or every hour.



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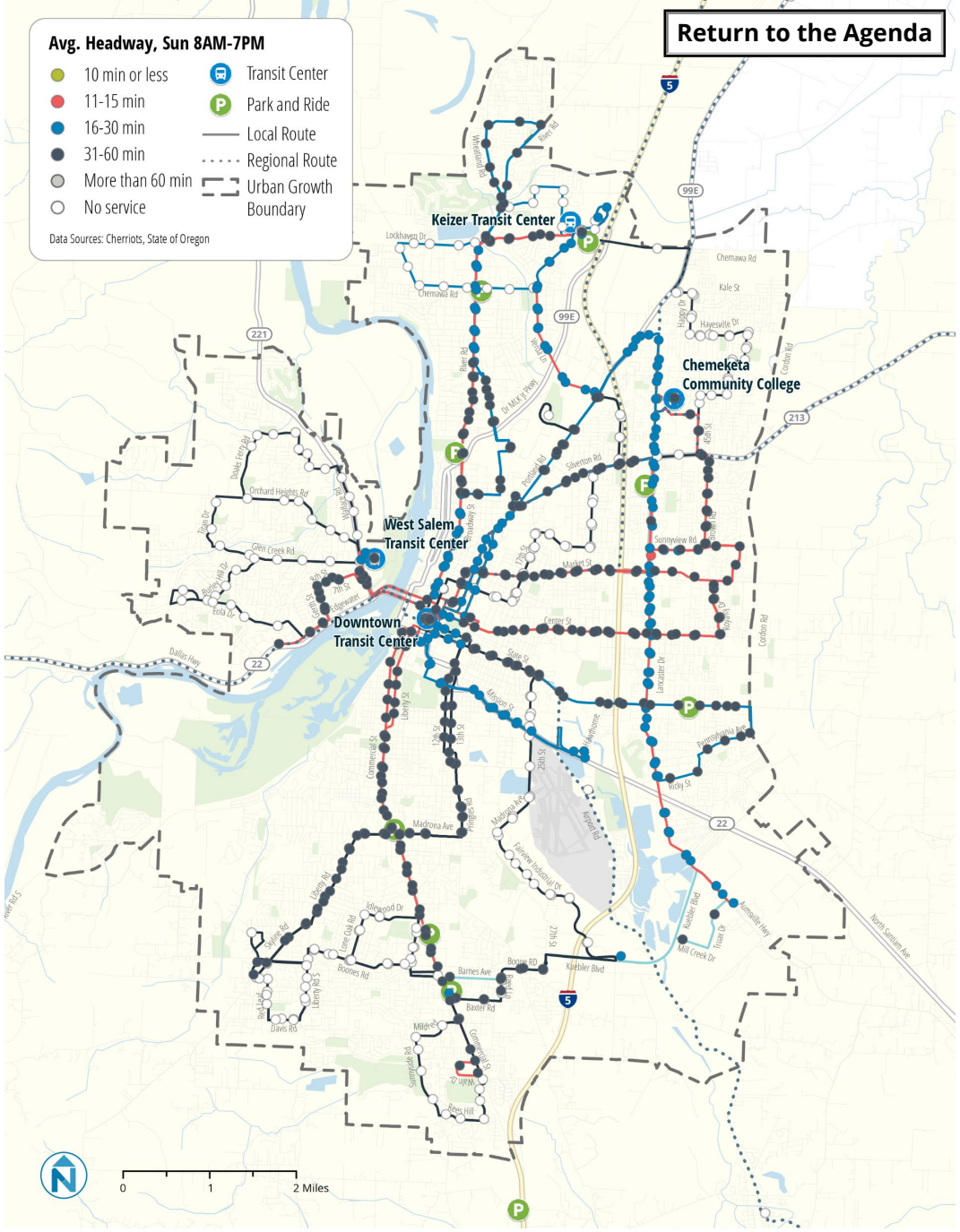
Bus Stop Service Levels, Sunday

Service is least frequent on Sunday during the day. Most routes end between 8 and 9 PM on Sundays.



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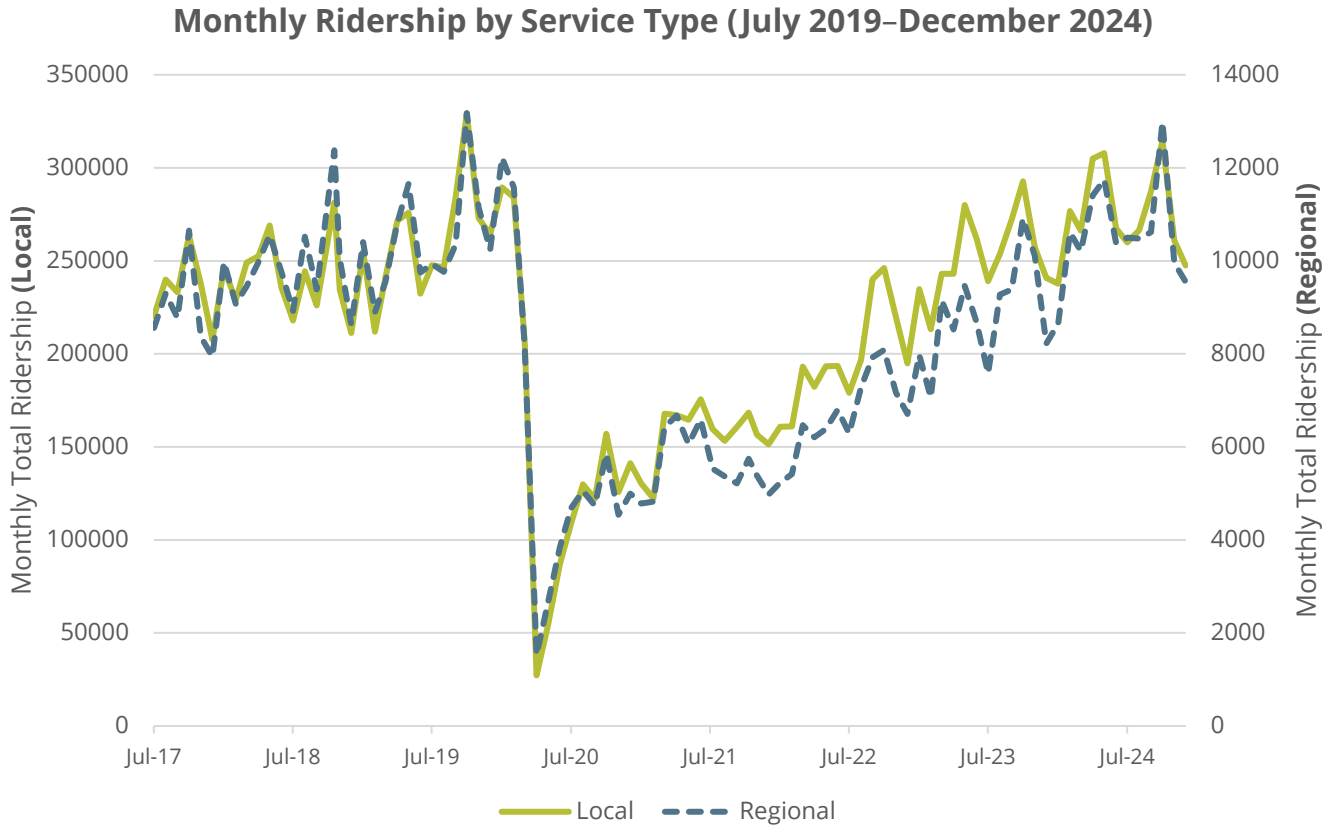
Monthly Ridership

Like most transit agencies in the United States, ridership on Cherriots fell sharply during the COVID-19 pandemic. Unlike most transit agencies, however, ridership on Cherriots has generally recovered to pre-COVID levels, though not quite to the pre-COVID peaks. This continued growth in ridership is partially due to the high increase in youth riders after the free youth pass program began in June 2023.

Local ridership peaked in October of 2019 and was close to matching this peak in October of 2024. Regional ridership peaked in October of 2019 and fell just shy of that peak in October of 2024. Cherriots suspended service for six days starting March 31st, 2020, before resuming limited service for essential trips only with mask requirements in place on April 7th. From its lowest point in April of 2020, ridership increased sharply through the rest of 2020 and has followed an upward trajectory since. Average monthly ridership was higher in 2024 than in 2019.



Note: The axis for Local service is on the left, and the axis for Regional service is on the right

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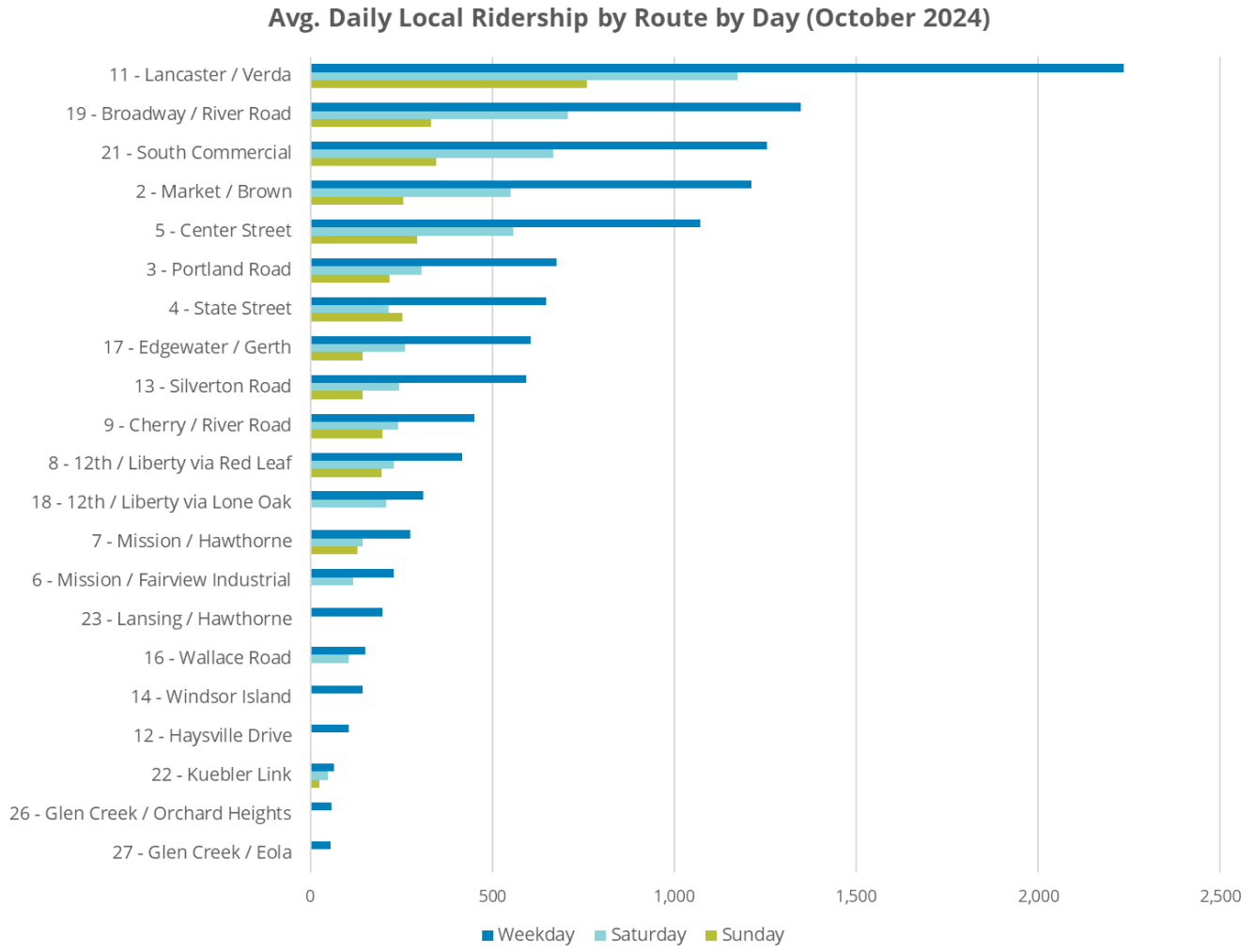
Daily Ridership by Route

Of the Local routes, Route 11 has the highest ridership by a substantial margin. This is largely due to the length of the route and surrounding land uses that have high rates of travel by transit users.

Other routes that surpass the goal of 1,000 riders per weekday are Routes 19, 21, 2, and 5. These routes are all Frequent service routes with service every 15 minutes during peak hours on weekdays.

The two lowest ridership routes are both found in West Salem. These are Basic routes with hourly headways and operate on weekdays only.

Route 22 - Kuebler Link is the only Frequent service route of the ten lowest ridership routes. Route 22 is also the newest route in the system, with service that began in May of 2024. Route 22 operates with 25-foot buses rather than the standard 35- or 40-foot buses.



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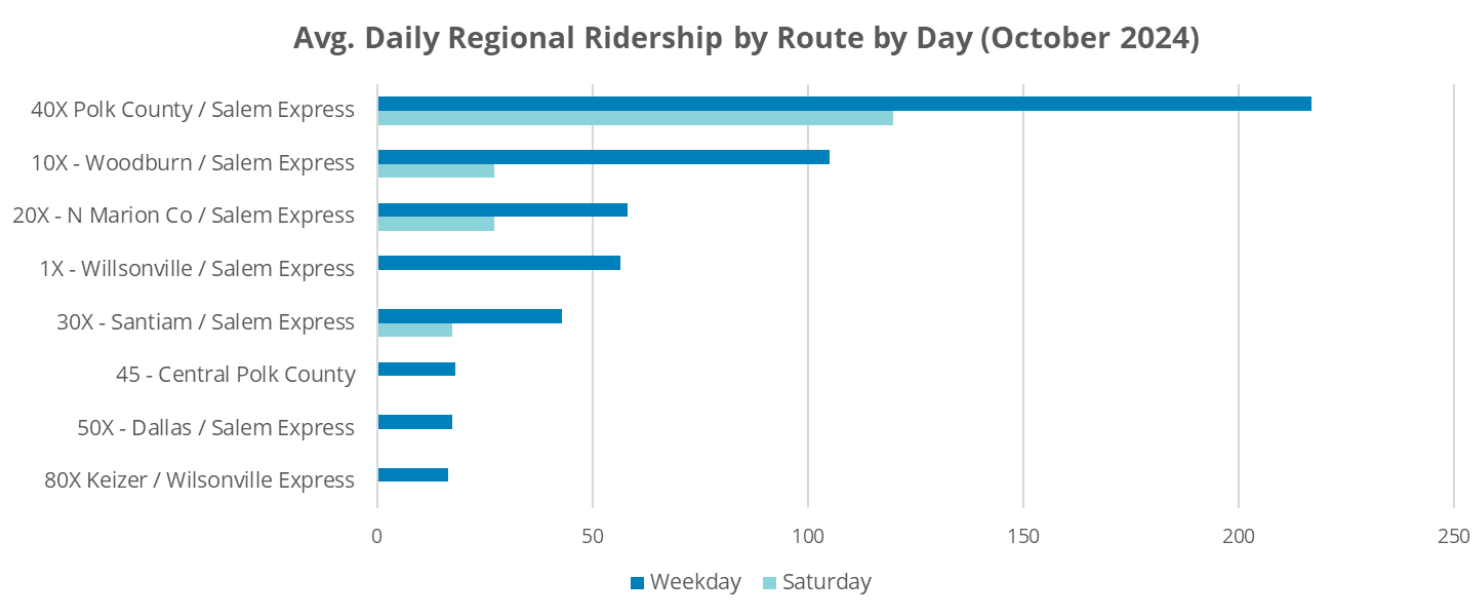
Daily Ridership by Route

Of the Regional routes, 40X Polk County/Salem Express has the highest ridership, while 80X Keizer/Wilsonville Express has the lowest. Ridership is correlated with service frequency: Route 40X has the highest number of daily trips of the Regional routes at ten trips a day, while Route 80X has only four trips a day between Keizer and Wilsonville.

For the four Regional routes with Saturday service (10X, 20X, 30X and 40X), ridership is substantially lower on Saturdays than on weekdays.



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Monthly Ridership

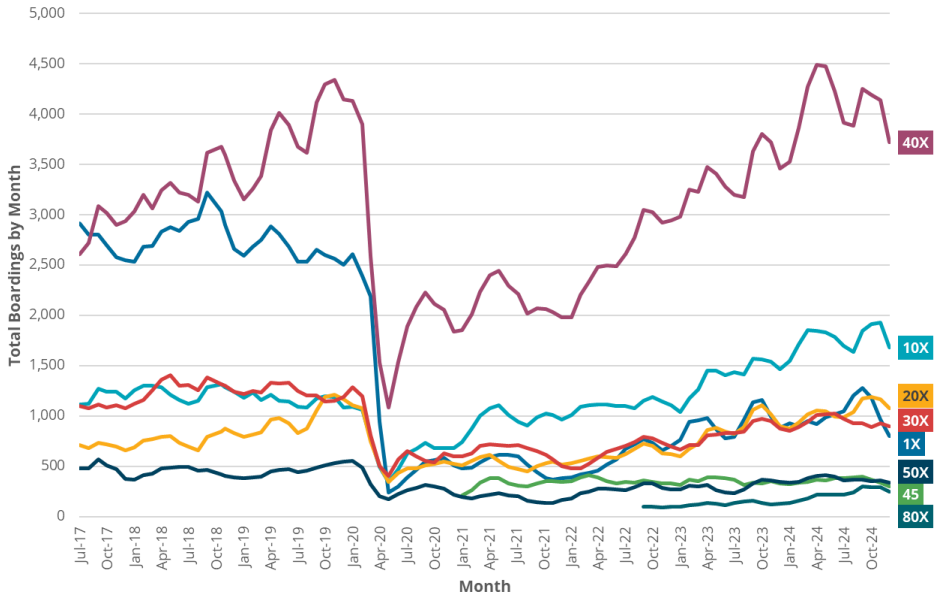
The two adjacent charts show the trend in monthly weekday and Saturday ridership on the Regional routes from July 2017 through December 2024. The trends show relatively steady ridership pre-COVID, with consistent growth on all routes since 2021. Routes 10X, 20X, and 40X have met or exceeded their pre-COVID ridership levels.

Route 45 was introduced in 2021 and has experienced relatively stable ridership. It provides supplemental service to 40X, but does not connect into Salem, thereby improving frequency for trips within or between Dallas, Monmouth, and Independence.

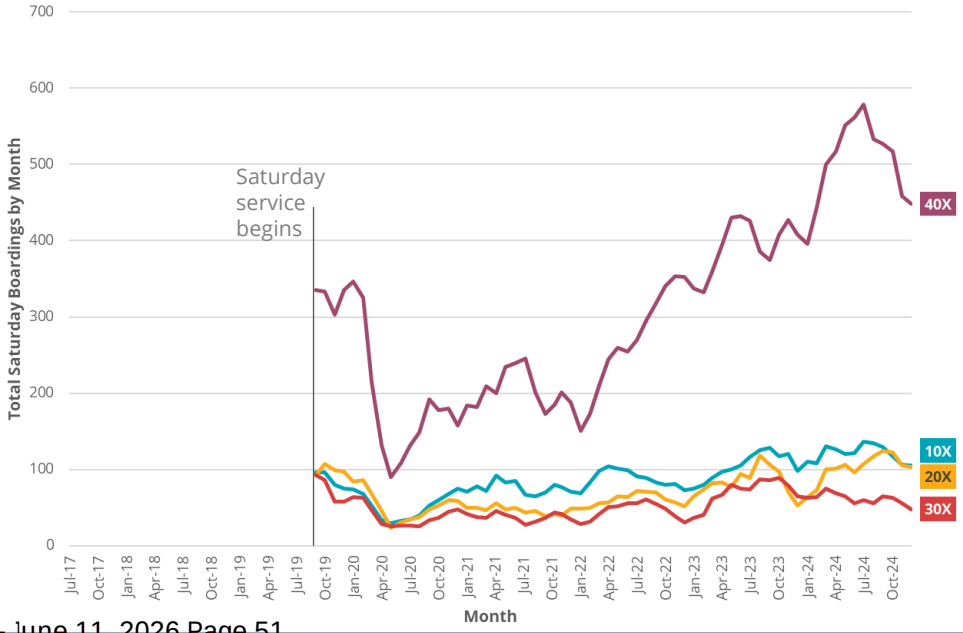
Route 80X has seen steady growth since its introduction in 2022. The route provides direct service between Wilsonville and Woodburn that previously did not exist, as well as providing service to Woodburn's Memorial Transit Center and Park and Ride (Routes 10X and 20X serve the downtown Woodburn Transit Center and Bi-Mart on Mt. Hood Avenue but do not serve the Memorial Transit Center).

Saturday service began on four routes in 2019. All routes have seen stable ridership growth. However, the increase on Route 40X has been very strong, and corresponds to the increase in ridership on weekdays for Route 40X.

Weekday Ridership by Month, Regional Routes (July 2017 – December 2024)



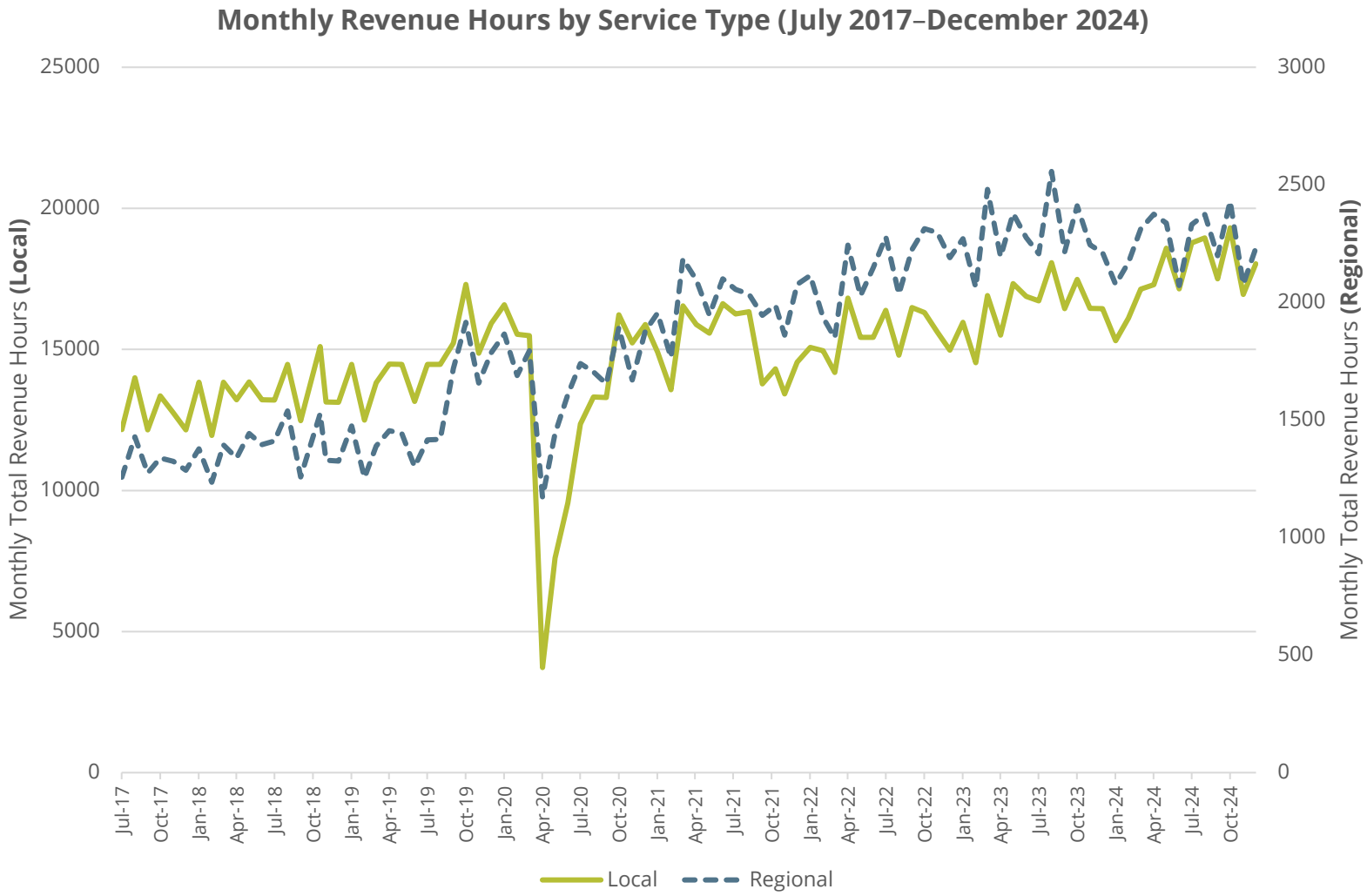
Saturday Ridership by Month, Regional Routes (July 2017 – December 2024)



Monthly Revenue Hours

This chart shows the total revenue hours per month for Local and Regional service.

In 2019, revenue hours increased as Cherriots resumed Saturday service for the first time in a decade with funding from House Bill 2017. The steep drop in 2020 represents the six-day closure of all Cherriots service during the early days of COVID-19, after which service resumed at slightly lower levels. In April of 2021, revenue hours increased as STIF funding made Sunday service possible for the first time in Cherriots history. However, operator shortages slowed the roll-out of increased service levels. In Spring 2024, Local service hours were increased as Route 22 was introduced.



Note: The axis for Local service is on the left, and the axis for Regional service is on the right

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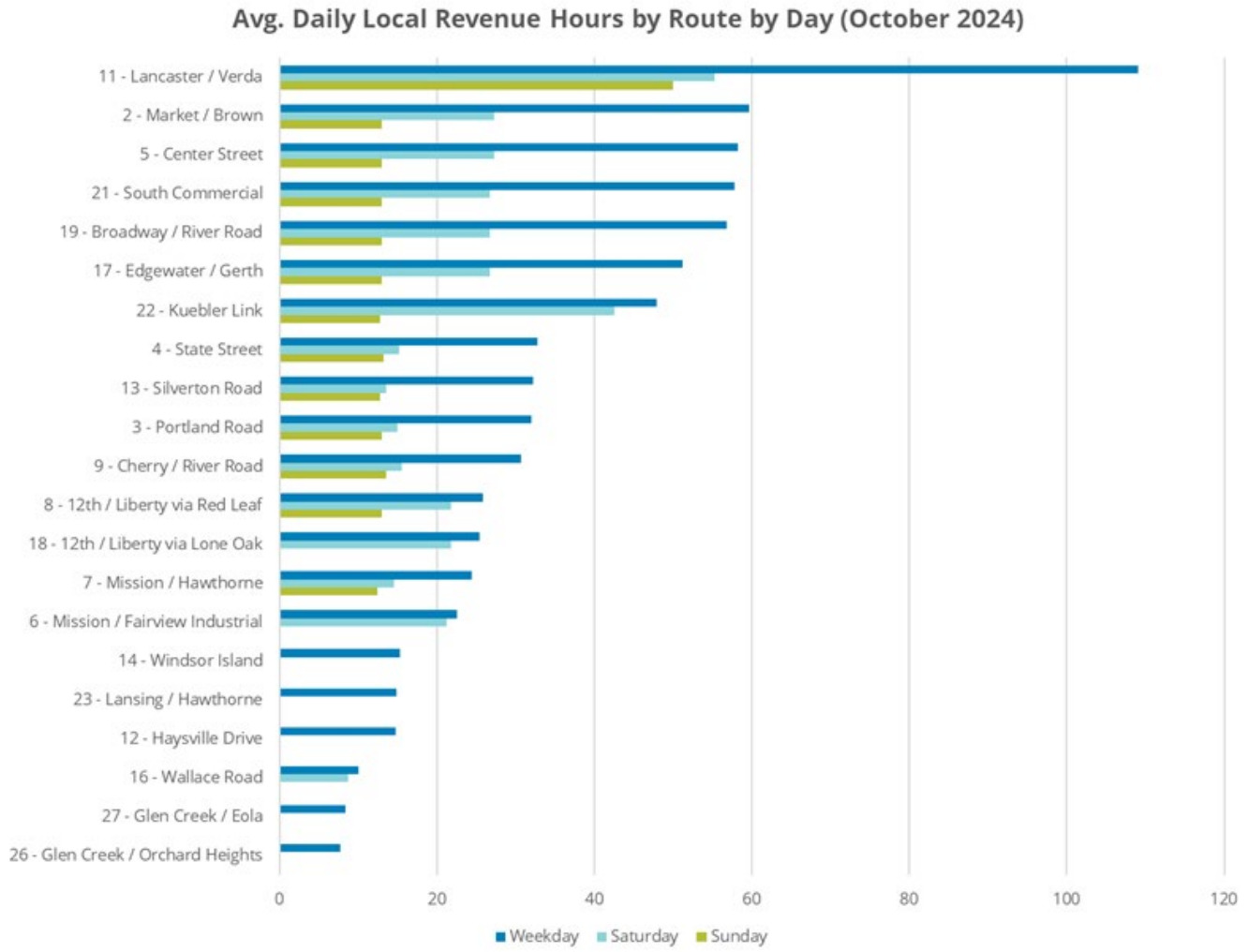
Daily Revenue Hours by Route

Daily revenue hours is a function of the daily service span and the number of daily vehicles that serve that route. Therefore, revenue hours approximate the range of operating costs of various routes. Revenue hours is the amount of time the buses operate in service (picking up and dropping off passengers), including recovery time at the end of each trip. Route 11 has the highest daily revenue hours by a large margin.



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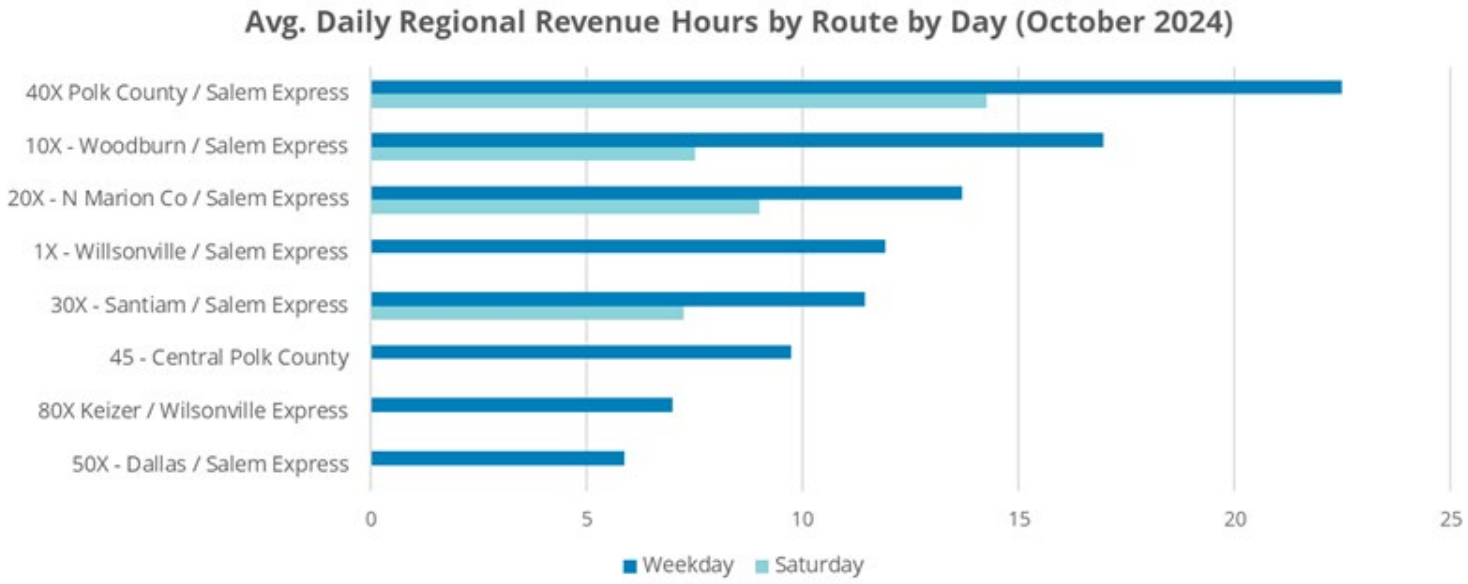
Daily Revenue Hours by Route

The Regional routes have more limited service than many of the Local routes in terms of frequency, service hours, and weekend service. Therefore, they also have lower daily revenue hours.

Route 40X has the highest revenue hours, while Route 50X has the lowest.

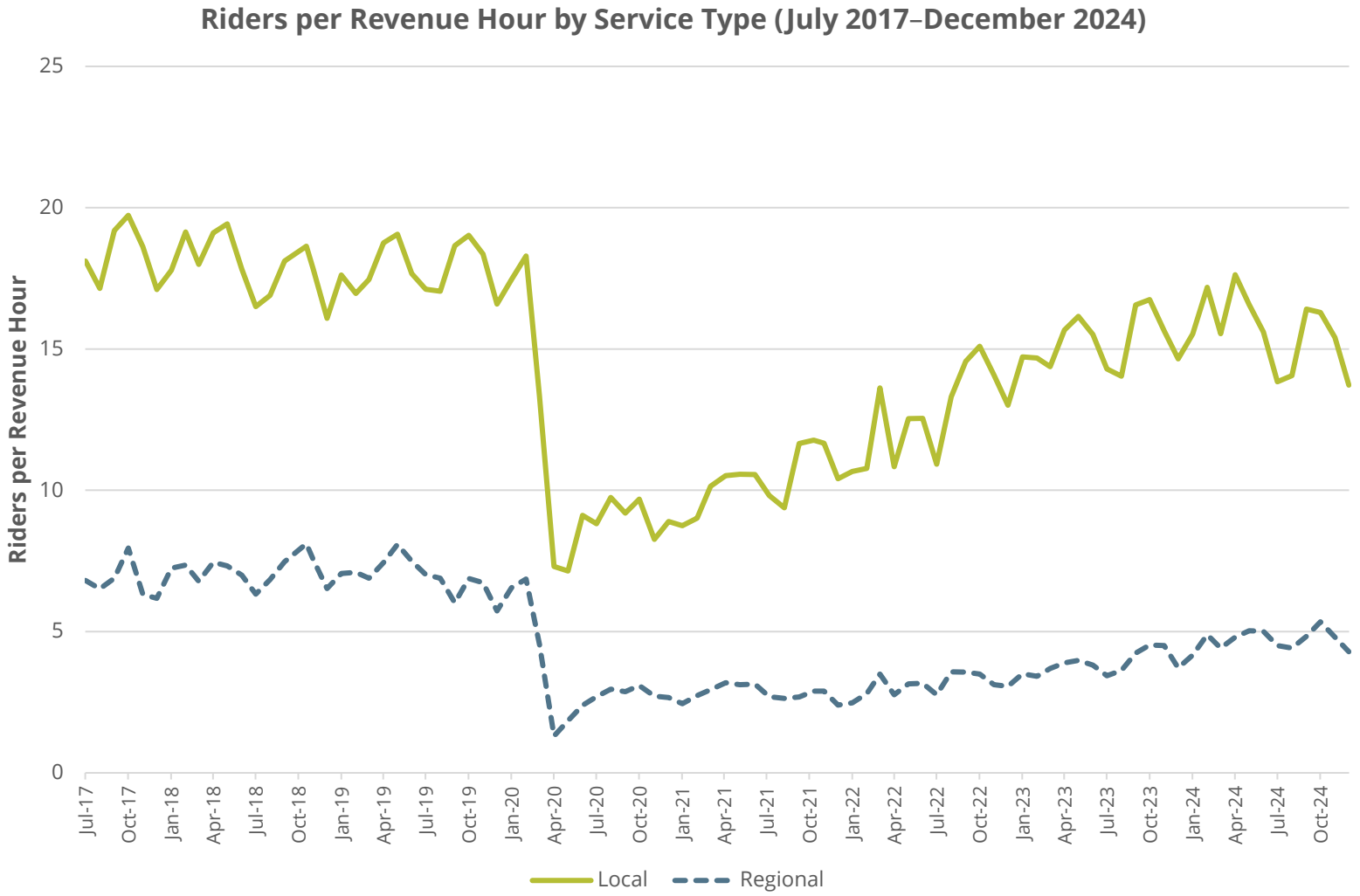


Riders Per Revenue Hour

Riders per revenue hour is used as a measure of service productivity.

Productivity on Local routes has rebounded but is still just below pre-COVID levels, whereas Regional routes have remained at a lower level than they were before COVID, despite an upward trend since spring of 2024.

Between 2017 and 2020, the number of riders per revenue hour was between 17 and 19 riders for Local routes and between 6 and 8 for Regional routes. In 2024, Local routes averaged 15.6 riders per revenue hour, and Regional routes averaged 4.7 riders per revenue hour.



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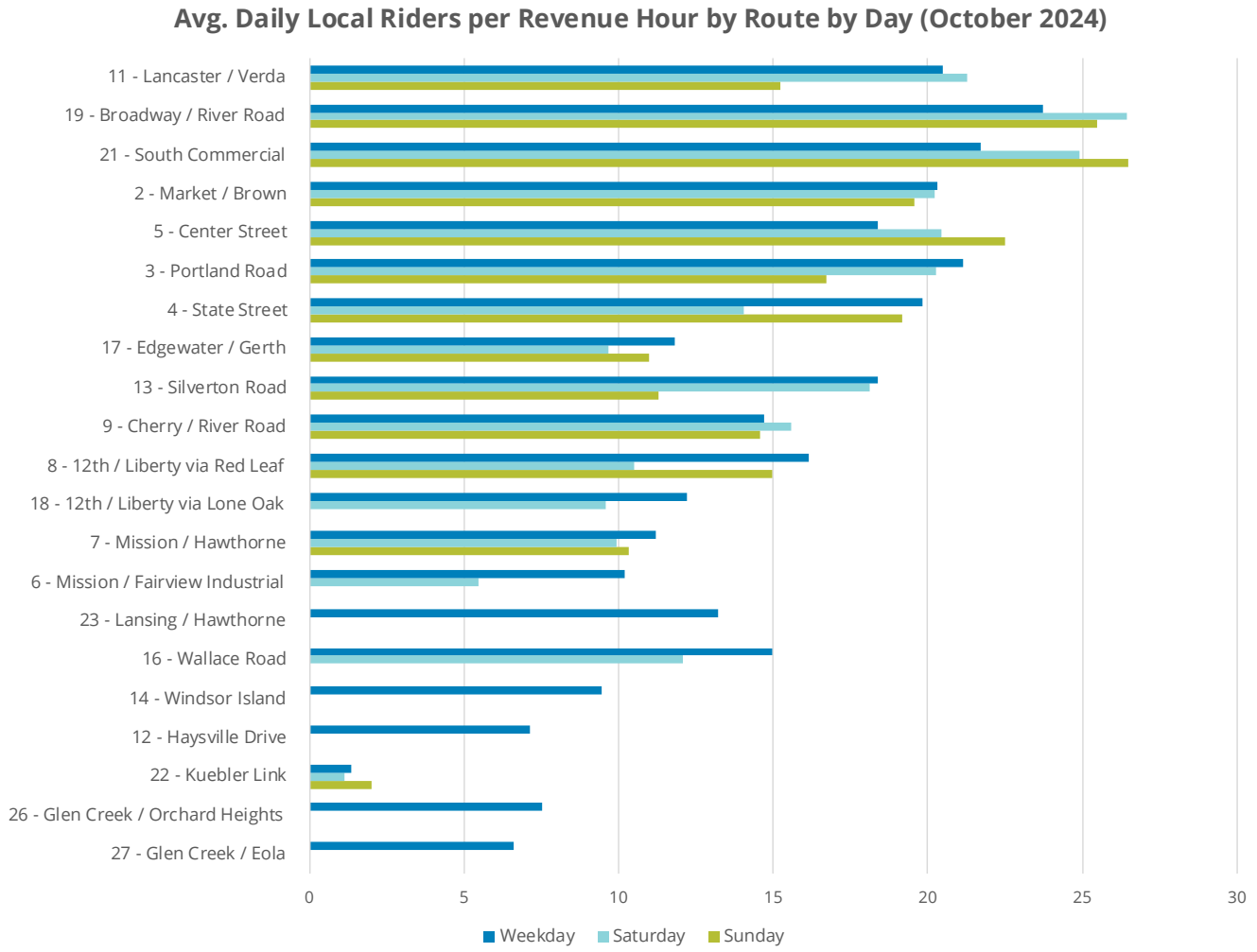
Riders Per Revenue Hour by Route

Route 19 has the highest average daily riders per revenue hour, followed by Route 21. Both are frequent-service routes. Route 3, a Standard route with 30-minute headways during weekday peak hours, has the third highest riders per revenue hour. Route 22, Route 26, and Route 27 are the least productive routes.

Riders per revenue hour can help transit agencies calibrate the appropriate amount of service to provide on any given day. For some of the routes, weekday productivity is lower than Saturday and/or Sunday service, even though ridership is higher. This is a function of lower revenue hours on weekends due to shortened service spans and decreased frequency. These could be potential opportunities for service increases.



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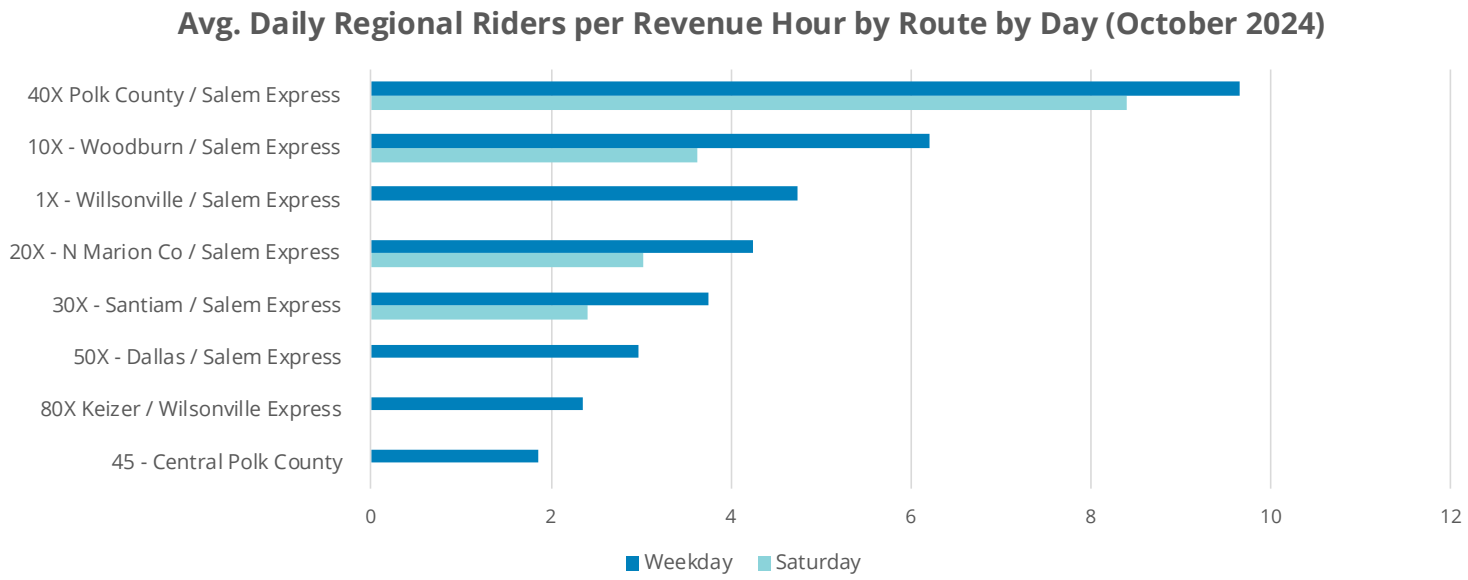
Riders Per Revenue Hour by Route

Productivity for regional services can be expressed in two ways. The first productivity metric is riders per revenue hour, which measures the number of boardings relative to the cumulative hours that individual buses are operating on the route. As shown in the adjacent chart, the routes with the highest productivity using this metric are Routes 40X, 10X and 1X. Route 40X's weekday productivity from October 2024 is nearly 10 passengers per revenue hour. Route 45, the only deviated fixed route in the system, is the lowest productivity route in the entire system, with less than two riders per revenue hour.

Per Cherriots' Service Guidelines, Commuter express and Regional express routes have a target of 10 riders per hour. All routes fall below this threshold, though 40X is close. If recent ridership trends continue, it is likely this route will surpass the target.



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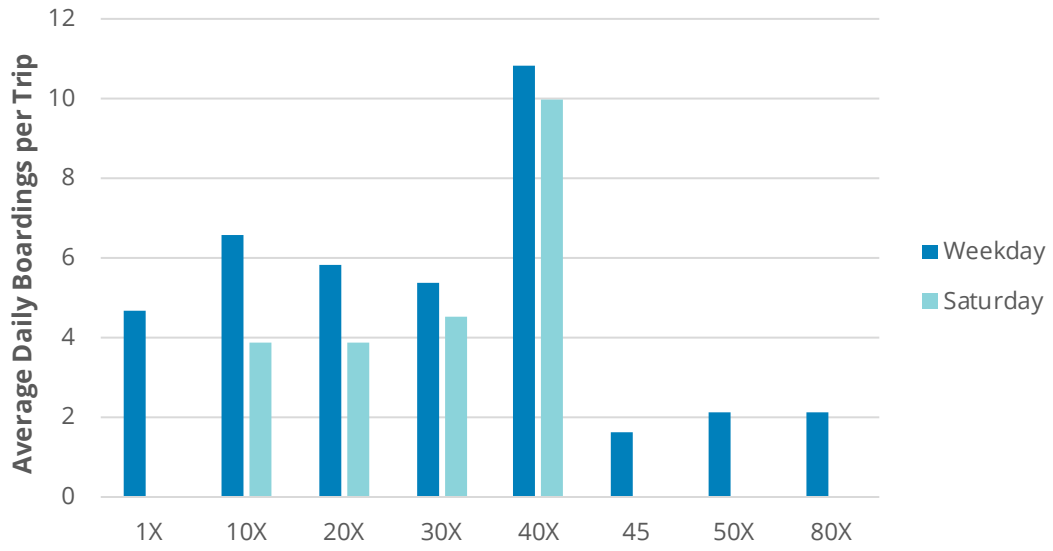
Riders Per Trip by Route

Another way of evaluating productivity of the Regional routes is riders per trip. This metric accounts for limited schedules and longer distances of Regional routes.

Overall, Route 40X performs best on weekdays and Saturdays with 10 to 11 boardings per trip (see adjacent chart). Routes 10X, 20X, and 30X follow with approximately 6 boardings per trip. Routes 1X, 45, 50X, and 80X have the fewest riders per trip at approximately 2 riders per trip or less. Cherriots does not have a standard or guideline for riders per trip.

Avg. Daily Riders per Trip on Regional Routes (October 2024)



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Riders Per Revenue Hour by Category

Cherriots sets different productivity targets for the two types of Local routes, Corridor routes and Coverage routes:

- Corridor routes: 20 rides/revenue hour
- Coverage routes: 10 rides/revenue hour

Routes that are shaded in green met these productivity targets on weekdays in October 2024.

Corridor Routes

Route		Rides/Rev Hour
8	12th / Liberty	11.9
18	12th / Liberty	11.9
17	Edgewater St	11.6
9	Cherry / River Rd	14.8
13	Silverton Rd	18.0
5	Center St	18.7
4	State St	19.4
11	Lancaster / Verda	20.2
2	Market / Brown	20.3
3	Portland Rd	20.8
21	South Commercial	22.1
19	Broadway / River Rd	24.0

Coverage Routes

Route		Rides/Rev Hour
22	Kuebler Link	1.3
27	Glen Creek / Eola	6.6
12	Hayesville Dr	7.1
26	Glen Creek / Orchard Heights	7.5
14	Windsor Island Rd	9.4
6	Mission / Fairview Industrial	9.5
7	Mission / Hawthorne	11.0
23	Lansing / Hawthorne	13.2
16	Wallace Rd	14.6

Note: Shading denotes routes that met productivity target on weekdays in October 2024

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Riders Per Revenue Hour by Category

Cherriots sets different productivity targets for the two types of regional routes, Regional Express and Deviated Fixed-Route:

- Regional Express: 10 rides/revenue hour
- Deviated Fixed-Routes: 5 rides/revenue hour

No routes met their productivity targets on weekdays in October 2024.

Regional Express

Route		Rides/Rev Hour
80X	Keizer / Wilsonville	2.4
50X	Dallas / Salem	3.0
30X	Santiam / Salem	3.6
20X	N Marion Co / Salem	4.1
1X	Wilsonville / Salem	4.7
10X	Woodburn / Salem	6.0
40X	Polk County / Salem	9.5

Deviated Fixed-Route

Route		Riders/Rev Hour
45	Central Polk County	1.9

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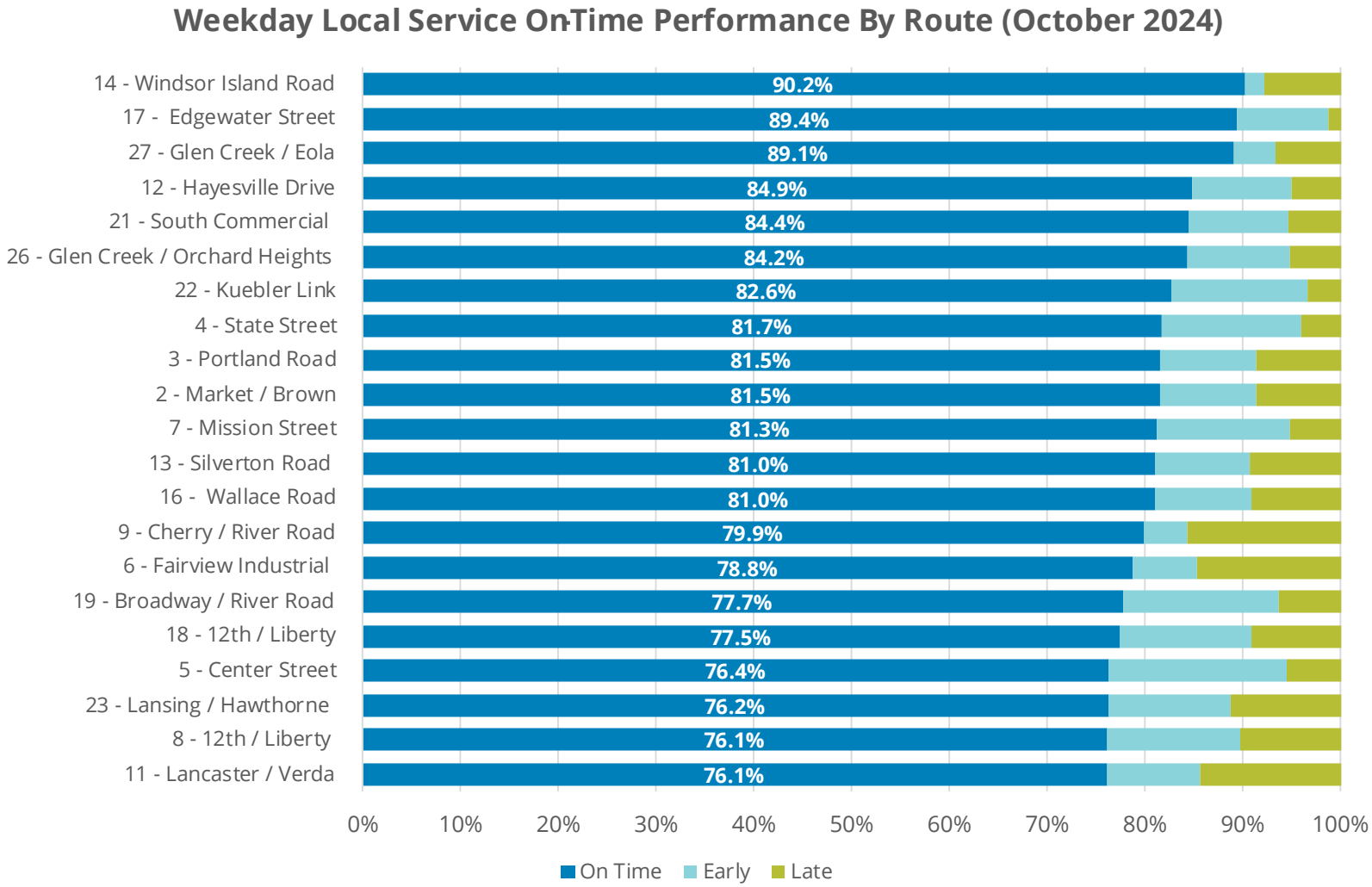
Weekday On-Time Performance

Cherriots' on-time performance standard is that at least 85% of buses should depart time points no more than five minutes late. During peak periods, this goal is 75%. No buses should be leaving their timepoints early. On average, 81.5% of Local weekday buses are on-time, 10.5% are early, and 8% are late.

The route with the worst on-time performance, Route 11, is also the highest ridership route. This is significant because wait times multiplied across many riders leads to high daily passenger delay. The three routes with the lowest on-time performance operate in different parts of the city, indicating that the delay is not necessarily concentrated to a particular area.



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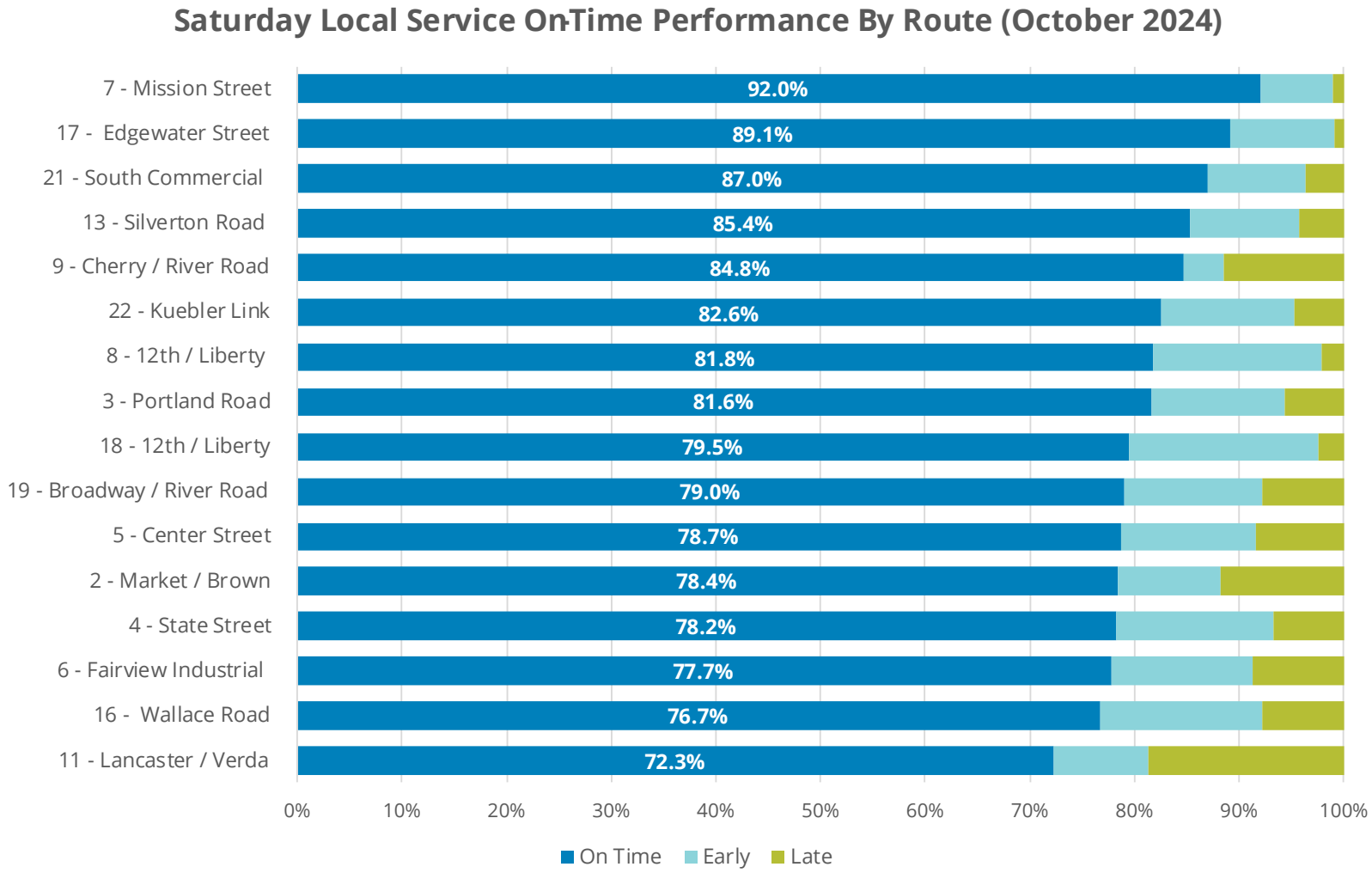
Saturday On-Time Performance

On-time performance for Local buses on Saturdays has a larger range than on weekdays, with the lowest performing route (Route 11) operating 72% on-time, and the highest performing route (Route 7) operating 92% on-time.

On Saturdays, 81.6% of buses are on-time, 11.8% are early, and 6.6% are late.



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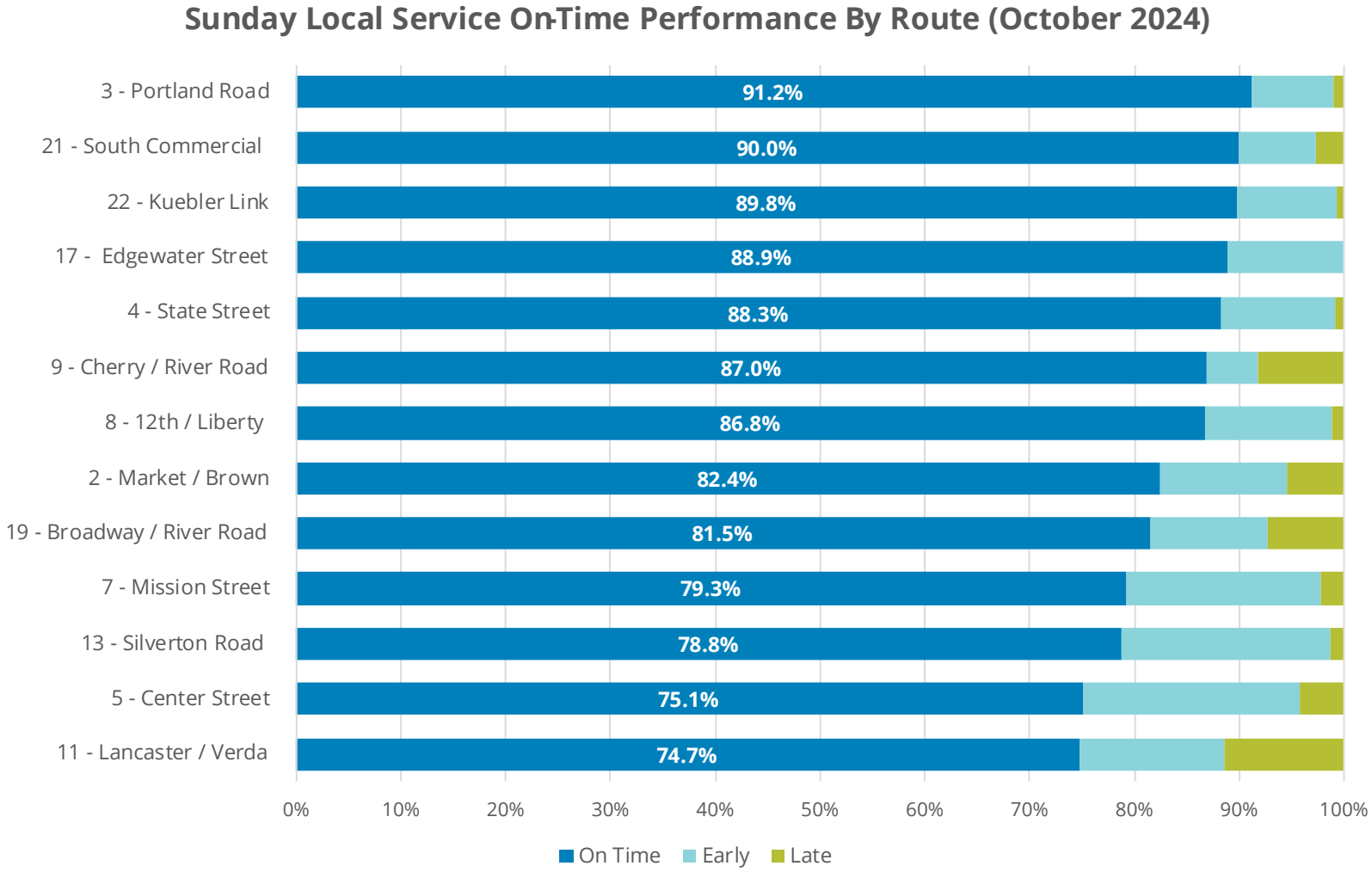
Sunday On-Time Performance

On average on Sundays, 84.1% of buses arrive on-time, 12.3% are early, and 3.6% are late. The decrease in late buses and increase in early buses likely reflects lower levels of congestion and lower ridership on Sundays compared to other days of the week.



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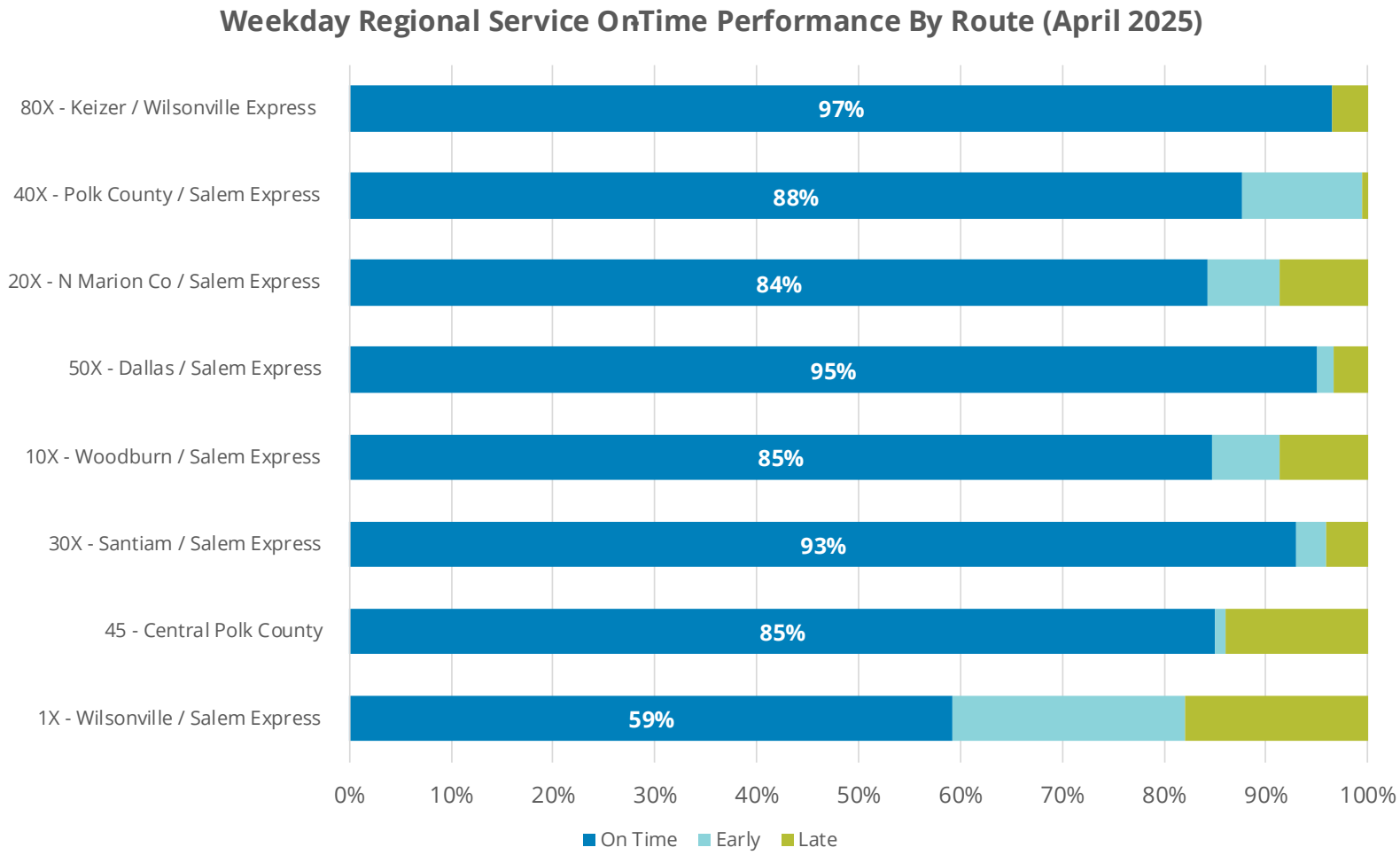
Regional On-Time Performance

The Regional routes have a strong on-time performance route. As of April of 2025, 89% of Regional buses left on time, 7% departed late, and 5% departed early. This is a significant improvement since October of 2024, in which 76.8% of Regional route buses were on time, 16.1% are early, and 7.1% are late.

Route 10X is just below the on-time departure target of 85%. The low on-time performance for Route 1X was related to an issue with how timepoints in Salem were being treated at the time and has since been corrected.



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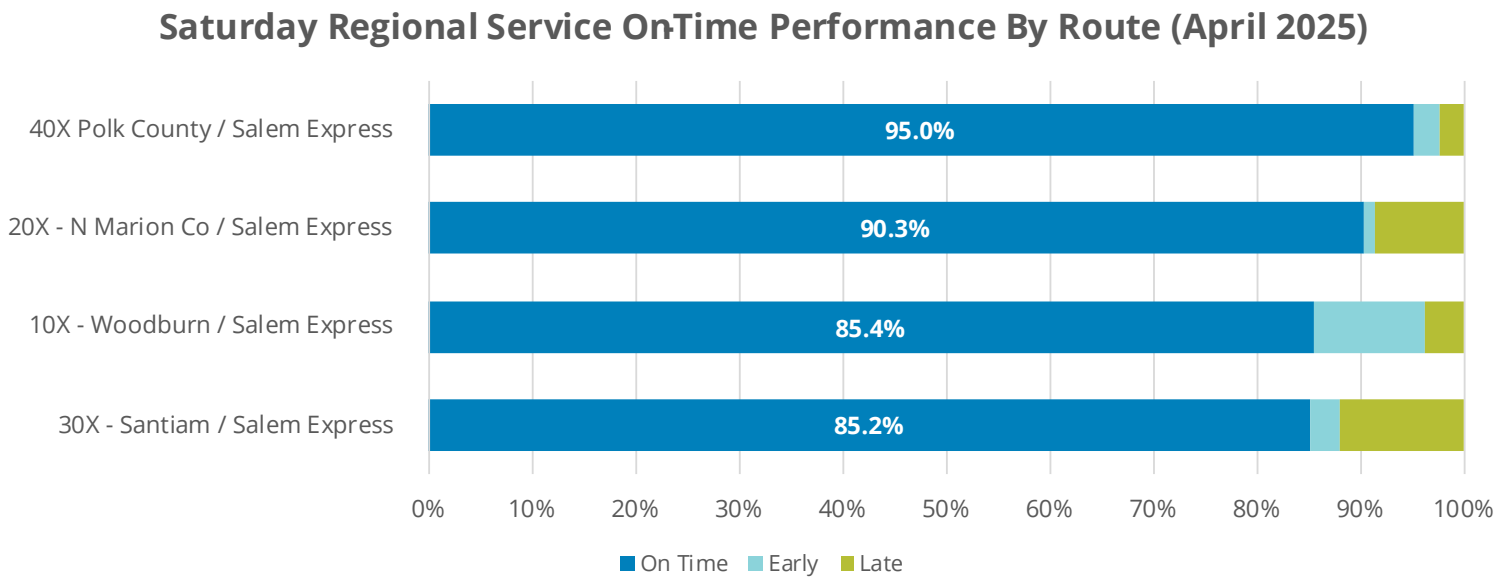
Saturday On-Time Performance

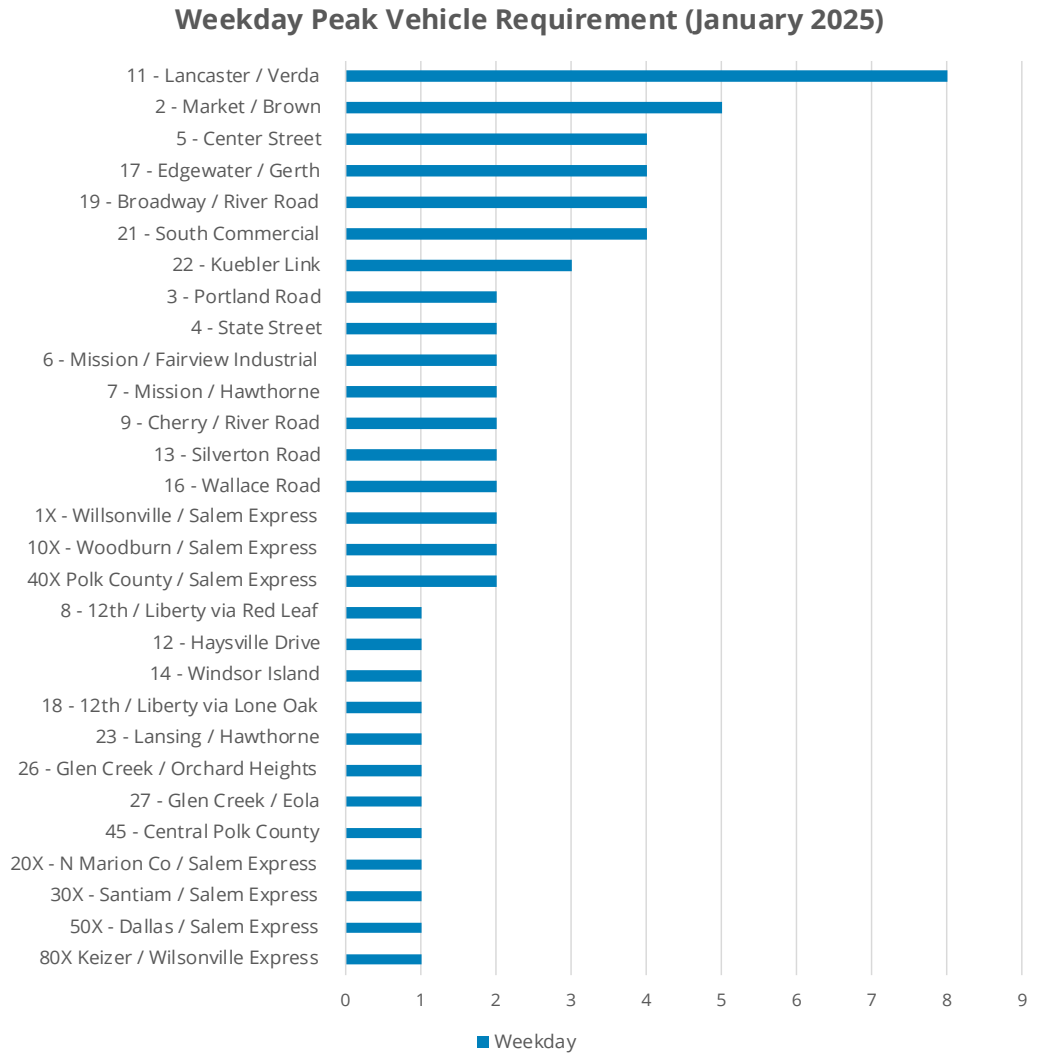
On Saturdays, the percentage of trips leaving on time is higher than on weekdays, with 89% of trips leaving on time, 6.7% leaving late, and 4.3% leaving early. All buses that operate on Saturdays are meeting the target of 85% of buses leaving on time.



Peak Vehicle Needs

The peak vehicle requirement is the number of vehicles needed to operate a route during the busiest period of the day. It is a function of the frequency, running time, blocking, and layover requirements. Because each bus on the route needs a driver, and labor is one of the primary costs for Cherriots service, examining peak vehicle needs gives insight into the operational expense of each route and the overall system.

It should be noted that Route 11, with the highest peak vehicle needs, utilizes battery electric buses, which have different range constraints and layover needs than CNG or diesel buses and therefore increases the number of vehicles required to operate this route.



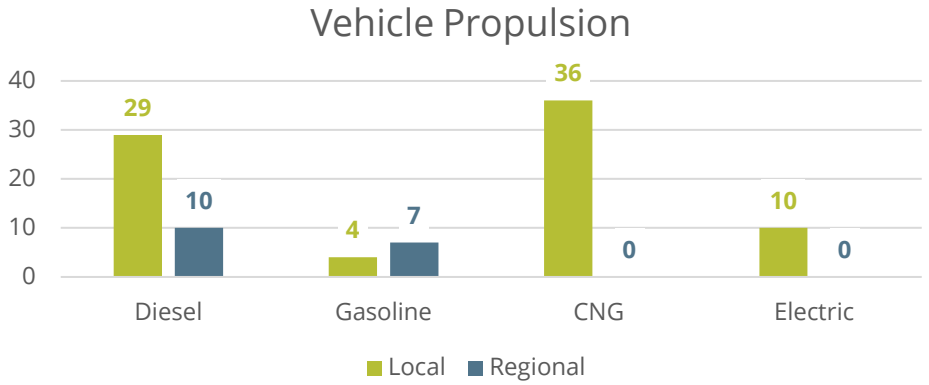
Note: Routes 10X and 20X share 3 vehicles during peak periods.

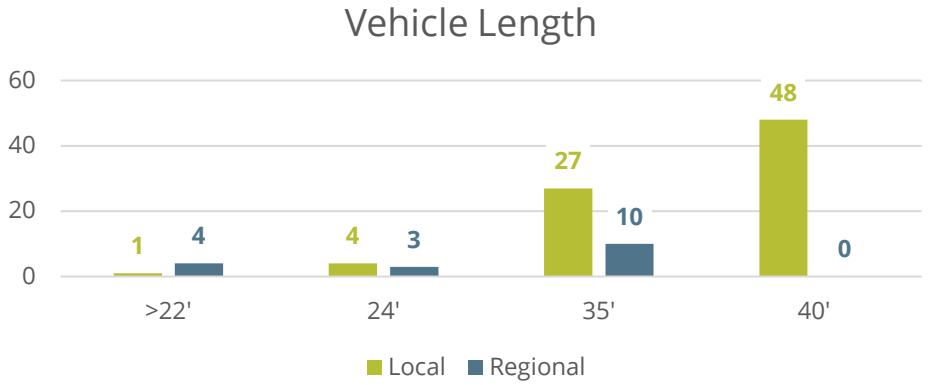
Fixed-Route Fleet

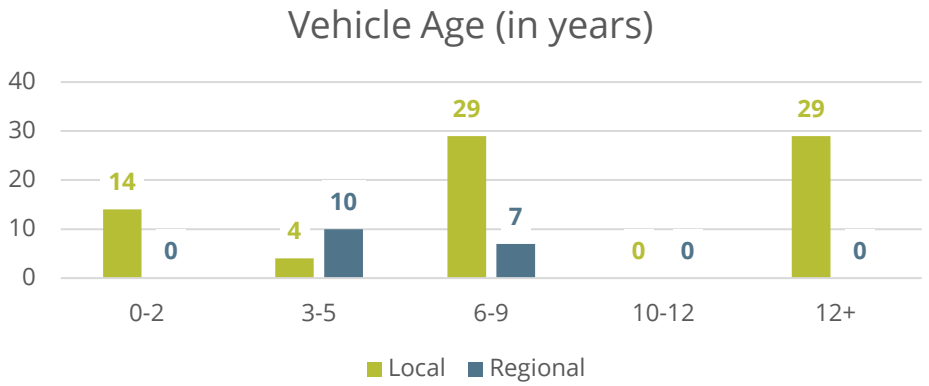
Cherriots currently has a fleet of 93 buses for its fixed-route services. This includes 75 vehicles for the Local service and 17 for the Regional service. This is well above the FTA's recommended spare ratio of 20% on both service types.

Buses used for the Local service include a mix of diesel, gasoline, compressed natural gas (CNG), and battery electric. Bus size also varies in the fleet, though most of the Local buses are either 35 or 40 feet in length and most Regional buses are 35 feet long. It should be noted that the diesel buses in the Local fleet are beyond the FTA's useful life benchmark of 12 years.

Currently, the 10 battery electric buses are operated on Route 11 only. However, Cherriots has more battery electric buses on order, and the SAMTD Board of Directors has adopted a policy to have a 100% zero-emission fleet by 2040.







4 Transit Demand Analysis

Assessing the Transit Market

To better evaluate Cherriots service, the project team analyzed the underlying market and potential demand for transit service. Transit demand is strongly driven by:

- Population density
- Employment density
- Development patterns
- Activity centers
- Socioeconomic characteristics
- Regional travel demand

This chapter is divided into four sections: land use, demographic characteristics, regional population and employment trends, and regional travel demand.

The **land use** section identifies factors that drive transit demand – population density, employment density, zoning, the density of multifamily housing, and key destinations – and maps these characteristics for Salem-Keizer and for the surrounding towns served by Cherriots Regional service.

The **demographics** section identifies demographic characteristics that shape how likely someone is to use transit: race and ethnicity, income, vehicle availability, age, and disability status. For each demographic characteristics, a local and regional map identifies where these populations reside in Salem-Keizer and in the broader Cherriots service area. This section provides a combined measure of the likelihood of transit use for each Census block group based on demographic characteristics of residents within the block group.

The **regional population and employment trends** section focuses on just the regional communities outside of Salem and Keizer and compares current and future trends with service levels.

The **regional travel demand** section highlights the LOCUS travel demand tool that will be used for this project to evaluate origin-destination travel flows between different geographies in the study area.

Land Use

Land Use and Transit Demand

Transit demand is strongly shaped by land use patterns. This section explores factors related to land use and development patterns to identify areas that are most supportive of transit.

Population Density

Transit relies on people, so higher population density makes it more feasible to provide higher levels of service. Population densities that support various types of transit are presented on the next page.

Employment Density

Travelling to and from work are the most frequent and predictable trips for most people. Places with a high density of jobs can reliably support transit services. Trips to schools are also important markets for transit.

Low-Wage Employment Density

Low-wage jobs are particularly likely to employ people who depend on transit to reach their jobs, as these workers have less disposable income available for car ownership and maintenance.

Zoning

Zoning and transit demand are closely linked. Areas that are zoned for mixed use, commercial use, industrial use, and multifamily housing are more likely to support transit usage than areas that are zoned for single-family use alone.

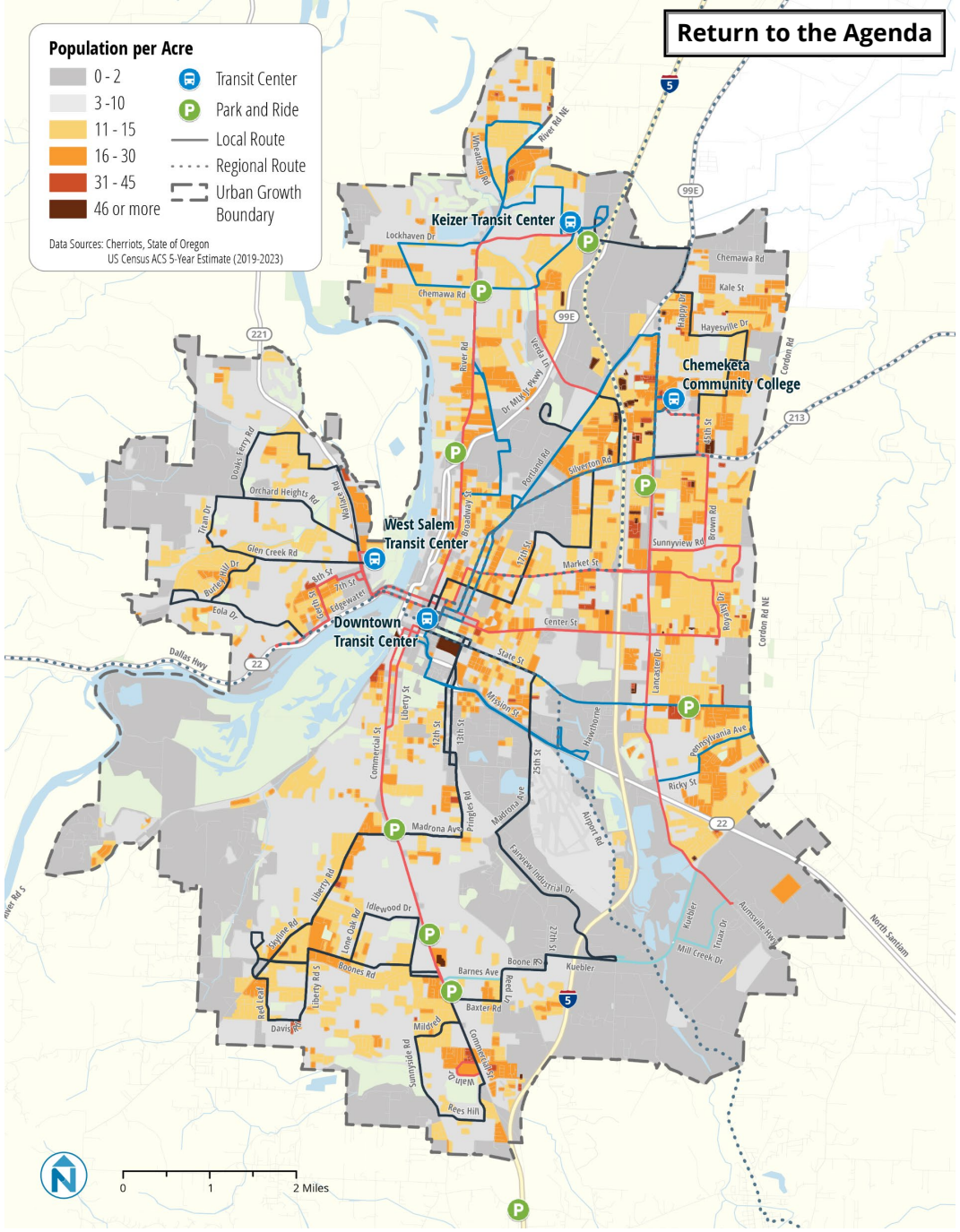
Multifamily Housing

Residents living in multifamily housing are more likely to use transit, for a few reasons. Denser housing options are less likely to have extensive parking available for residents, especially with changing statewide regulations regarding provision of parking for multifamily housing. Residents of multifamily housing are also likely to have other demographic characteristics that drive transit demand, such as lower incomes.

Population Density

Where people live within the service area, especially where people are concentrated, tells us where transit service can be best supported or where potential riders might live. According to the Portland State University Population Research Center estimates for 2025, which are based on the 2020 Census, 224,994 people live within the Salem urban growth boundary (UGB), and 39,116 live within the Keizer UGB. The Population Research Center estimates these numbers to grow to 253,951 and 43,821 by 2040. Density is substantially lower in Salem, with 5.6 people per acre, than in Keizer, which has a population density of 8.6 people per acre. Block groups with higher density are generally found in Downtown Salem (in particular, the block group containing Willamette University), northeast Salem, and parts of south Salem. The lowest density block groups are found in southeast Salem and parts of West Salem.

For the most part, Cherriots Local routes are well aligned with population distribution. There is a higher concentration of Frequent routes in northeast Salem, which has higher population density than the rest of Salem-Keizer. In West Salem, Coverage routes provide hourly service through low-density neighborhoods. In areas of relatively high density in south Salem, hourly routes are offset to provide service every 30 minutes.



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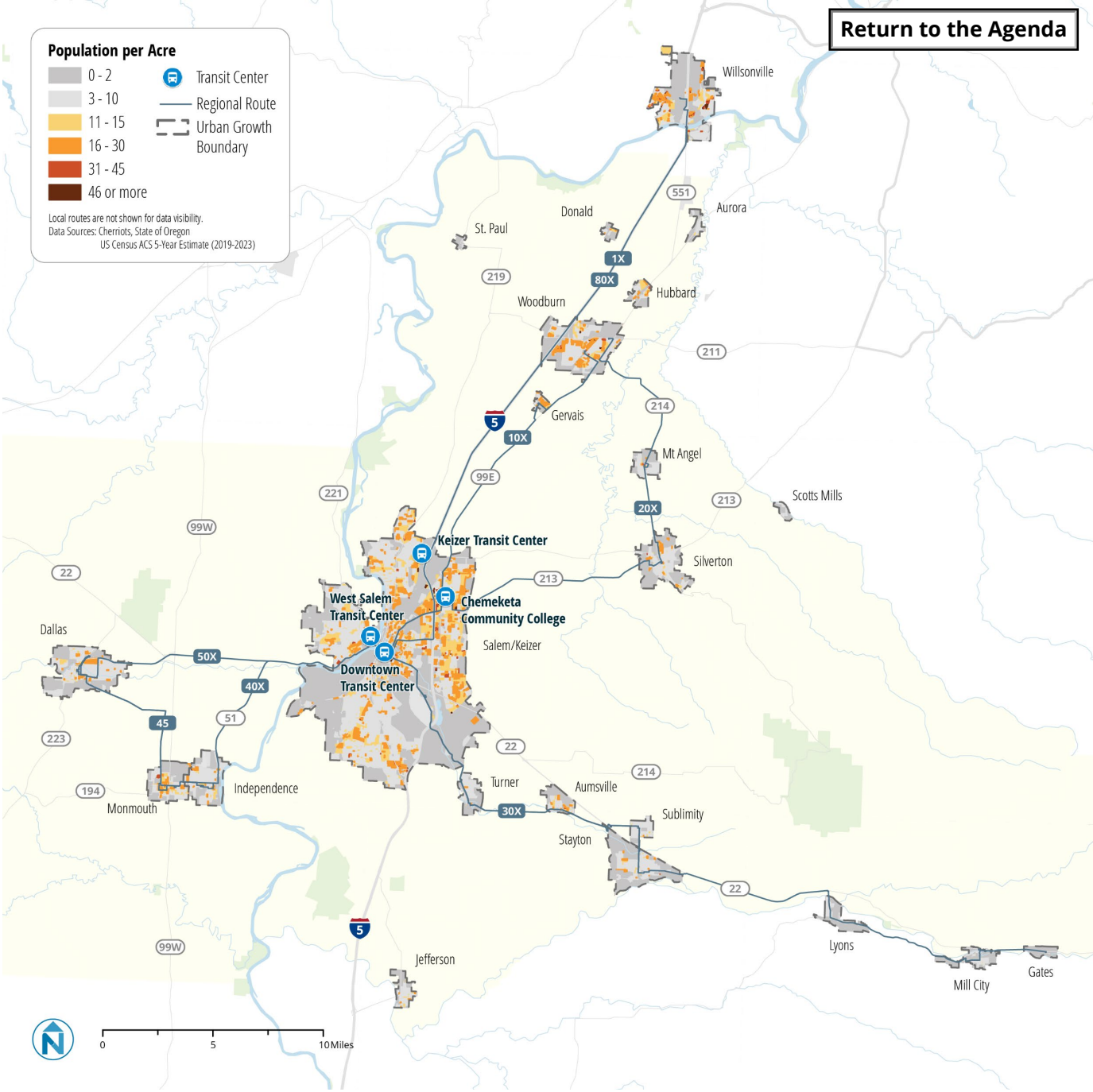
Population Density

The towns surrounding Salem-Keizer tend to have a lower population density, with few areas with a population density of 13 people per acre or higher. An exception is Woodburn, which has a higher population density than Salem at 6.9 people per acre. Other towns with pockets of the highest category of density are Wilsonville and to a lesser extent Dallas, Independence, and Monmouth. The lower population density outside of Salem-Keizer is reflected by the less frequent regional service.



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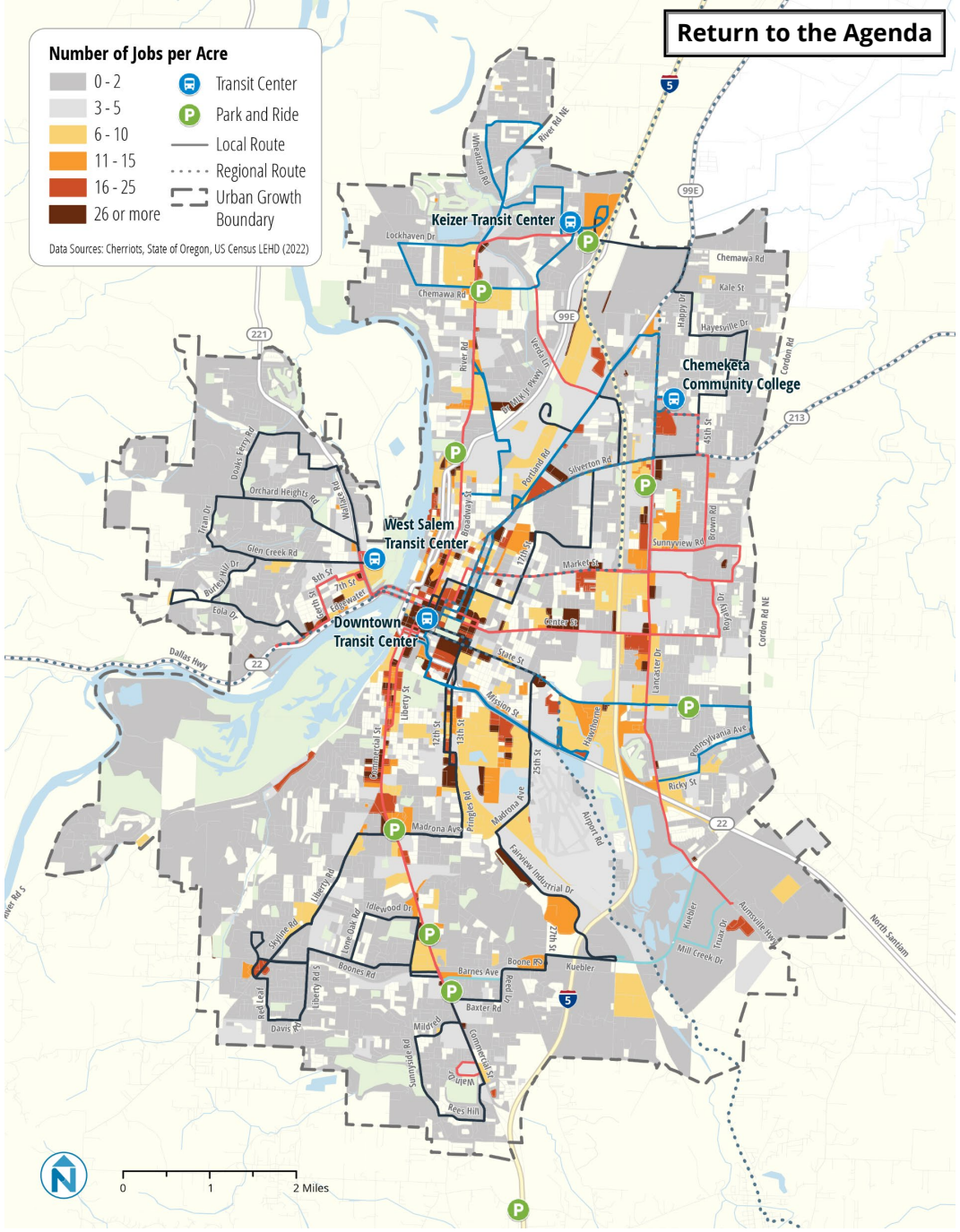
Employment Density

Where people work within the service area, especially where jobs are concentrated, tells us where transit riders might be traveling, specifically for work trips. It's also important because locations of jobs show where people also travel for services and shopping in the community. In Salem-Keizer, jobs are concentrated primarily in and around Downtown Salem, roughly between Mission Street to the south and Market Street to the north. This area includes the Salem Health main campus (the largest private employer in Salem); Willamette University; and the Oregon State Capitol. It also includes various retail and service industry jobs found in the downtown core. Another concentration of jobs is found in the industrial area directly to the west of the Salem-Willamette Valley Airport. Other high concentrations of jobs are found in the Lancaster Drive commercial corridor in north- and southeast Salem. Residential areas in West Salem and south Salem have the lowest job density in Salem-Keizer.

The map shows that most of the higher-density census blocks are served by transit, though some of the blocks with the highest density of jobs are served by hourly service only, such as the industrial areas in south Salem.



Note: due to availability and the way that LEHD data assigns job locations, some distribution centers are not well-represented on the map. This includes the Home Depot and Amazon distribution centers located at OR 22 and Cordon Road.

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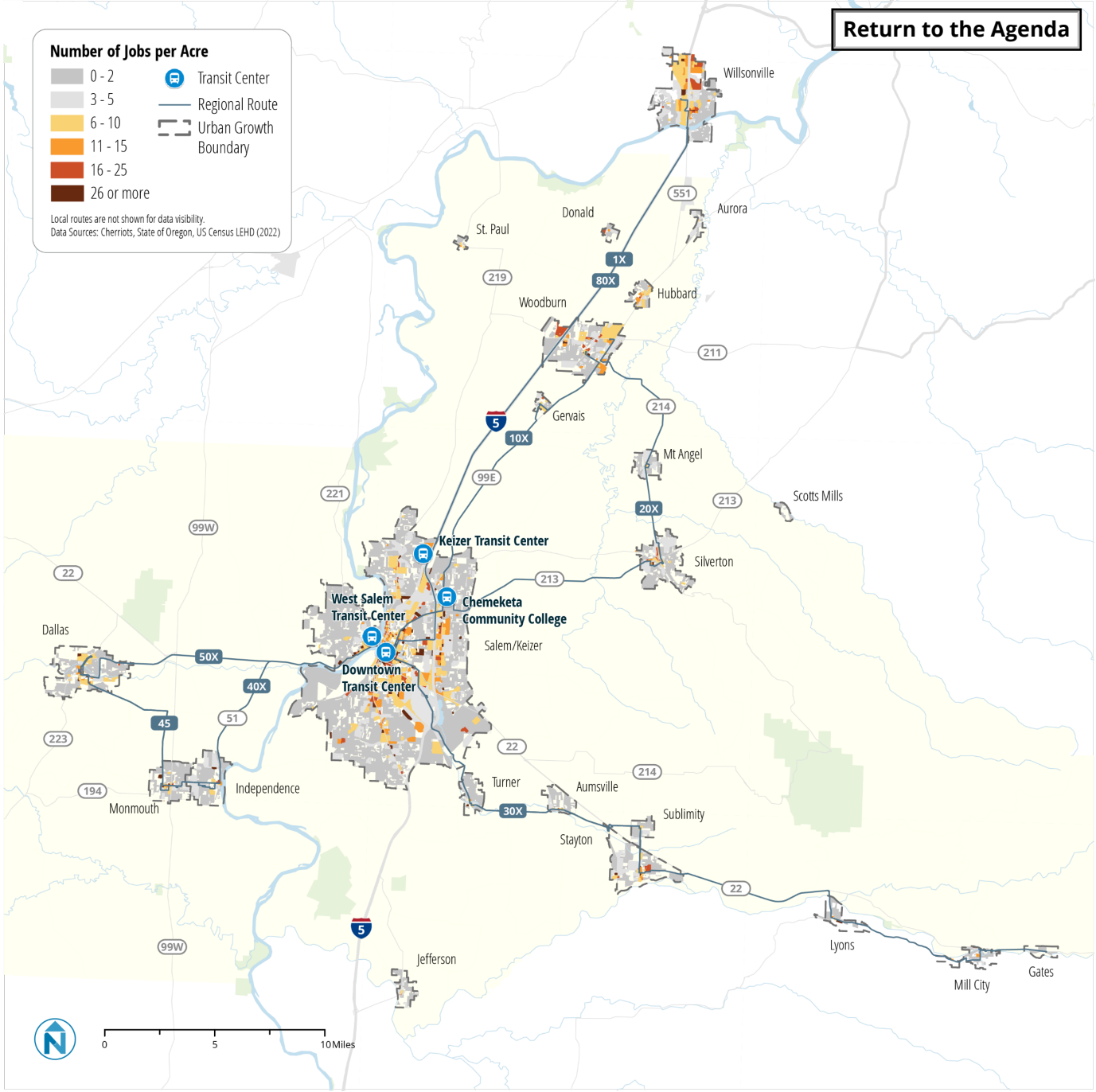
Employment Density

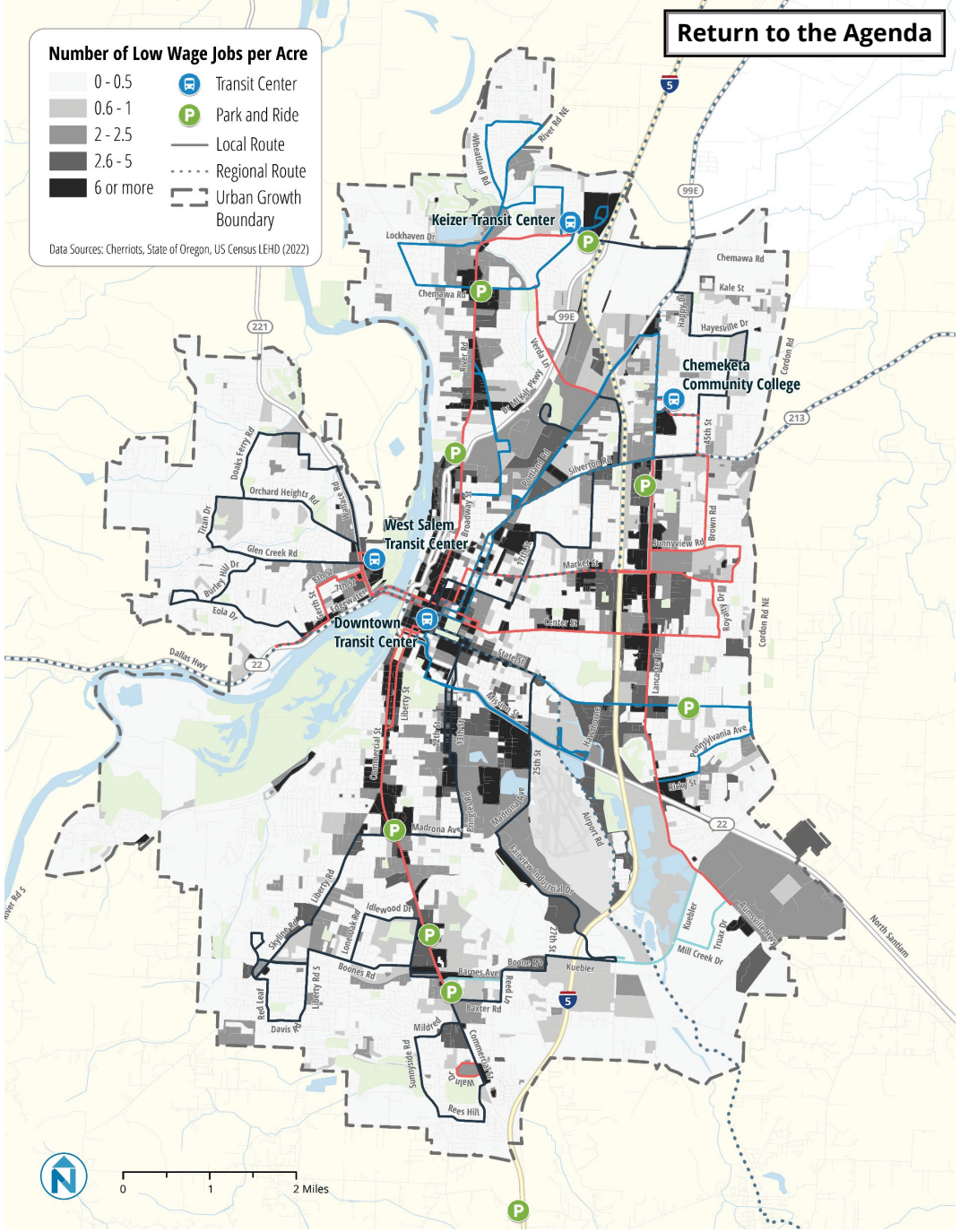
Salem-Keizer is the main job center of the region. Many of the surrounding towns have very low job density, with most of the land in these towns having a density of five or fewer jobs per acre. The relative concentration of jobs in Salem-Keizer compared to the rest of the region underscores the importance of transit that connects residents of surrounding towns to Salem-Keizer. For towns that do have substantial pockets of job density, like Wilsonville and Woodburn, the regional routes are also important means of accessing jobs for residents who live in Salem-Keizer and work elsewhere.

Note: because the analysis only includes areas within the urban growth boundaries, the map does not visualize agricultural labor, which is an important employment sector in the region. Serving agricultural jobs by fixed route is challenging due to shifting work locations and hours throughout the year.



Low-Wage Job Density

Low-wage jobs, which are defined here as those that pay $3,333 or less per month, for an annual total of $39,999 or less, are more likely to generate transit demand than high-wage jobs due to the high cost of vehicle ownership and maintenance. The largest concentration of low-wage jobs is in Downtown Salem. Other areas of low-wage jobs in Salem include the area around McGilchrist Street, which has many light industrial uses, along Commercial Street, which is one of the main commercial corridors in South Salem, and along Lancaster Drive, which is a major commercial corridor in east Salem. In Keizer, higher concentrations of low-wage jobs are found along River Road North and at the Keizer Station shopping mall.



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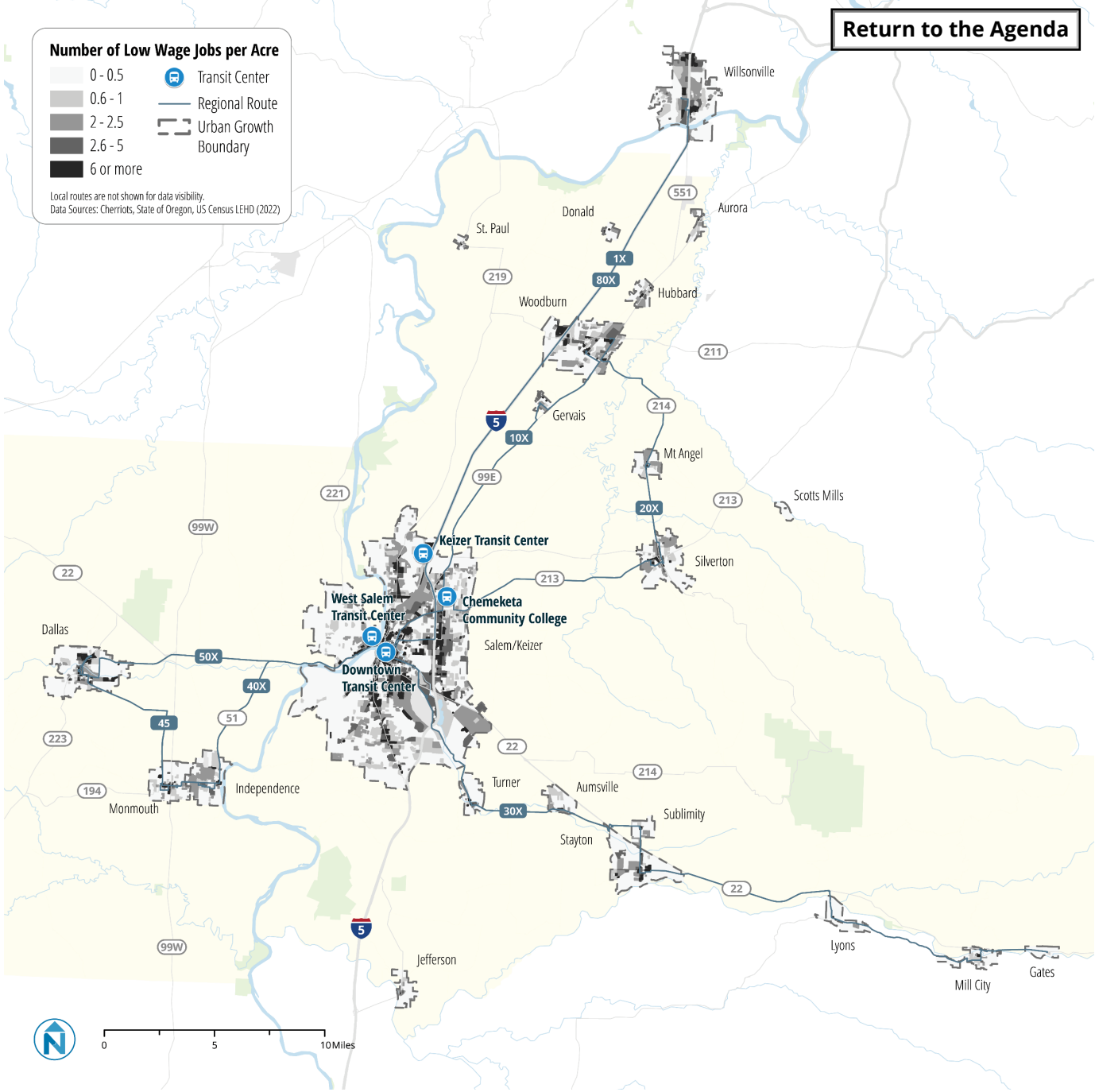
Low-Wage Job Density

The towns outside of Salem-Keizer generally have a lower low-wage job density than within Salem-Keizer. This does not mean that the average wage of jobs is higher outside of Salem-Keizer: Since the data is presented as jobs per acre, areas with a higher overall job density are also likely to have a higher density of low-wage jobs.



Transit-Supportive Densities

Where people and jobs are concentrated is one of the strongest indicators for where fixed-route transit can be most successful. The graphic on this page and the maps that follow show us where different levels of transit frequency might be supported based on the density of people and jobs.

This is an input into the service planning process that helps provide a baseline for where the land uses can support fixed-route service and the demand for transit in the service area. It is not intended to be prescriptive and is one of many things that need to be considered as part of the transit planning process.

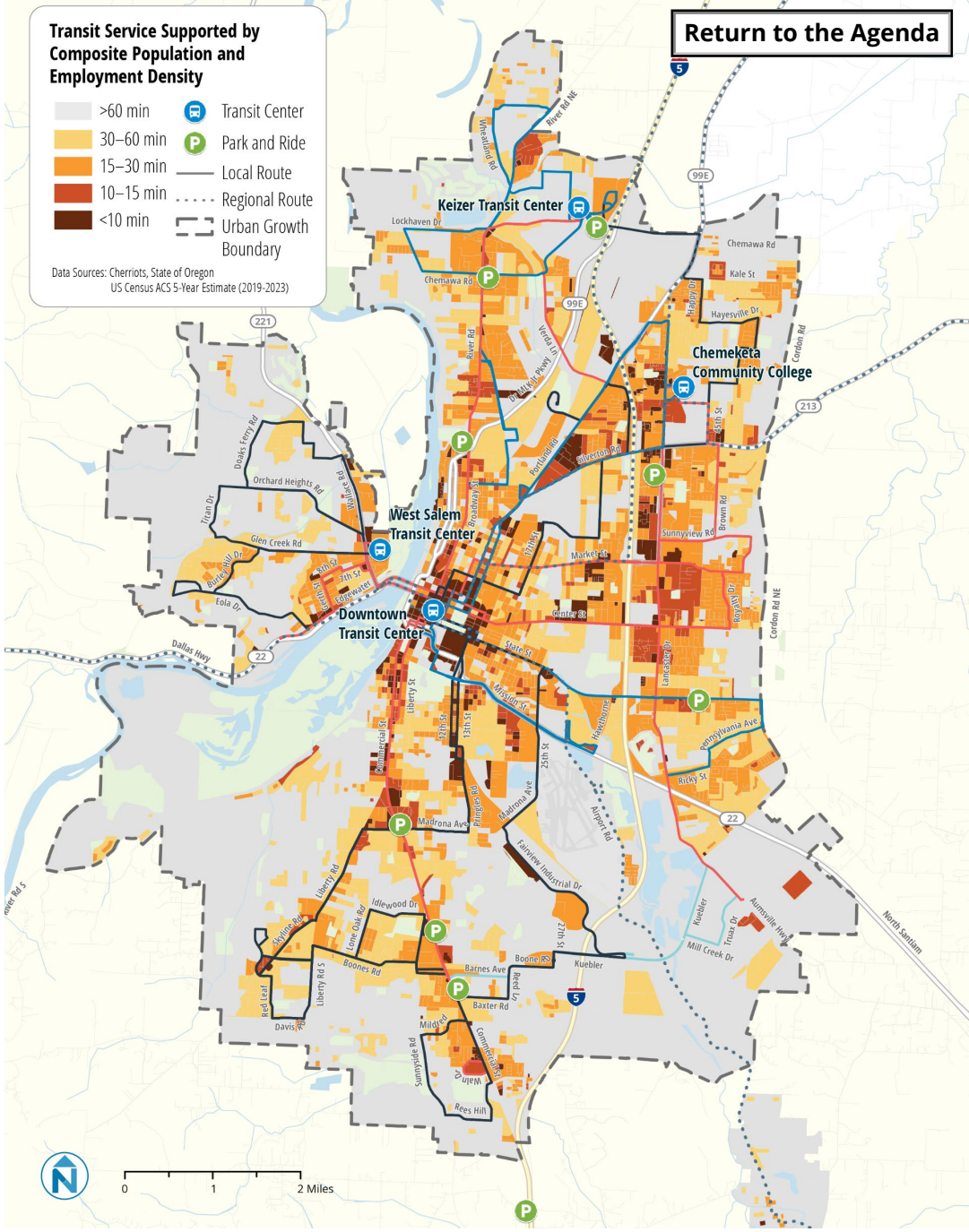
LAND USE			TRANSIT	
Land Use Type	Residents per Acre	Jobs per Acre	Appropriate Types of Transit	Frequency of Service
Downtowns & High Density Corridors	>45	>25	Light Rail, BRT, Rapid Bus, Local Bus	10 mins or better
Urban Mixed-Use	30-45	15-25	BRT, Rapid Bus, Local Bus	10-15 minutes
Neighborhood & Surburban Mixed-Use	15-30	10-15	Local Bus	15-30 minutes
Mixed Neighborhoods	10-15	5-10	Local Bus, Micro-transit	30-60 minutes
Low Density & Rural	<10	<5	Micro-transit, Ride-share, Volunteer Driver Pgm	60 mins or less or On Demand

Composite Demand

Composite demand accounts for job density, population density, and transit propensity (i.e., how demographic characteristics impact likelihood of taking transit – see more in the next section, Demographics) to identify where different levels of transit frequency might be supported.

This map shows that there are strong pockets of demand in Downtown Salem, in northeast Salem along Lancaster Drive, and in southeast Salem near some of the industrial sites.

Densities broadly indicate demand across contiguous and nearby areas. Clusters of density throughout an area or along a corridor are strong indicators of demand, while a dense but small block in an isolated area would not produce sufficient demand in and of itself. For example, while there are census blocks that have demand sufficient to support 10-minute service, these blocks are not contiguous to support entire corridors of 10-minute service. There are, however, corridors that support 15-minute service, and many of these corridors are already served with Frequent routes.



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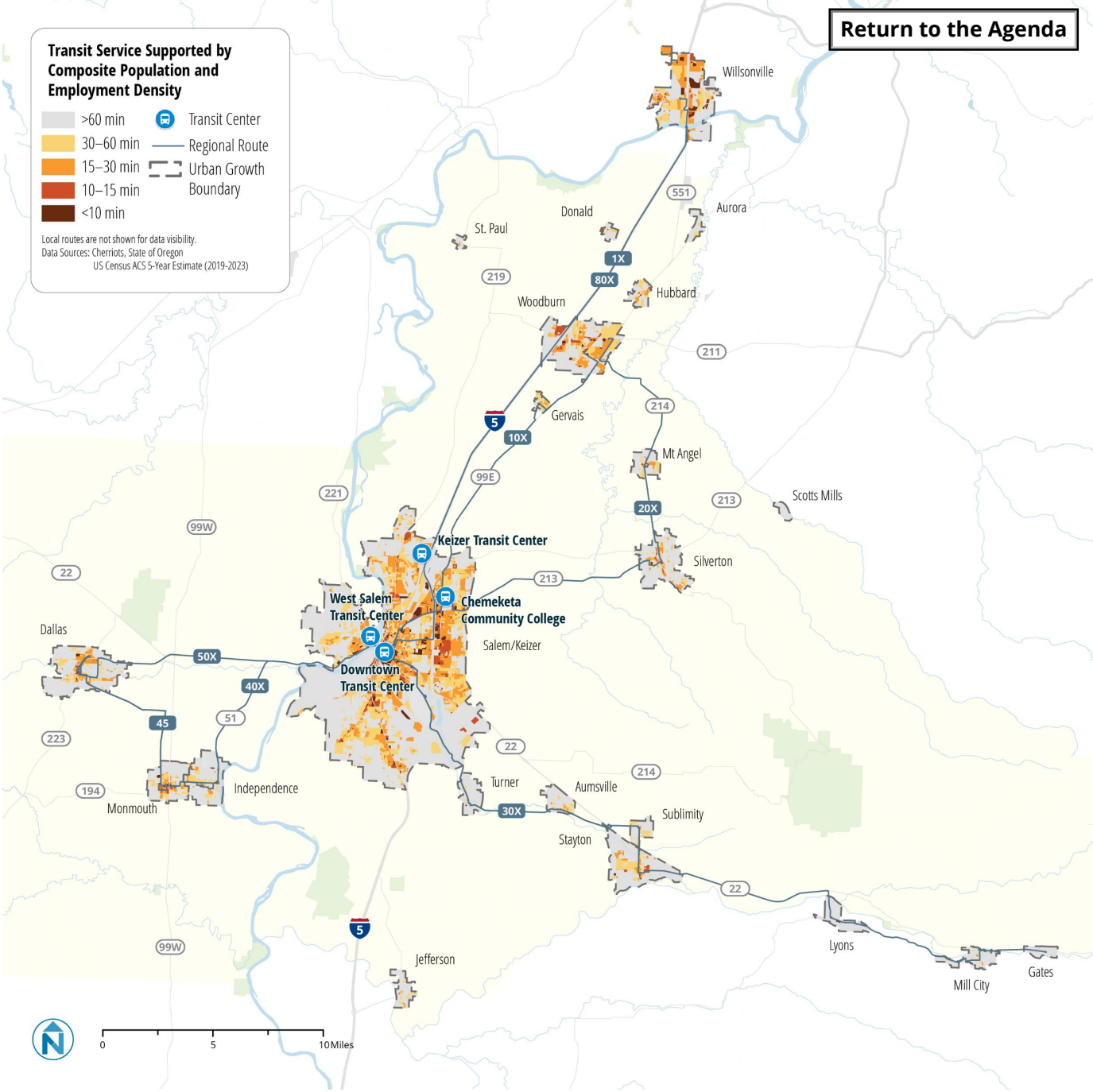
Composite Demand

The regional composite demand map shows that demand for transit is most concentrated in Salem-Keizer. However, there are notable pockets of demand elsewhere: Wilsonville and Woodburn stand out as having a higher composite demand for transit than many of the other surrounding towns. Both cities are served by other transit agencies: Wilsonville is served by South Metro Area Transit (SMART) and TriMet's Westside Express Service (WES) commuter rail, and Woodburn is served by the Woodburn Transit System (WTS).



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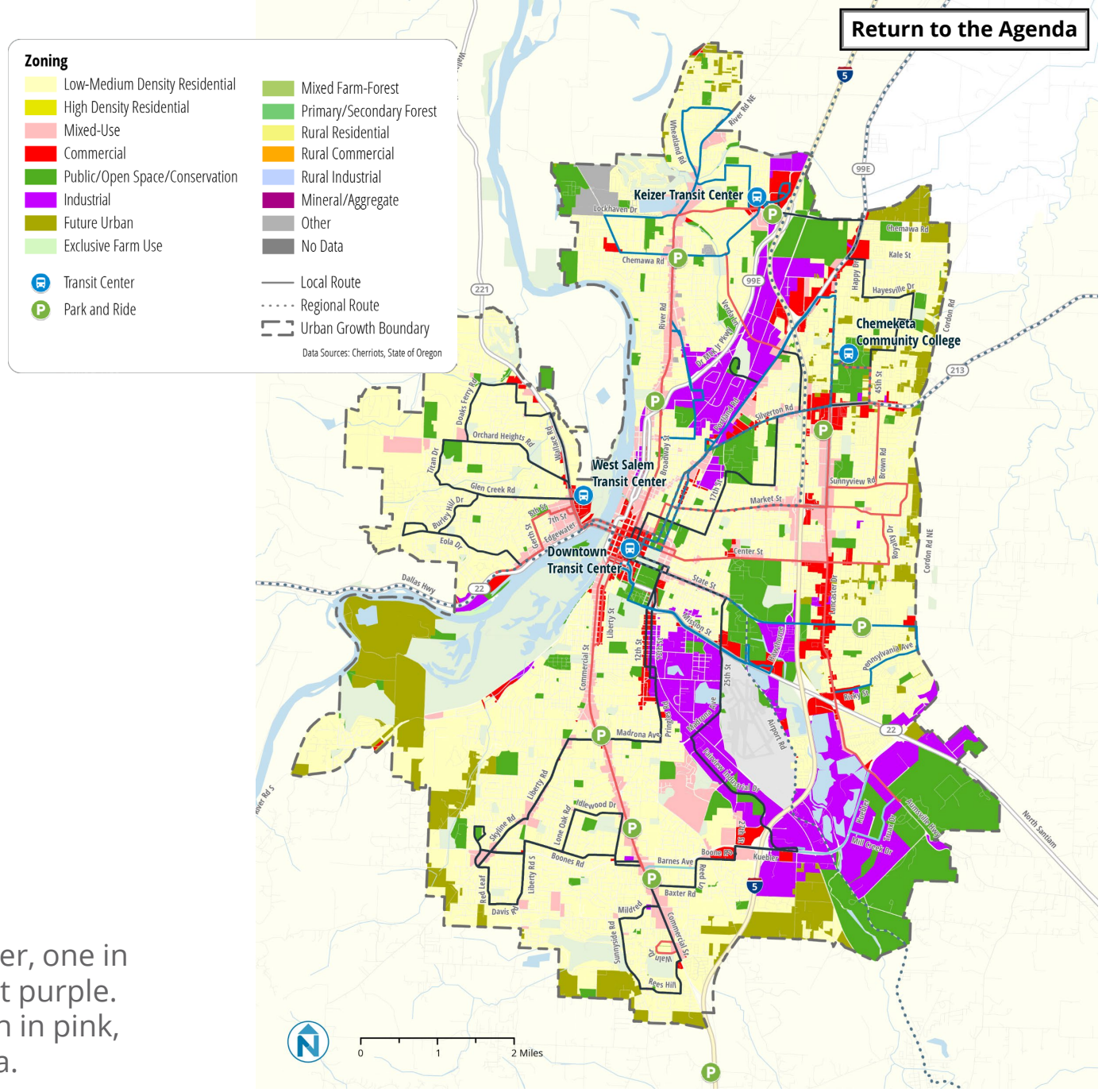
Zoning

Zoning laws shape land use, which drives transit demand. While much of Salem-Keizer is zoned for low-medium density residential, which is shown in light yellow, the City of Salem made zoning changes in 2022 to implement House Bill 2001, which allows duplexes to be constructed on any residential lot in Salem-Keizer and allows triplexes, quadplexes, townhouses, and cottage clusters in all areas zoned for residential use (with maximum density dependent on lot size). This has functionally removed single-family residential zoning from the zoning code. While many of the formerly single-family neighborhoods will be slow to densify, the zoning changes are an important step toward building housing at transit-supportive densities. The City of Salem's Comprehensive Plan (Our Salem) also adopted transit-supportive land uses along the Cherriots Core Network in August 2022 with the understanding that higher density housing and employment would be encouraged and/or required within a quarter mile of these high-frequency transit corridors.

There are two large swaths of industrial zoning in Salem-Keizer, one in southeast Salem and one in northeast Salem, shown in bright purple. Commercial areas, shown in red, and mixed-use areas, shown in pink, represent important destinations for transit riders in the area.



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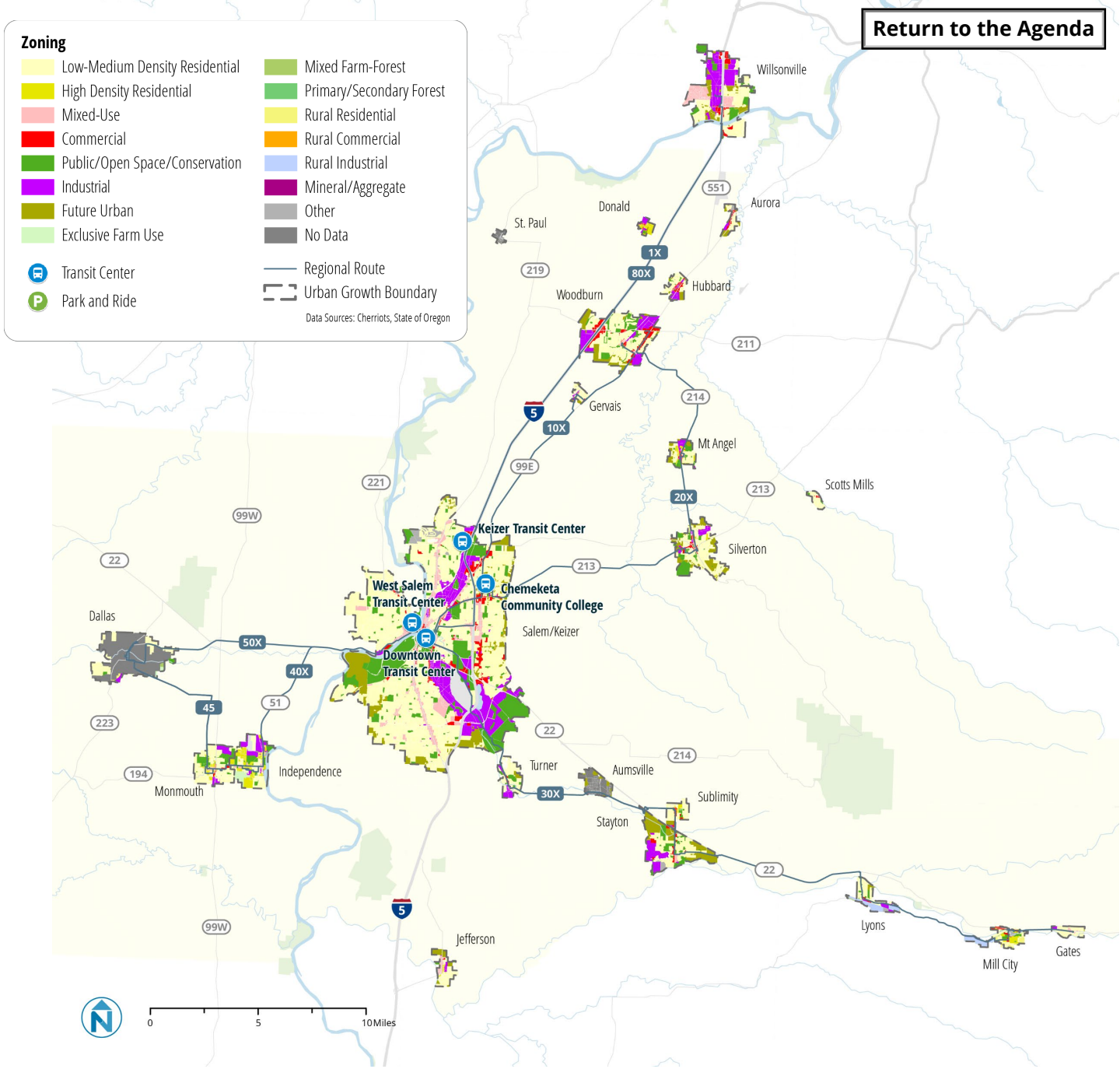
Zoning

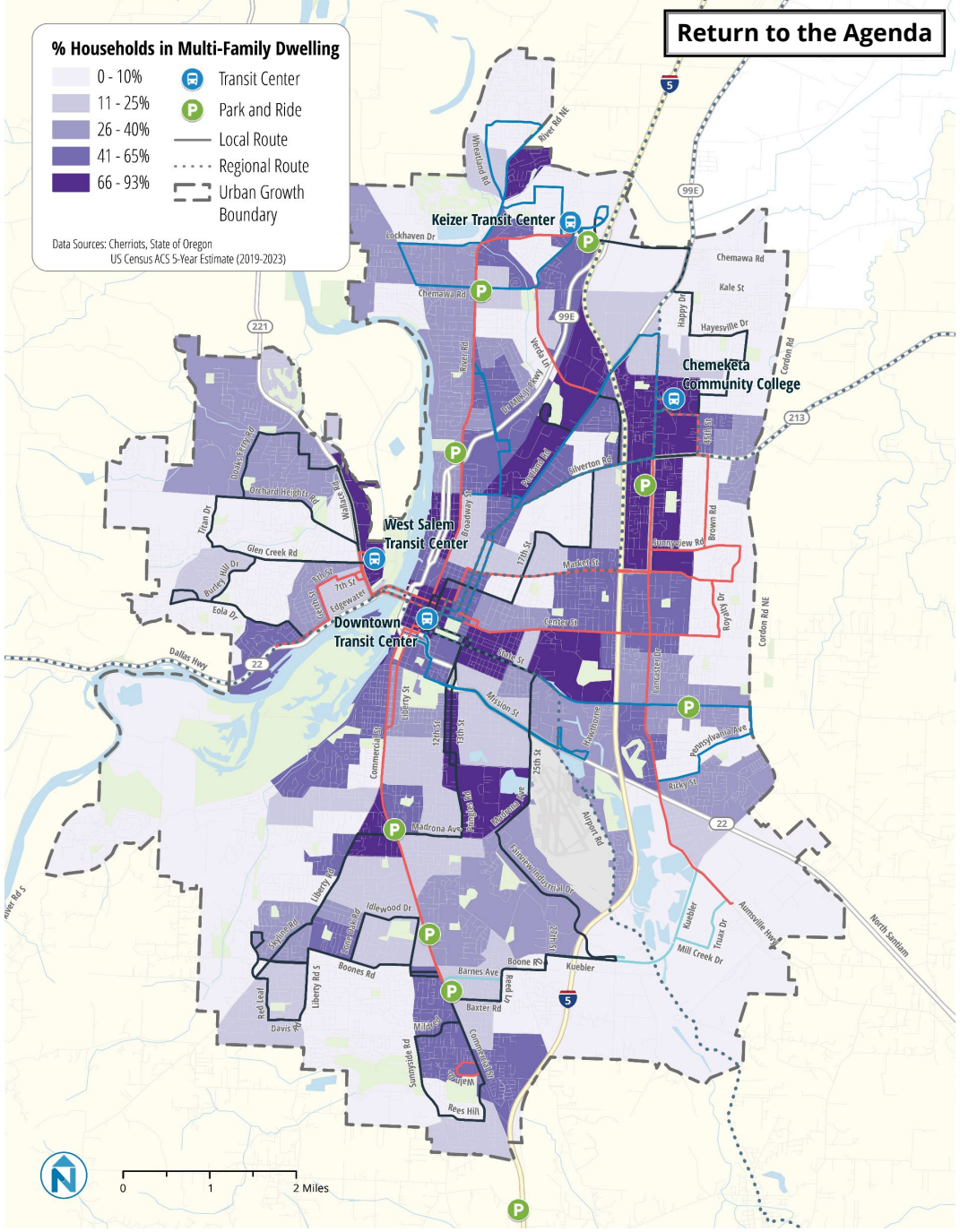
The mix of zoning in the towns surrounding Salem-Keizer mostly matches that of Salem-Keizer. Notable zoning in the regional area includes large industrial areas in Wilsonville, Woodburn, and – to a lesser extent – in Stayton and Monmouth/Independence.

Protected by each municipality's urban growth boundary is some of the most fertile and productive farmland in the country. As mentioned in the section on employment density, these farms are an important destination for farm workers as well as for agritourists but are challenging to reach by fixed-route transit.



Multifamily Housing

Like population density, multifamily housing drives demand for transit. The highest density of multifamily housing is found in northeast Salem along Lancaster Drive and Portland Road, near Downtown Salem along State Street, and the area east of Wallace Road in West Salem. Other areas that have a high percentage of multifamily housing have a low number of residential units – for example, the deep purple area along 12th/13th Street and Pringle Road in southeast Salem north of Madrona Avenue is mostly light industrial with few residential units.



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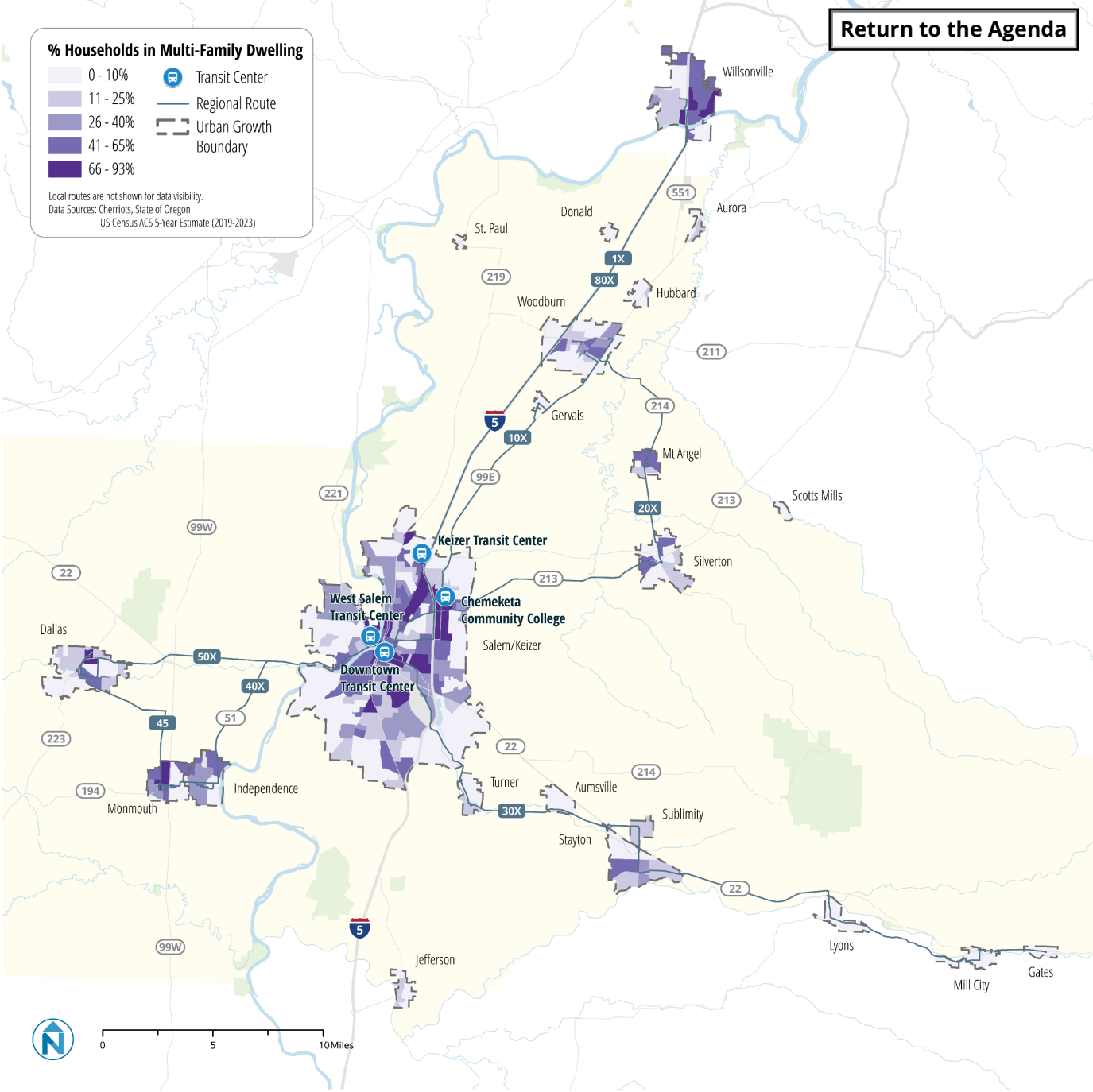
Multifamily Housing

The surrounding towns in the Salem-Keizer region generally have a lower percentage of multifamily housing than Salem-Keizer, but there are notable pockets of multifamily housing in Wilsonville, Monmouth near Western Oregon University, and Independence. Many of the block groups with the highest percentage of multifamily housing are serviced by the Cherriots Regional routes.



Demographics

Demographic-Based Transit Propensity

In addition to where people live and work, socioeconomic characteristics influence people's propensities toward using transit. Many population groups use transit more often than the overall population – generally speaking, historically marginalized groups are more likely to use transit.

Race and Ethnicity

Race and ethnicity are often indicators of transit propensity. In Salem-Keizer, Black residents are 3.2 times as likely to ride Cherriots as the average resident. Hispanic or Latino residents are 1.2 times as likely to ride the bus. Asian residents, in contrast, are 0.6 times as likely to ride the bus, and White residents are 0.9 times as likely.

Income level

Household income is a strong indicator of transit propensity. Households who live below the federal poverty line are much more likely to have difficulty paying for basic needs – especially transportation costs – and are thus much more likely to use transit.

Car availability

Not having a car available for use is often one of the strongest indicators of transit propensity. In Salem-Keizer, residents without a car are 14.5 times as likely to ride Cherriots than the average resident.

Foreign-born status

Salem-Keizer residents born outside of the United States are 1.15 times as likely to use transit compared to the average resident.

Transit Propensity Index

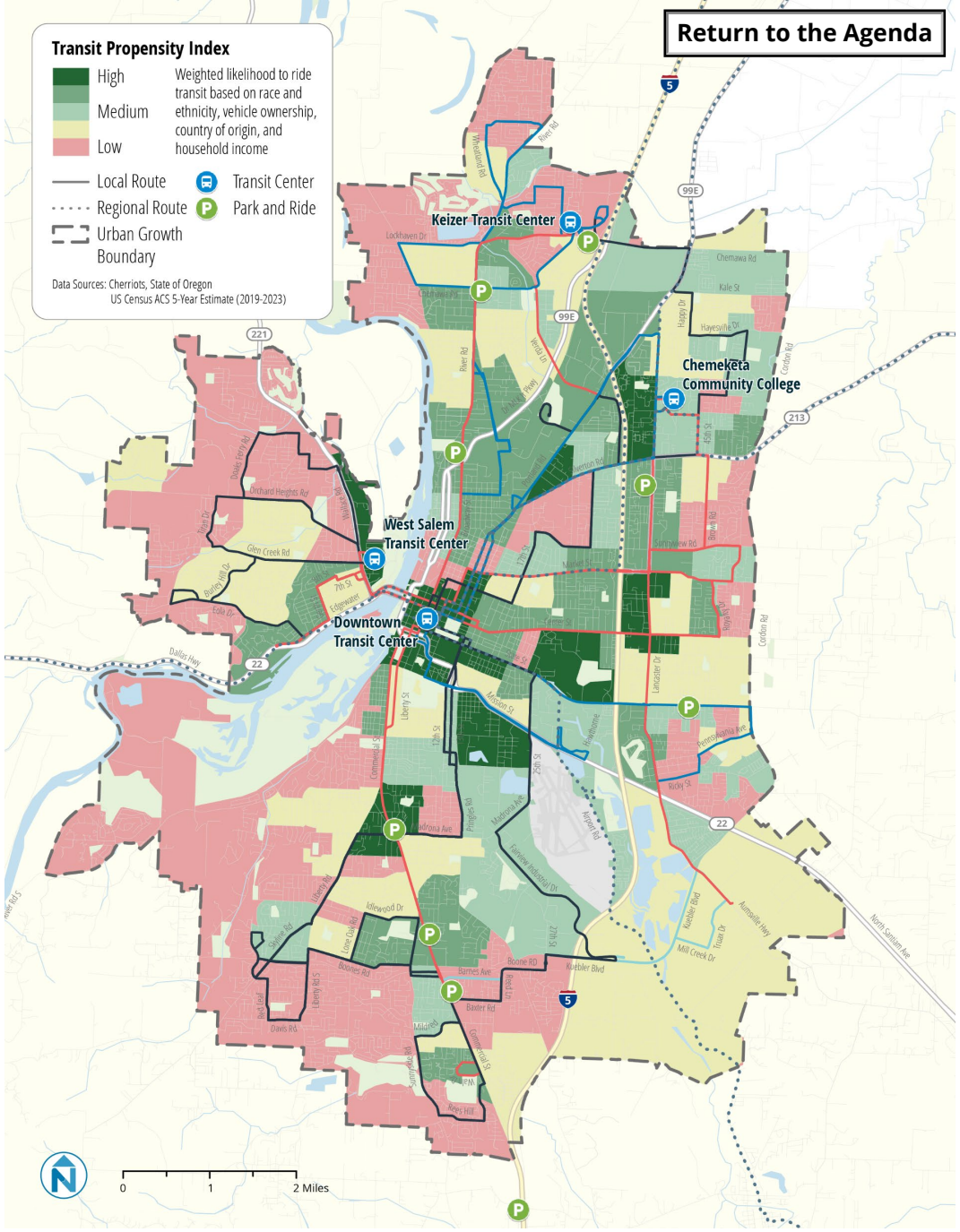
When a significant number of people from the demographic groups described earlier live in clustered areas, the underlying demand for transit in these areas may be higher than is captured by just looking at population density. Conversely, in areas where populations that are likely to take transit have lower representation, the transit demand may be lower than what is captured purely by population density. To account for these factors, the project team calculated a measure called the transit index factor, which measures the relative demand for transit of different demographic groups compared to the average resident in Salem-Keizer. These numbers are calculated by comparing the demographics of Cherriots riders using the 2024 Cherriots Customer Satisfaction Survey with the demographics of Salem-Keizer as a whole. The table to the right shows transit index factors among different groups. A factor greater than 1 means that the group is more likely to use transit than the average resident and indicates that the group is over-represented in Cherriots ridership compared to their share of the population.

Demographic Group	Transit Index Factor
RACE AND ETHNICITY	
White Alone (Not Hispanic or Latino)	0.92
Black or African-American (Not Hispanic or Latino)	3.21
Asian (Not Hispanic or Latino)	0.63
Other Race (Not Hispanic or Latino)	1.49
Hispanic or Latino	1.18
HOUSEHOLD VEHICLE OWNERSHIP	
No Car	14.52
One Car	1.77
Two or More Cars	0.35
COUNTRY OF ORIGIN	
Native	0.97
Foreign	1.15
HOUSEHOLD INCOME	
Less than $10,000	2.57
$10,000 - $15,000	2.15
$15,000 - $25,000	1.42
$25,000 - $35,000	1.66
$35,000 - $50,000	0.64
$50,000 - $65,000	0.56
$65,000 - $75,000	0.64
More than $75,000	0.17

Transit Propensity

This map shows the total transit propensity index for each census block group in the Salem-Keizer service area. The transit propensity index is the weighted likelihood of riding transit based on race and ethnicity, vehicle ownership, country of origin, and household income, using the transit index factors shown on the previous page. This index allows us to visualize which parts of Salem-Keizer have the highest demand for transit based on demographic characteristics. Some of the key areas with high likelihood to ride transit include:

- In and around downtown Salem
- South of Mission Street and north of McGilchrist Street
- Around the intersection of Commercial Street South and Madrona Avenue in south Salem
- Between Silverton Road and Portland Road
- Sections of northeast Salem along Lancaster Drive
- East of Wallace Road in West Salem



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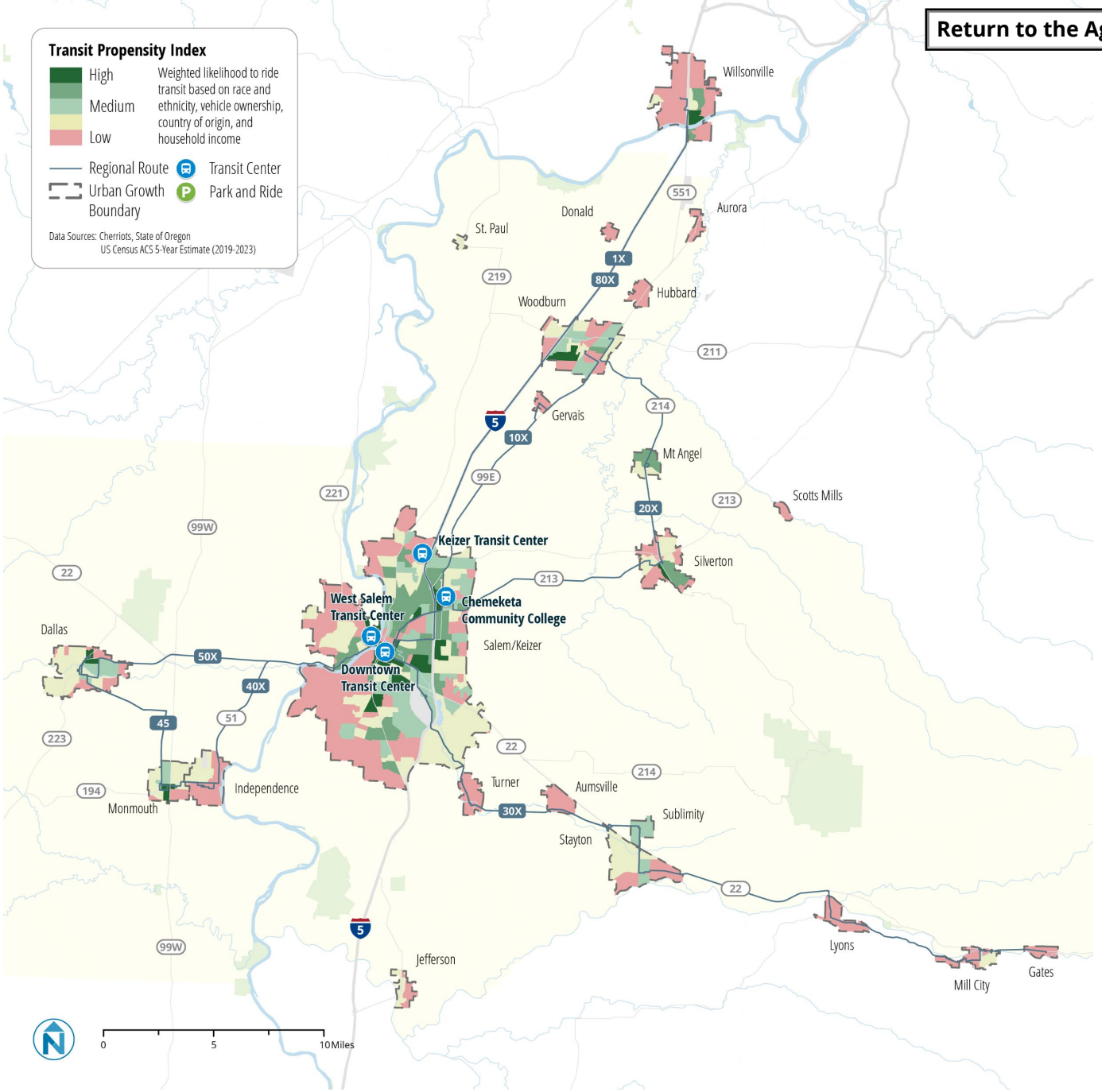
Transit Propensity

Outside of Salem-Keizer, block groups with high transit propensity are found in Woodburn, Wilsonville, Dallas, and Monmouth. It is important to note that the transit propensity index accounts for demographic characteristics of residents, not for land use or population/job density. Therefore, areas with high transit propensity might have land use patterns that are challenging to serve with transit. The composite demand map presented earlier in the report combines transit propensity, population density, and job density to show a fuller picture of which areas can support transit.



Where are these populations located?

It is also helpful to understand in detail where specific populations live in the service area. When we look to make transit improvements and to advance local equity goals through the provision of public transit service, we want to understand who Cherriots is serving and how we can provide a better service to each population.

We mapped the following groups:

- Residents who identify as Black, Indigenous, or a person of color (BIPOC)
- Residents who, due to their age, are more likely to use transit (Youth under 18 and Seniors)
- Households with lower incomes
- Households without access to a car
- Veterans

In addition to the Salem-Keizer area, Cherriots fixed-route service serves many nearby cities and towns via its regional express service: Wilsonville, Woodburn, Gervais, Mt. Angel, Silverton, Dallas, Monmouth, Independence, Turner, Aumsville, Stayton, Sublimity, Lyons, Mill City, and Gates.

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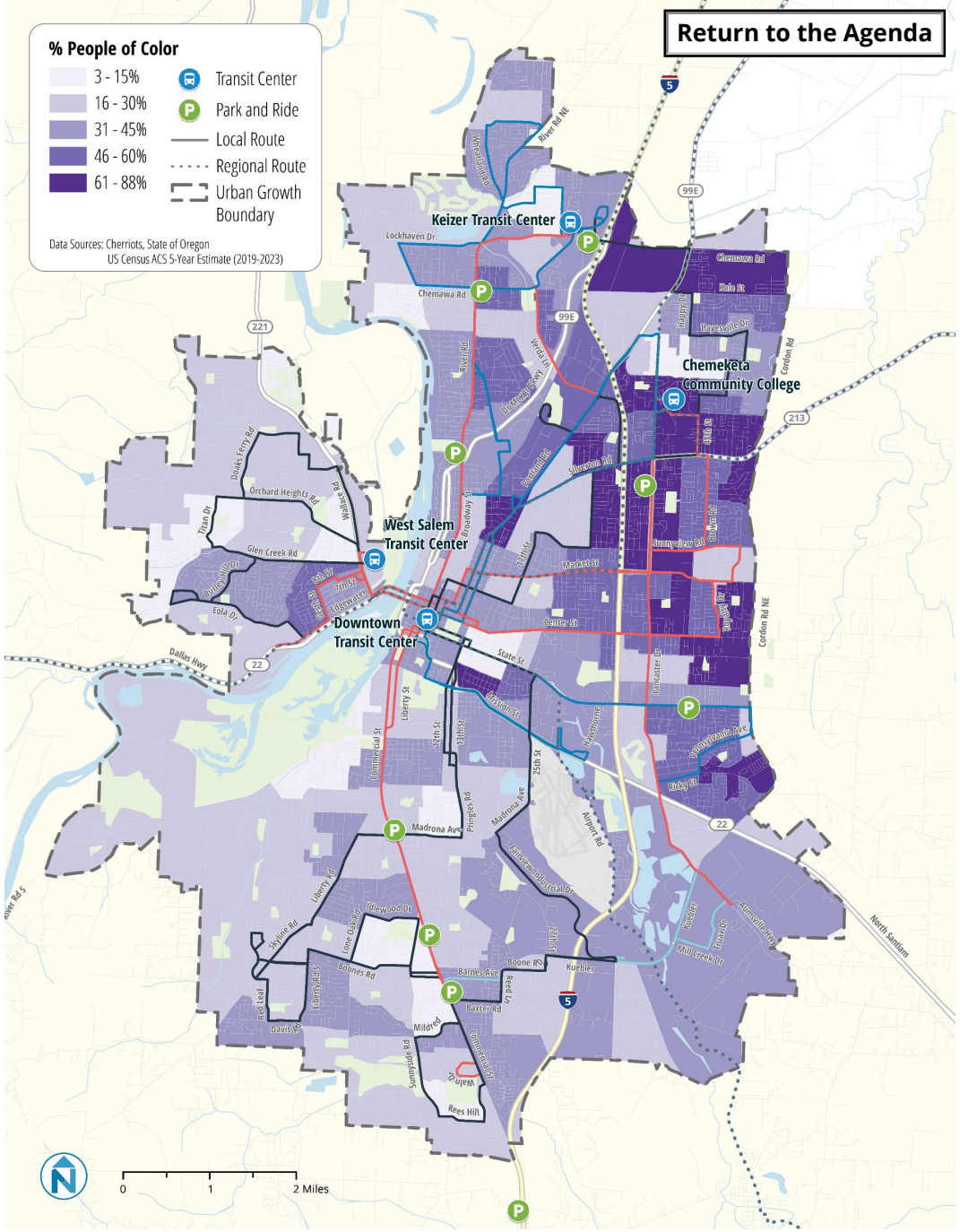
Residents Who Identify as Black, Indigenous, or People of Color

Different racial and ethnic groups have different levels of demand for transit, with Black and Hispanic populations being most likely to use transit in Salem-Keizer.

The percentage of BIPOC residents varies throughout Salem-Keizer. Generally speaking, Lancaster, Northgate, and Hayesville have the highest percentage of residents who are people of color, with many block groups in which over two-thirds of residents are BIPOC. South Salem, southeast Salem, and West Salem have lower percentages of BIPOC residents.



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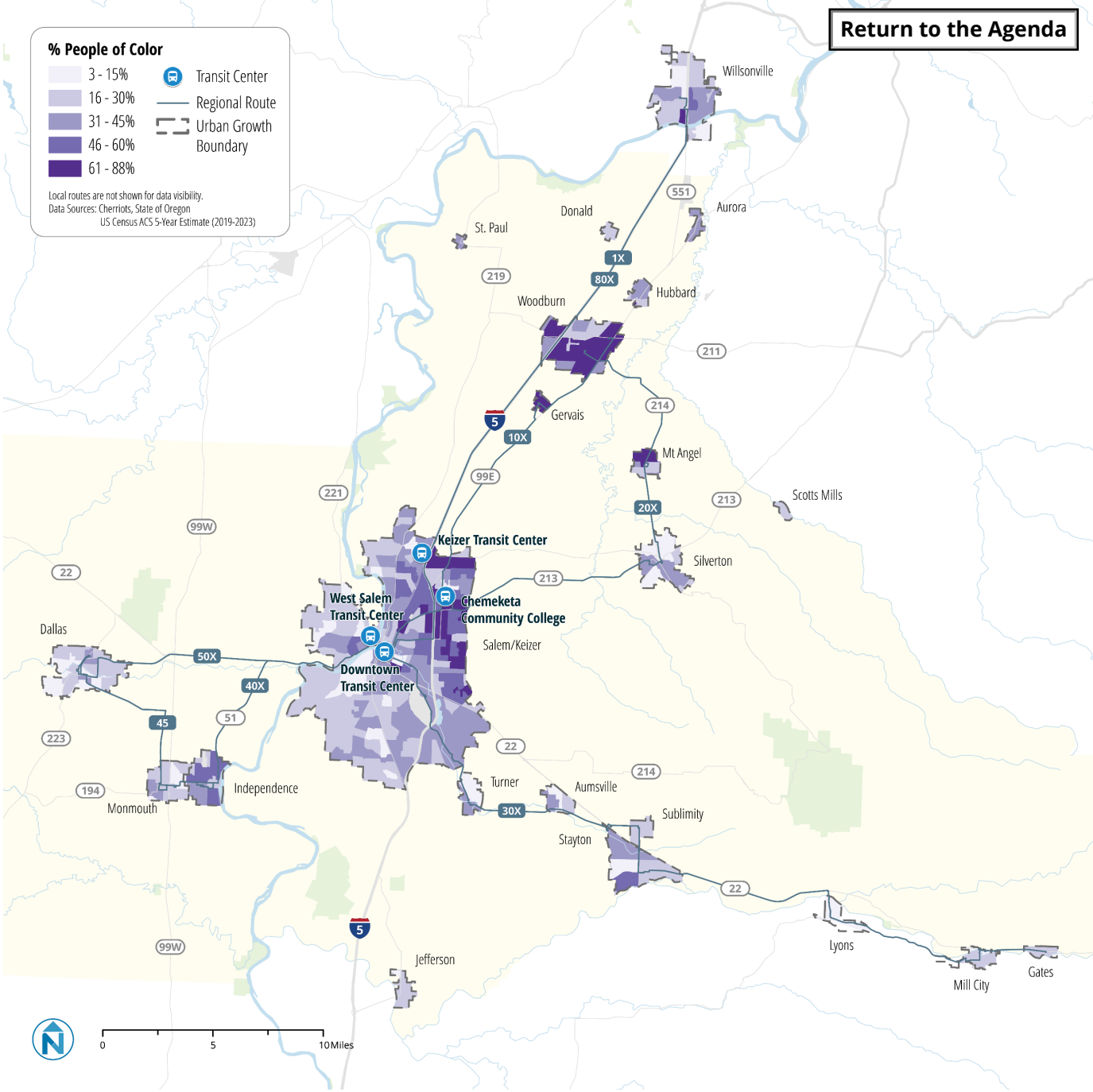
Residents Who Identify as BIPOC

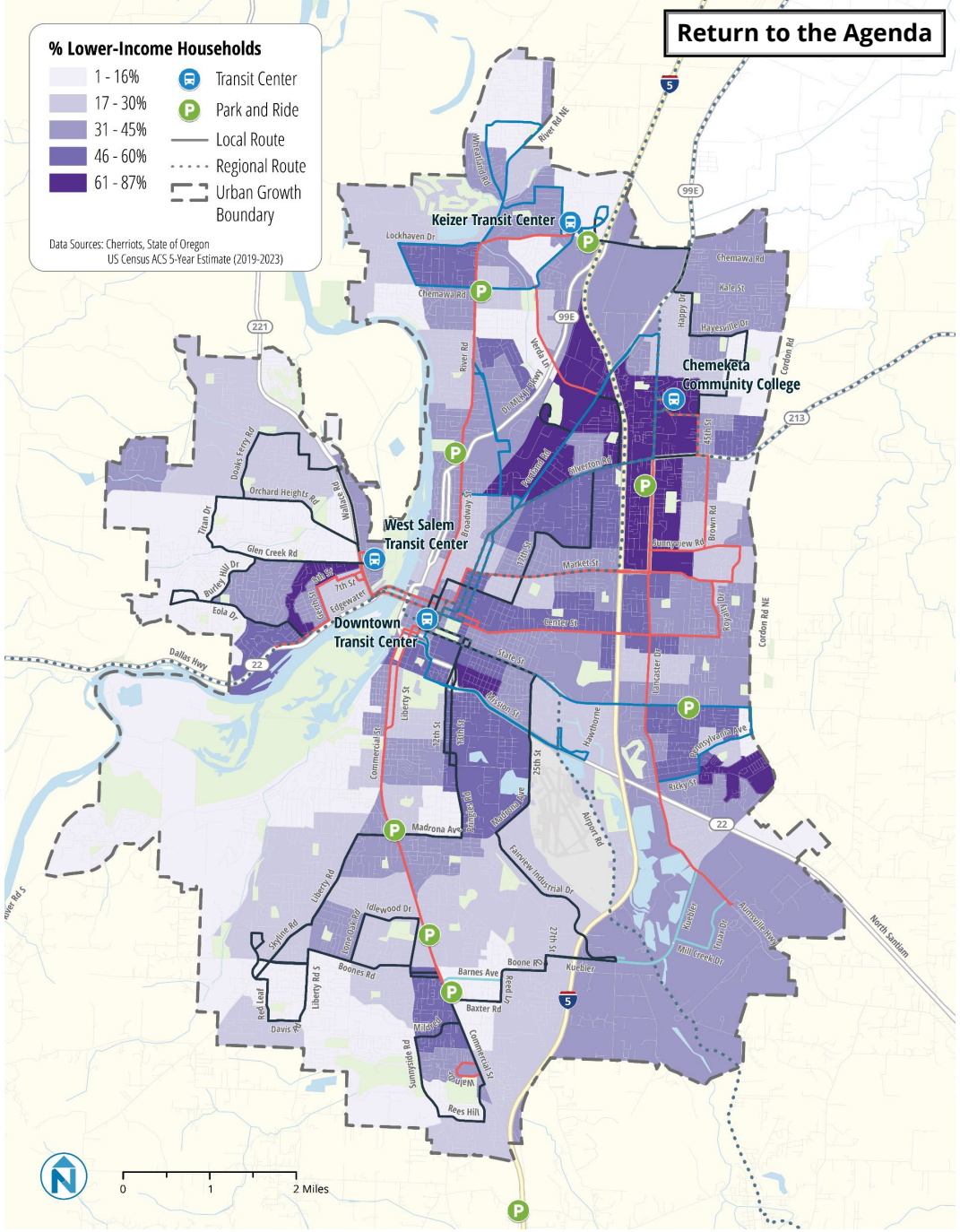
The distribution of BIPOC residents varies substantially across the region. In the least diverse towns, like Dallas, the population is overwhelmingly non-Hispanic white (79.8%). In towns with large produce industries, like Woodburn, the non-Hispanic white population drops down to 32.8%, with 62.6% of all respondents identifying as Hispanic or Latino. Salem and Keizer have a non-Hispanic white population of 63.9% and 67.5%, respectively.



Lower-Income Residents

Lower-income households are defined as those making 200% or less of the federal poverty line. Lower-income households have less disposable income for transportation, which is on average the second largest expense for households behind housing.

The highest concentrations of lower-income households are found on the east side of Salem, particularly in the northeast close to Chemeketa Community College. The lowest concentrations of lower-income households are found in West Salem and south Salem.



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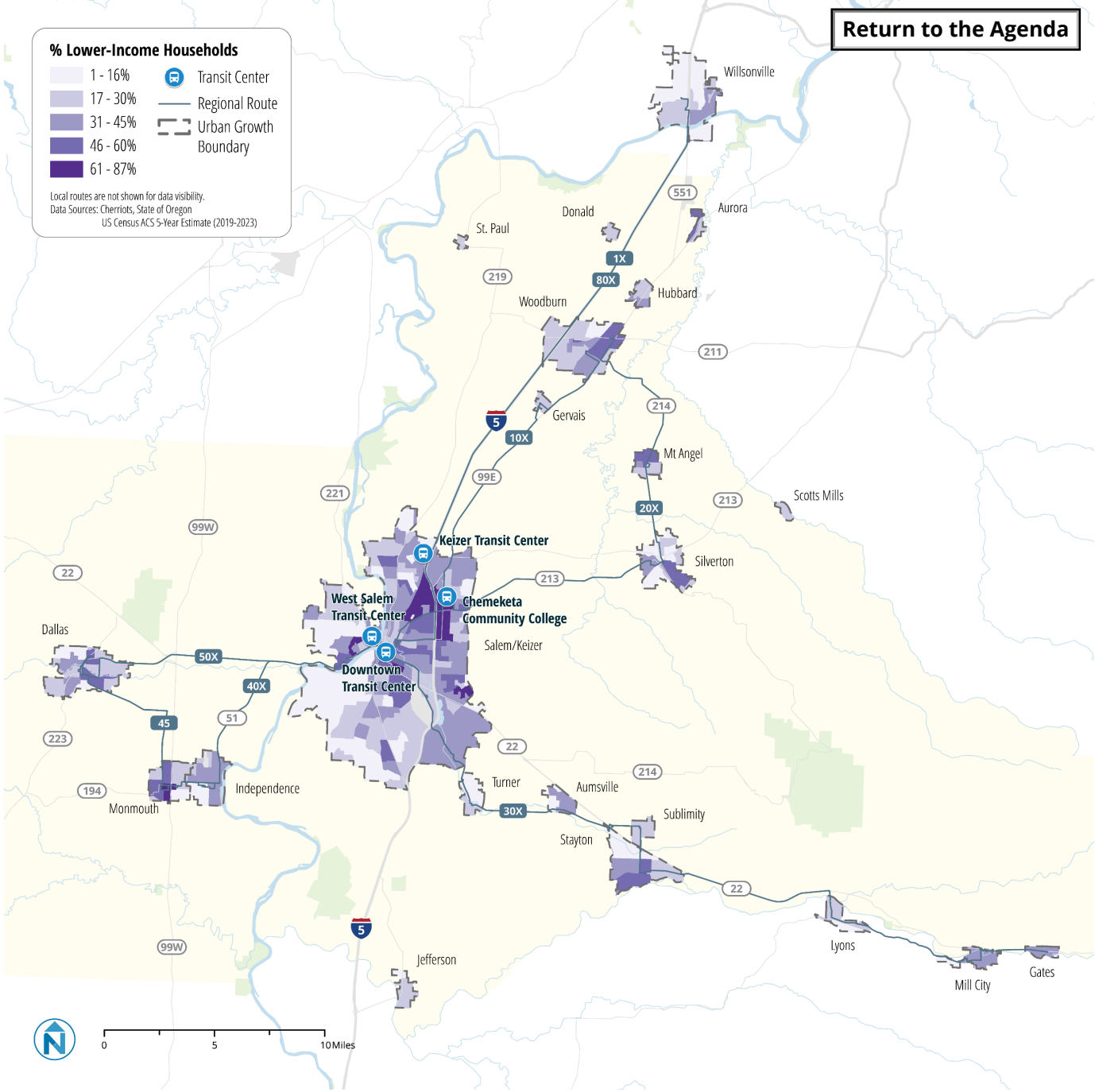
Lower-Income Residents

Salem-Keizer has a higher concentration of lower-income households when compared to the towns in the region. The percentage of lower-income residents varies by town: Wilsonville has a very low percentage of low-income residents, while Woodburn, Monmouth, and Mt. Angel have a higher percentage. For all municipalities in the region, the percentage varies substantially within each town.

It is important to note that many of the communities served by Cherriots Regional service (such as Mt. Angel, Turner, Sublimity and all Santiam Canyon communities) do not have a major grocery store. Low-income residents in these communities need to travel long distances to access fresh food.

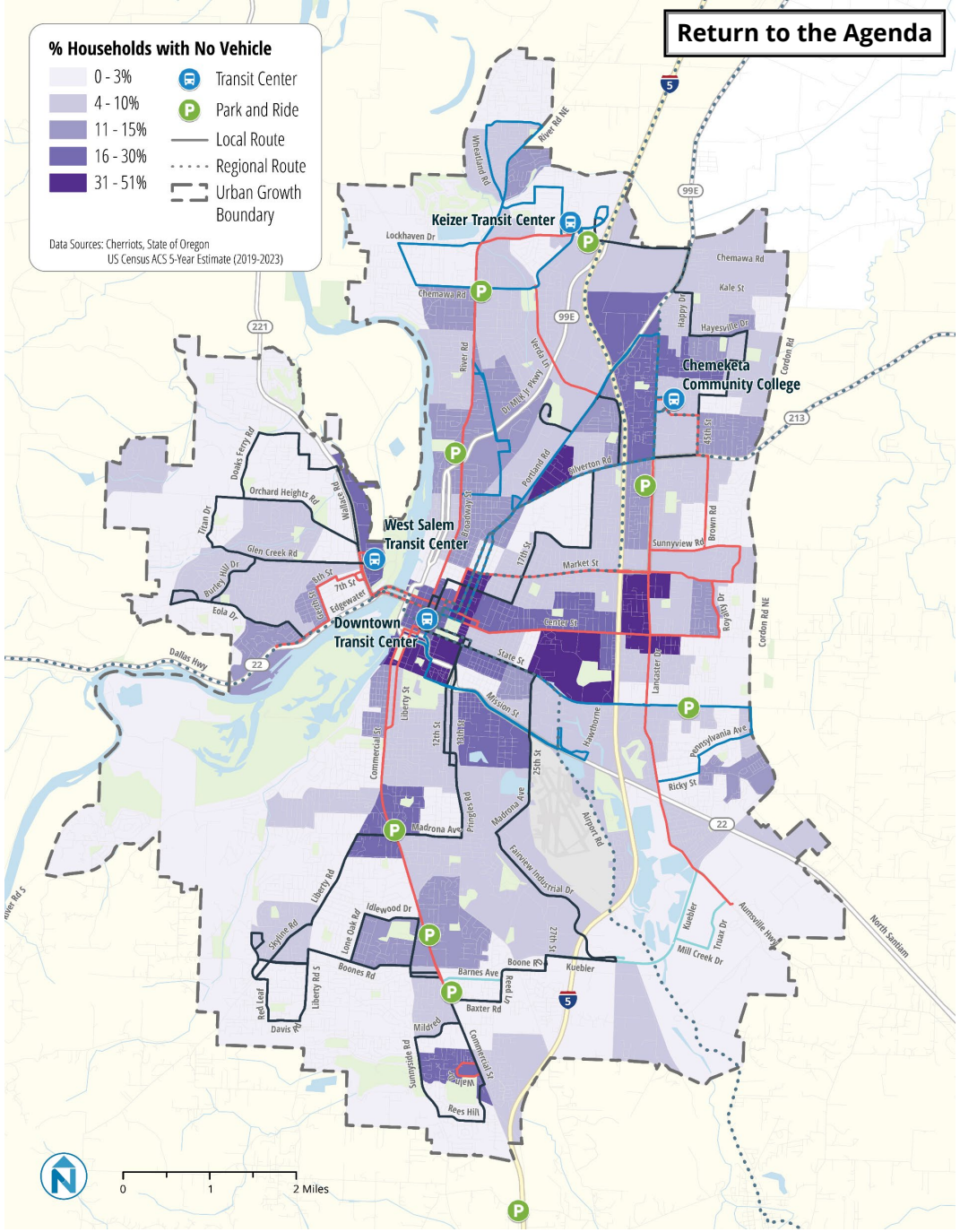


Zero-Car Households

As seen in the transit propensity analysis, not having access to a personal vehicle is the single largest predictor of transit use.

Salem has a few areas in which one-third to one-half of all households do not own a vehicle: in and around Downtown Salem, along Lancaster Drive between Auburn Road and Market Street, and in an area of the Northgate neighborhood with a concentration of multi-family apartments.

Another area with a high concentration of zero-car households is the census block that contains the Oregon State Hospital and the Oregon State Penitentiary. The US Census counts psychiatric patients and incarcerated people in the block group of the facility where they reside. While the State Hospital and Penitentiary are not major origins of trips, they are important destinations for those who visit incarcerated or institutionalized family or friends.



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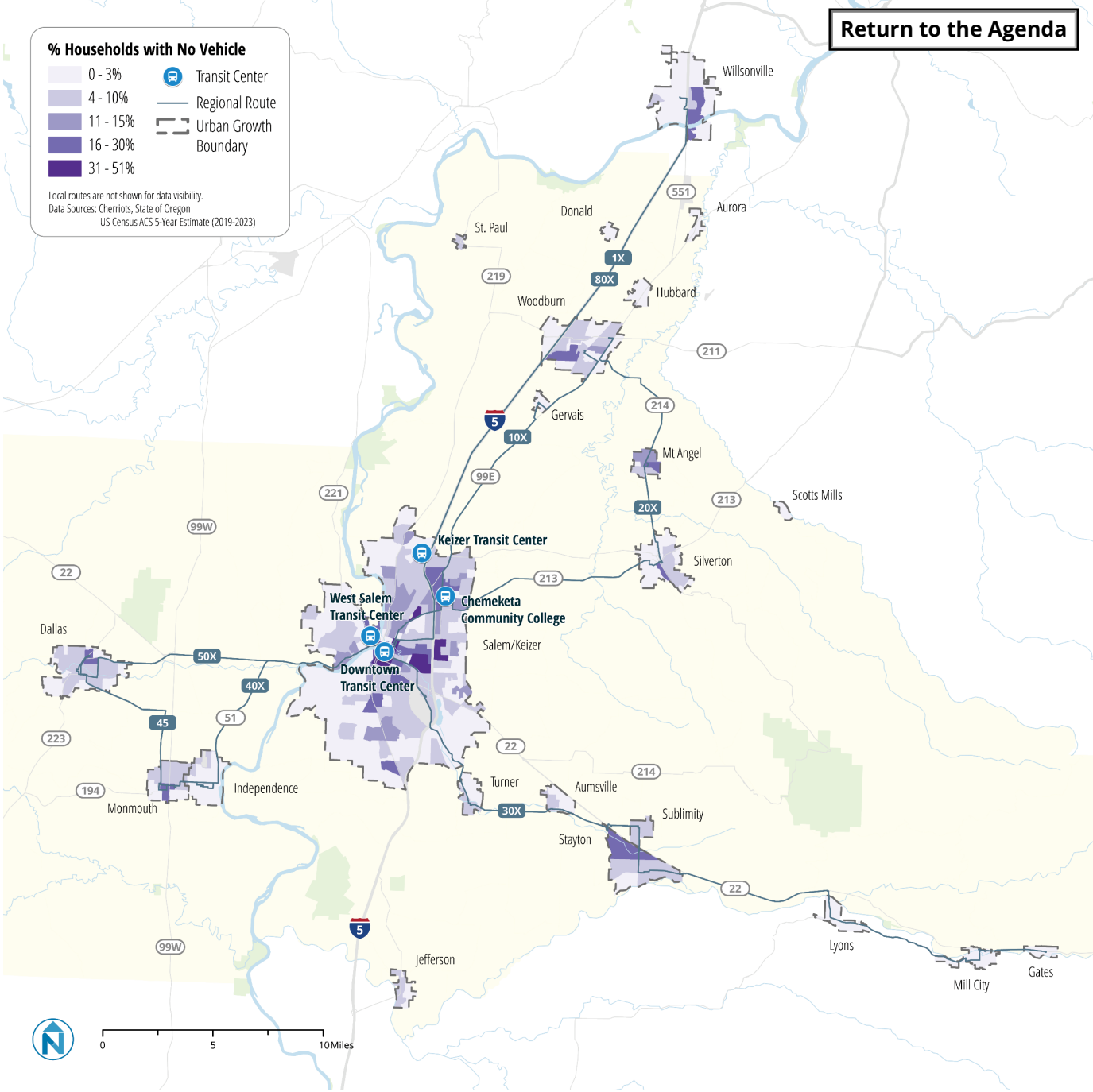
Zero-Car Households

While the highest concentrations of zero-car households are found east of downtown Salem and along Lancaster Drive, there are pockets of zero-car households in Stayton, Wilsonville, Woodburn, Mt. Angel, Dallas, and Monmouth.

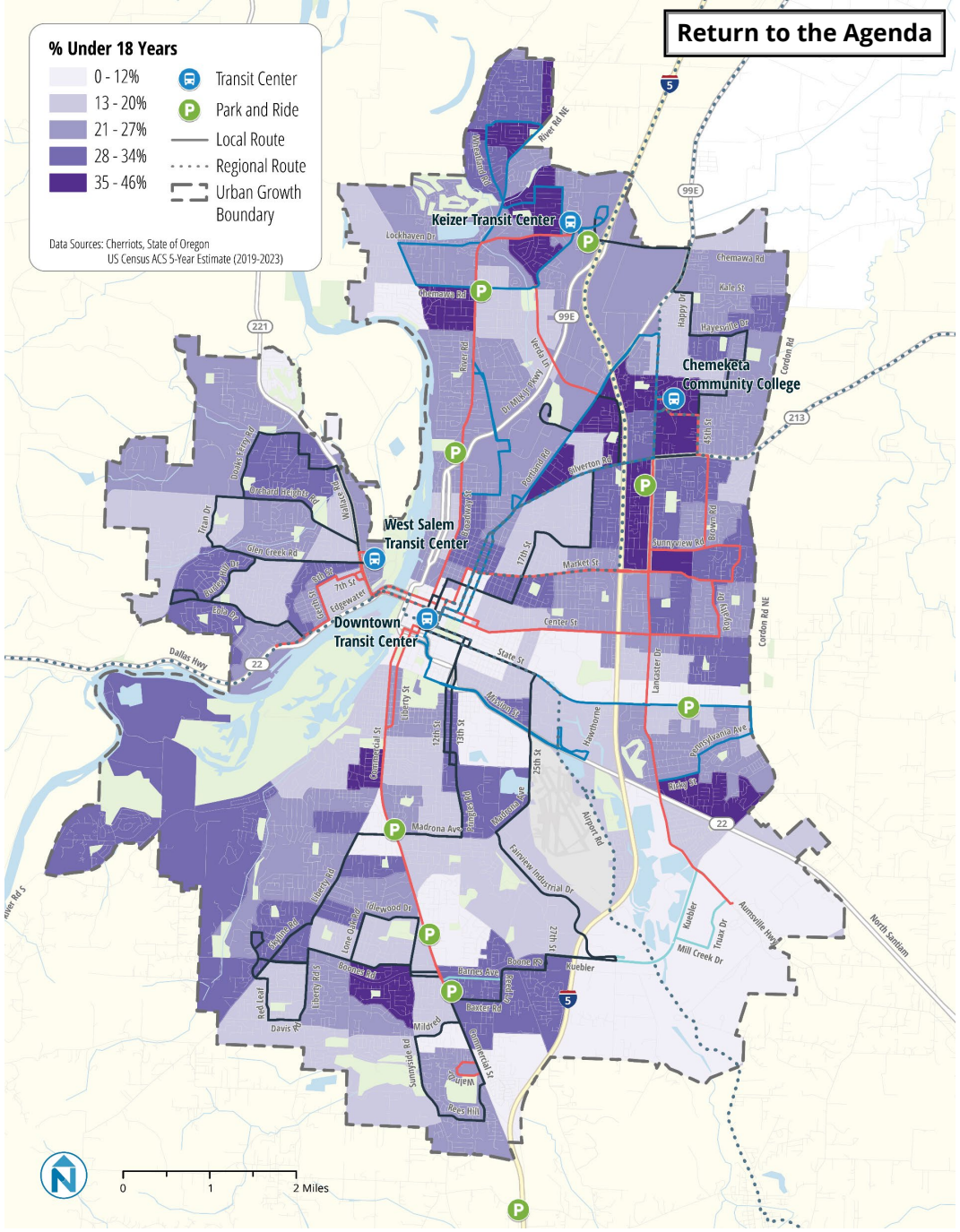
As with low-income households, households without access to a car outside are more likely to need transit to access basic needs that may be lacking in their communities, like fresh groceries.



Youth Residents

Age is an important factor in determining how people get around. People who are younger than 18 are more likely to rely on transit because they are too young to drive, do not have a driver's license, or lack a personal vehicle.

Concentrations of youths are found in north and southeast Salem, particularly around Chemeketa Community College, and in Keizer. Other pockets of youth are found in areas with elementary, middle, and high schools.



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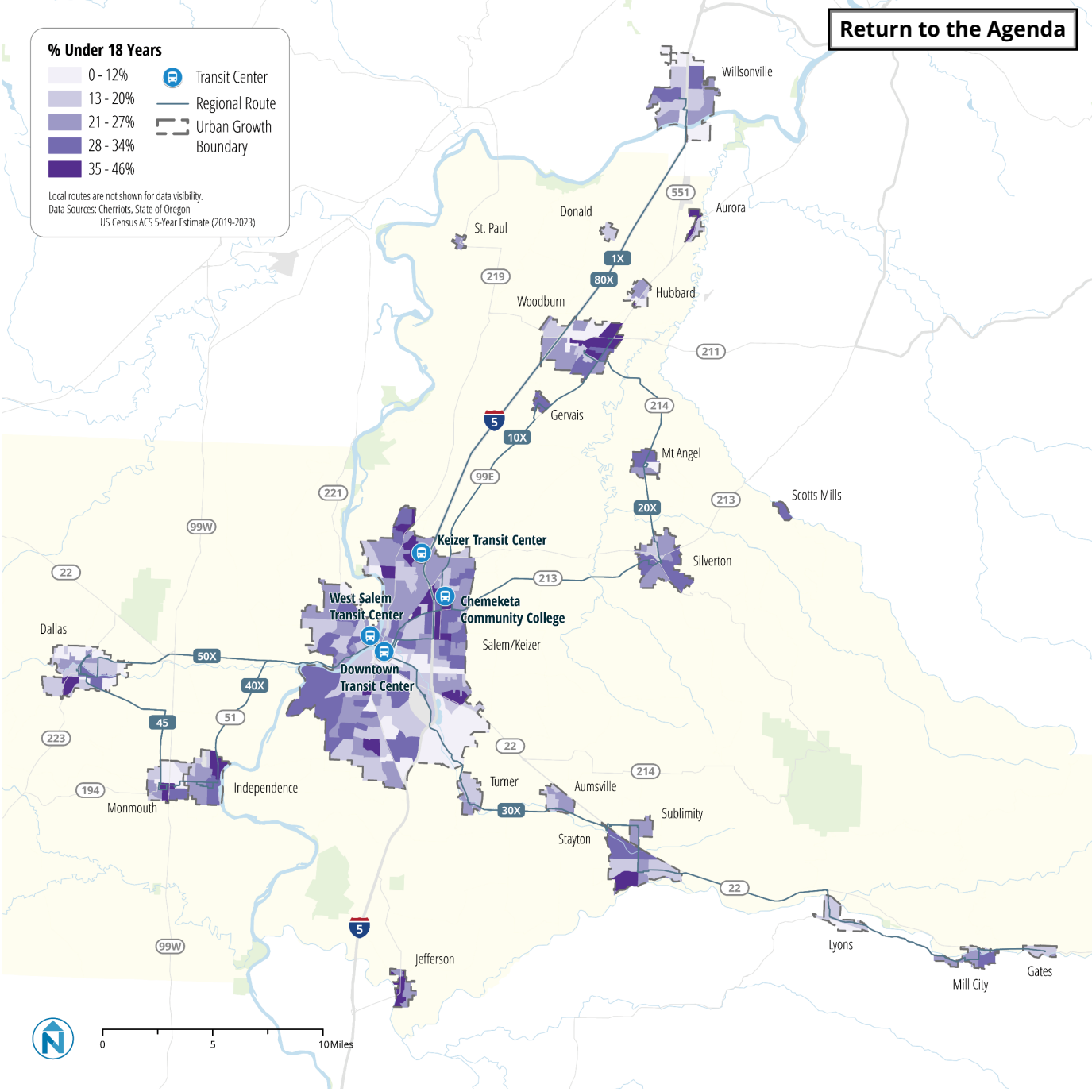
Youth Residents

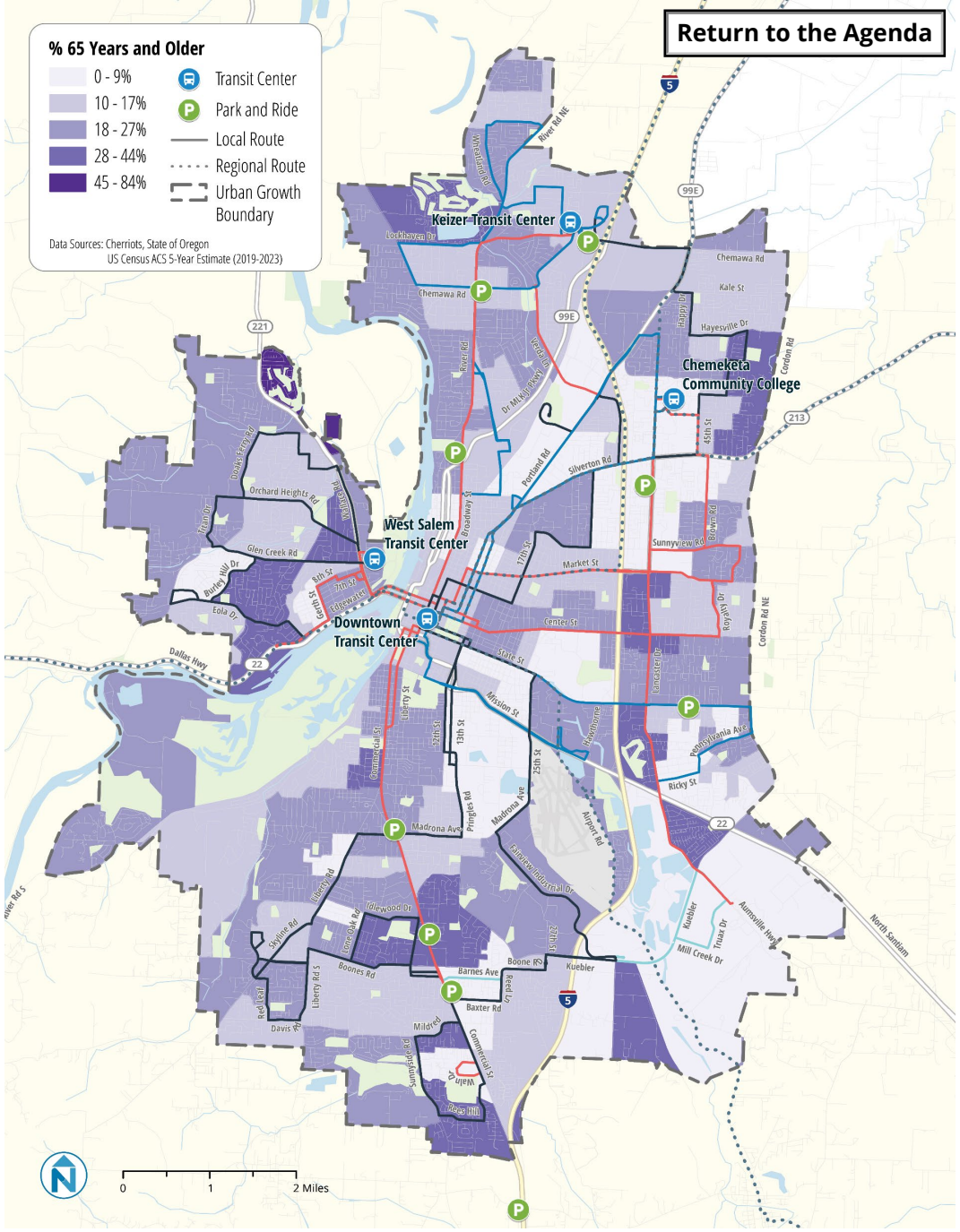
According to US Census estimates for 2024, approximately one quarter of residents in Salem, Keizer, Stayton, and Woodburn are under the age of 18, while in Dallas and Wilsonville, the population skews a little older, with a fifth or less of their population under the age of 18.



Older Adult Residents

People who are 65 years or older can be more likely to use transit as they lose the ability to – or desire to – drive, bike, or walk long distances. Typically, older adults are not a primary fixed-route ridership market.

For the most part, the distribution of adults over 65 is the inverse of the distribution of youths under 18 . Concentrations of seniors are found in Salemtowne, a 55+ community in West Salem, Hayesville, Inland Shores and McNary Estates in Keizer, and portions of West Salem and south Salem.



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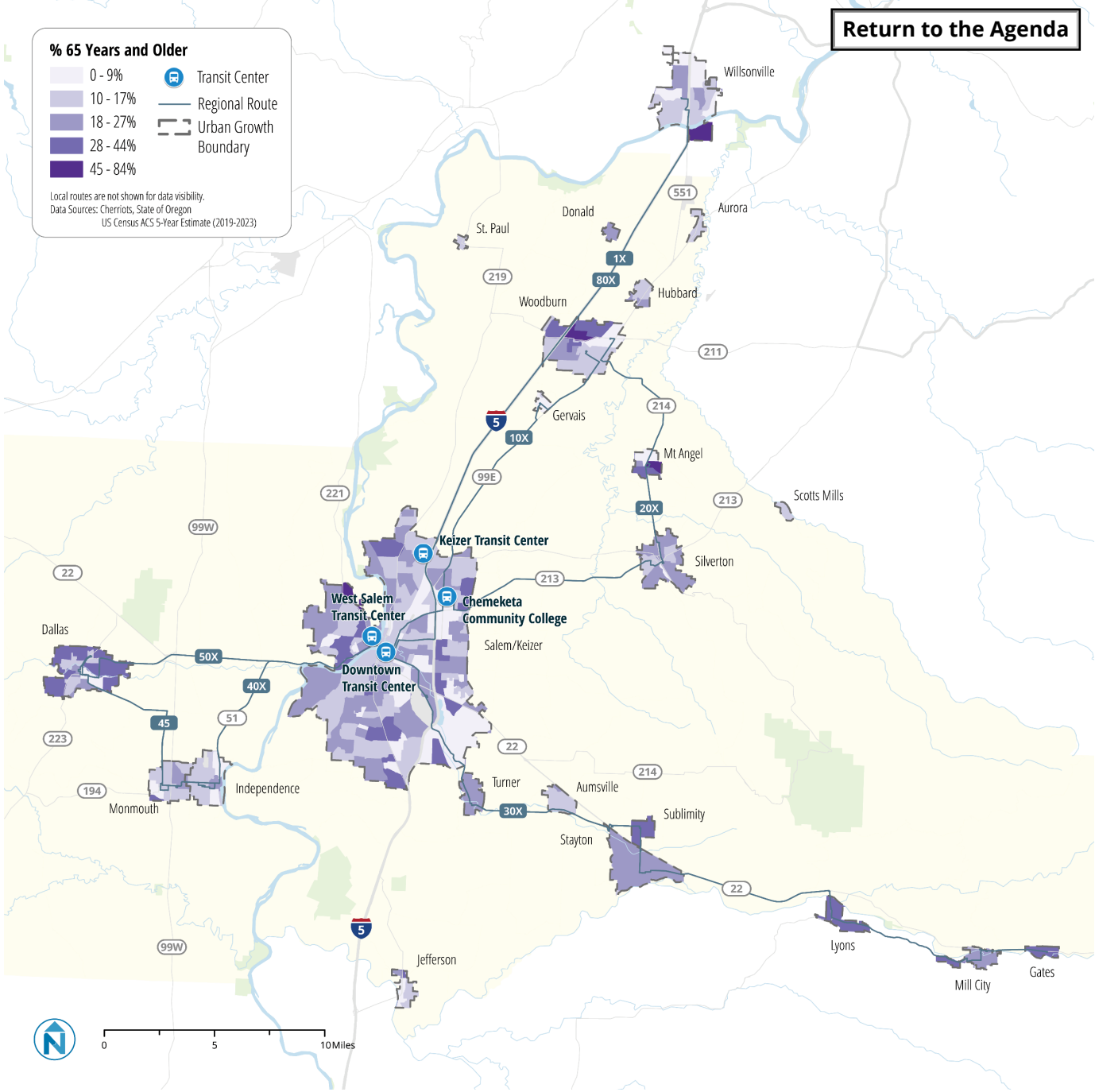
Older Adult Residents

Some of the towns surrounding Salem-Keizer have a larger percentage of residents aged 65 and older than Salem-Keizer: 23% of Dallas residents and 22% of Stayton residents are over the age of 65, compared to 15% of Salem residents. Other concentrations of older adults are found in Marion Estates in Sublimity, the Mt. Angel Towers in downtown Mt. Angel, and the Senior Estates neighborhood of Woodburn.

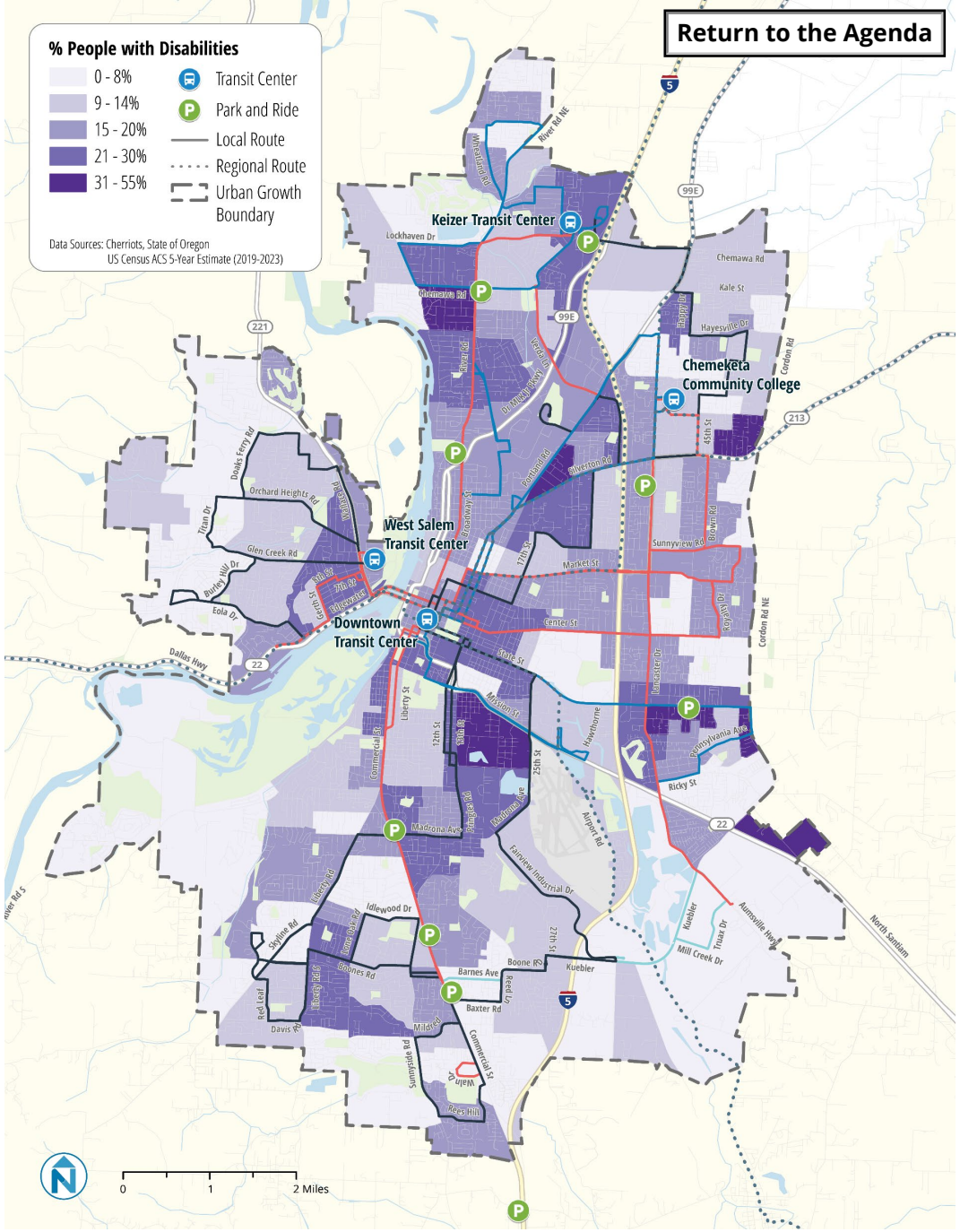


Residents with Disabilities

People with disabilities are also more likely to use transit than those without. Disability is also correlated with age: As people get older, they are more likely to develop disabilities that prevent them from driving.

There are a few census groups of note where residents with disabilities make up approximately one-third to one-half of all residents:

- South of Mission Street between 13th and 25th Streets around McGilchrist Street
- At the southwest corner of Chemawa Road and River Road
- Along Silverton Road in northeast Salem, near the intersection of Portland Road and on the edge of the UGB between Cordon Road and 47th Street
- South of State Street and north of Oregon Highway 22 in Southeast Salem



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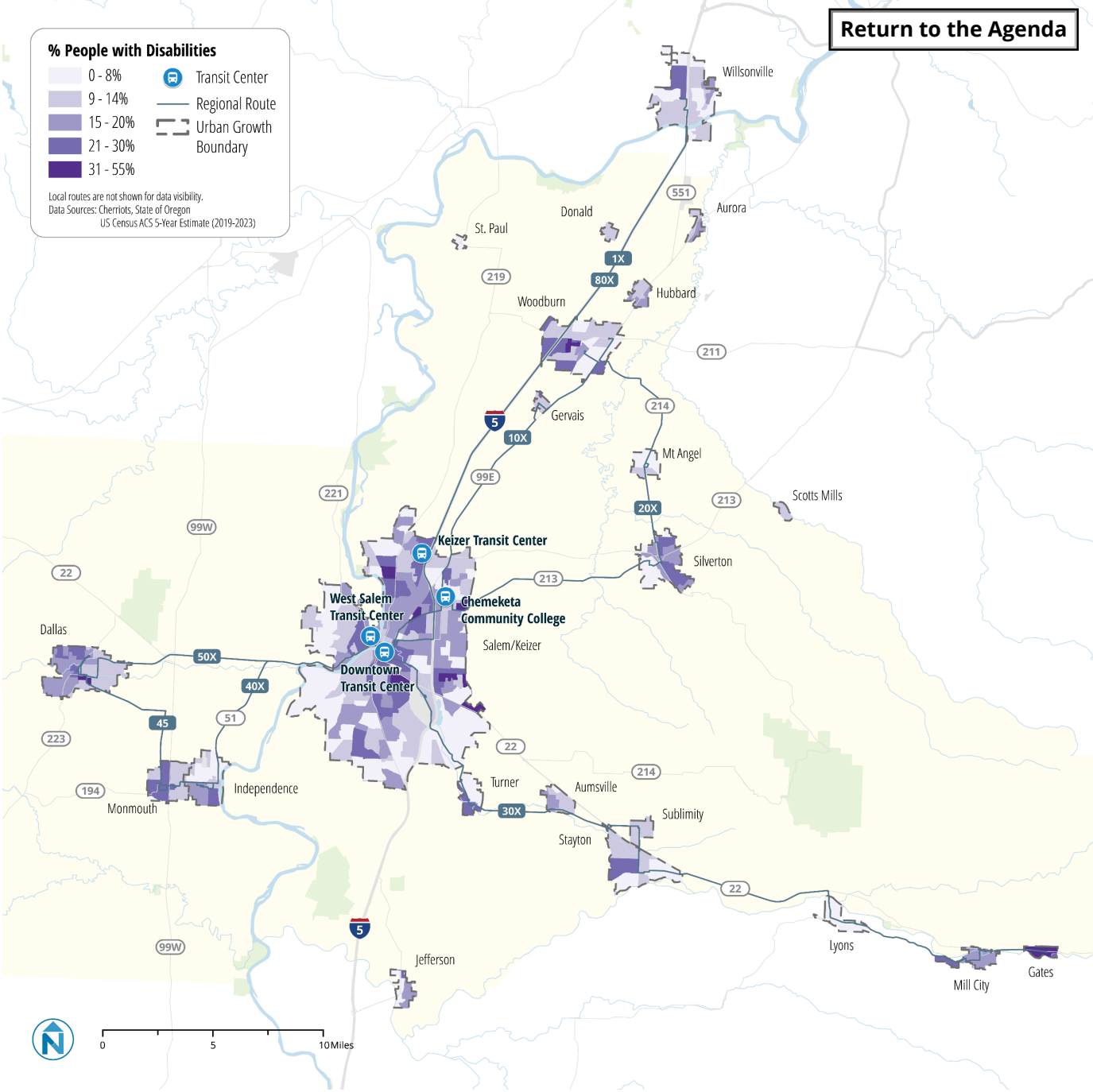
Residents with Disabilities

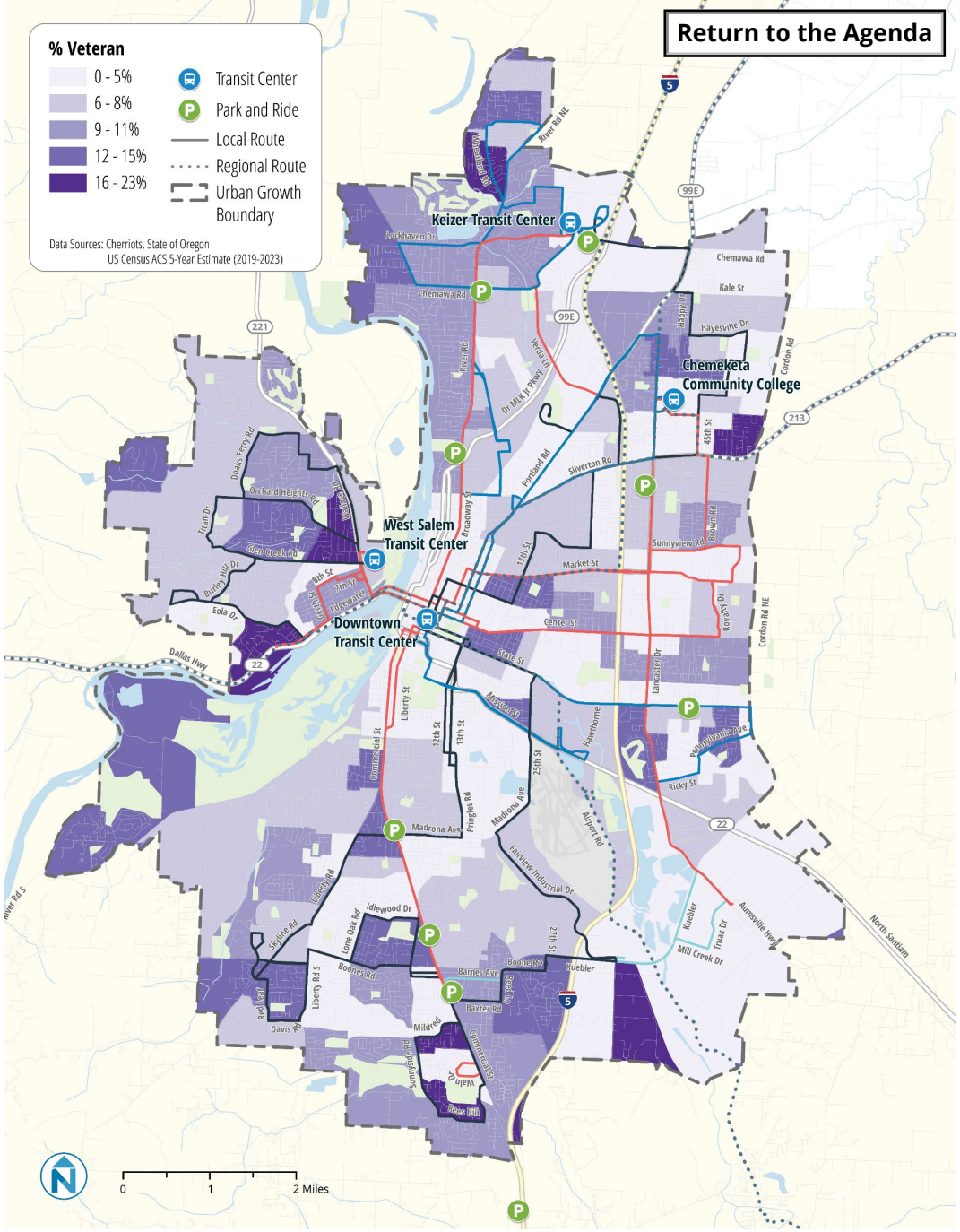
The percentage of residents with disabilities varies across the region, with some towns, such as Gates, standing out as having a higher percentage, and others, like Mt. Angel, having a lower percentage. Most municipalities are more mixed, with some census groups with higher percentages and others with lower.



Veteran Residents

Transit access is important for veteran reintegration, particularly for veterans with disabilities and older veterans.

There are an estimated 11,133 veterans living in Salem-Keizer as of 2024, with pockets found in West Salem, south and southeast Salem, and Keizer.



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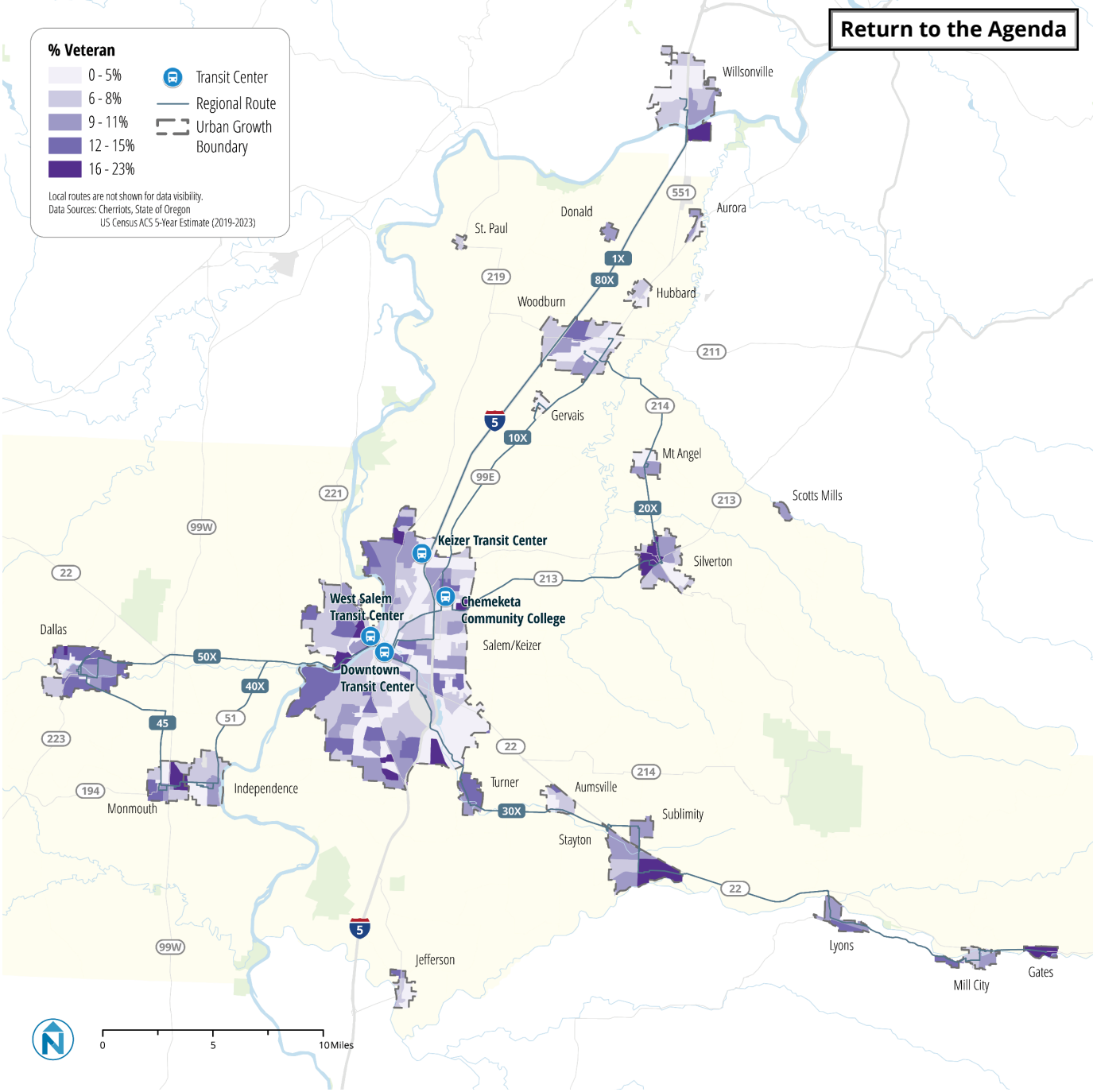
Veteran Residents

Dallas, Stayton, and Monmouth have substantial concentrations of veterans, while a smaller percentage of veterans are found in Wilsonville and Woodburn.



Regional Population and Employment Trends

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Population and Employment Trends

This section provides more focused population and employment trends in the communities served by the Regional routes. The analysis is based on the population and jobs in the entire urban growth boundary of the respective communities and not only the areas served by each route's bus stops. This applies to all tables and charts in this section. For example, Woodburn is served by 10X, 20X and 80X. Therefore, the number of people and jobs throughout all of Woodburn are included in the values for all three routes.

The adjacent table lists the change in population (through 2025) and change in jobs (through 2022), compared to change in weekday ridership and weekday revenue hours (through 2024). The population and job values exclude Salem-Keizer; however, ridership and service levels within Salem-Keizer are included in the ridership and revenue hour values.

Relative to 2017, ridership has decreased for Routes 30X, 50X, and 1X. However, service levels have increased for Routes 50X and 1X, as have population and employment in the communities served by these routes. The communities along the Santiam River (served by Route 30X) have experienced the least population growth and have had almost no change in employment relative to 2017.

Routes 45 and 80X were not yet implemented in 2017, so there is no data for the change in ridership and revenue hours between 2017 and 2024.

Route	Change in Population (2017–2025)	Change in Employment (2017–2022)	Change in Weekday Ridership (2017–2024)	Change in Weekday Revenue Hours (2017–2024)
1X – Wilsonville / Salem Express	+21%	+6%	-62%	+20%
10X – Woodburn / Salem Express	+16%	+4%	+50%	+38%
20X – North Marion County / Salem Express	+14%	+4%	+52%	+14%
30X – Santiam / Salem Express	+7%	+<1%	-14%	-3%
40X – Polk County / Salem Express	+11%	+4%	+46%	+62%
45 – Central Polk County	+11%	+4%	-	-
50X – Dallas / Salem Express	+13%	+15%	-23%	+120%
80X – Wilsonville / Keizer Express	+19%	+6%	-	-

Note: Population and jobs values exclude Salem-Keizer.

Source: PSU Population Research Center (population) and US Census Bureau LEHD (employment)

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Population and Employment Trends

Based on data from PSU's Population Research Center, all communities are expected to grow in population over the next 15 years. Growth may be slowest for routes north and northeast of Salem (Routes 1X, 10X, 20X, and 80X) with increases of less than 10% expected. Growth is expected to be strongest for communities west of Salem and east of Salem along the Santiam canyon (with growth of 13 to 17%).

Route	2025	2040	Change	% Change
1X – Wilsonville / Salem Express	29,756	30,566	+270	+1%
10X – Woodburn / Salem Express	33,868	37,093	+2,267	+7%
20X – North Marion County / Salem Express	45,730	50,584	+3,409	+7%
30X – Santiam / Salem Express	23,128	27,630	+3,094	+13%
40X – Polk County / Salem Express	41,618	52,222	+7,167	+17%
45 – Central Polk County	41,618	52,222	+7,167	+17%
50X – Dallas / Salem Express	19,143	23,814	+3,163	+17%
80X – Wilsonville / Keizer Express	60,377	64,022	+2,262	+4%

Note: Population and jobs values exclude Salem-Keizer.

Source: PSU Population Research Center

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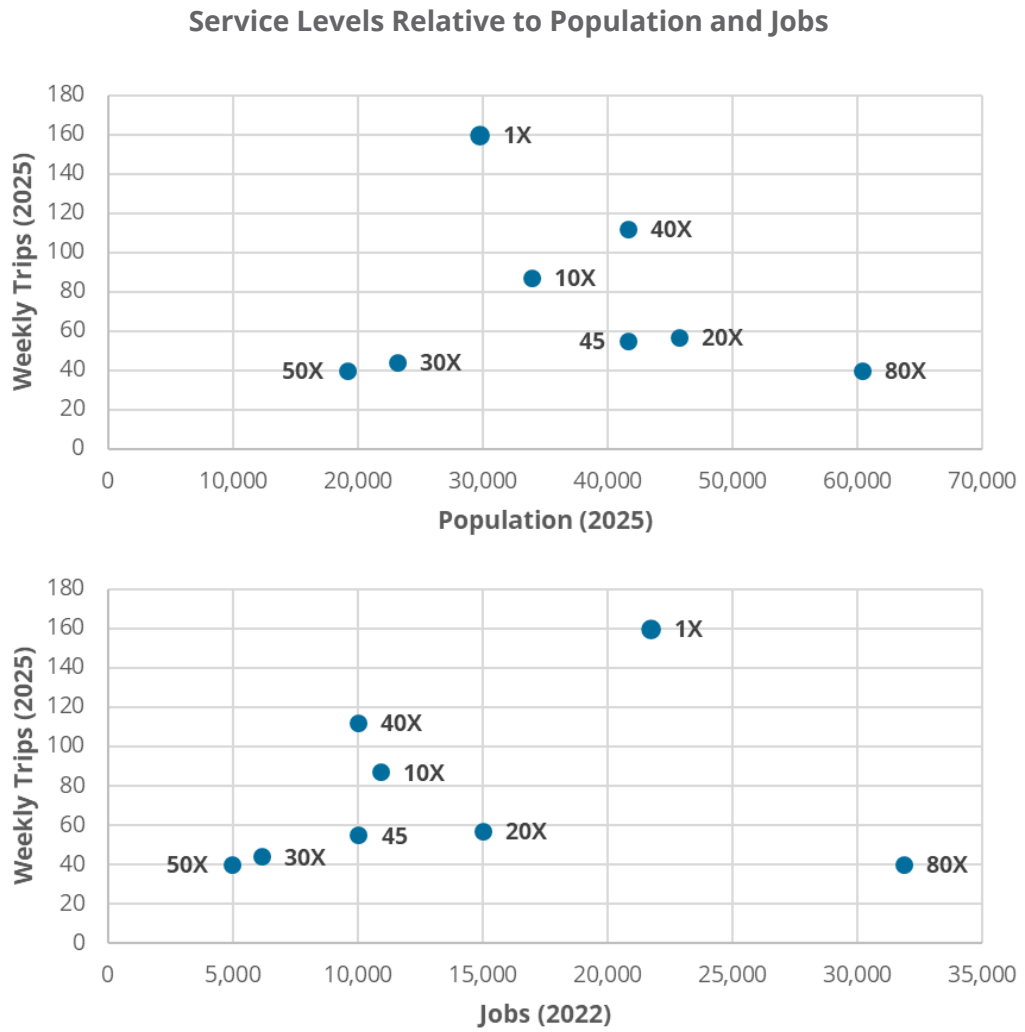
Service Levels Relative to Population and Jobs

The two adjacent charts show the population and jobs for each Regional route (excluding Salem-Keizer) relative to the number of weekly trips.

Route 80X serves the most people and jobs outside Salem-Keizer but has some of the lowest service levels. Route 1X, with the most trips throughout the week, serves a moderate level of population and relatively high number of jobs.



Source: PSU Population Research Center (Population) and US Census Bureau LEHD (Jobs). Jobs exclude Salem-Keizer

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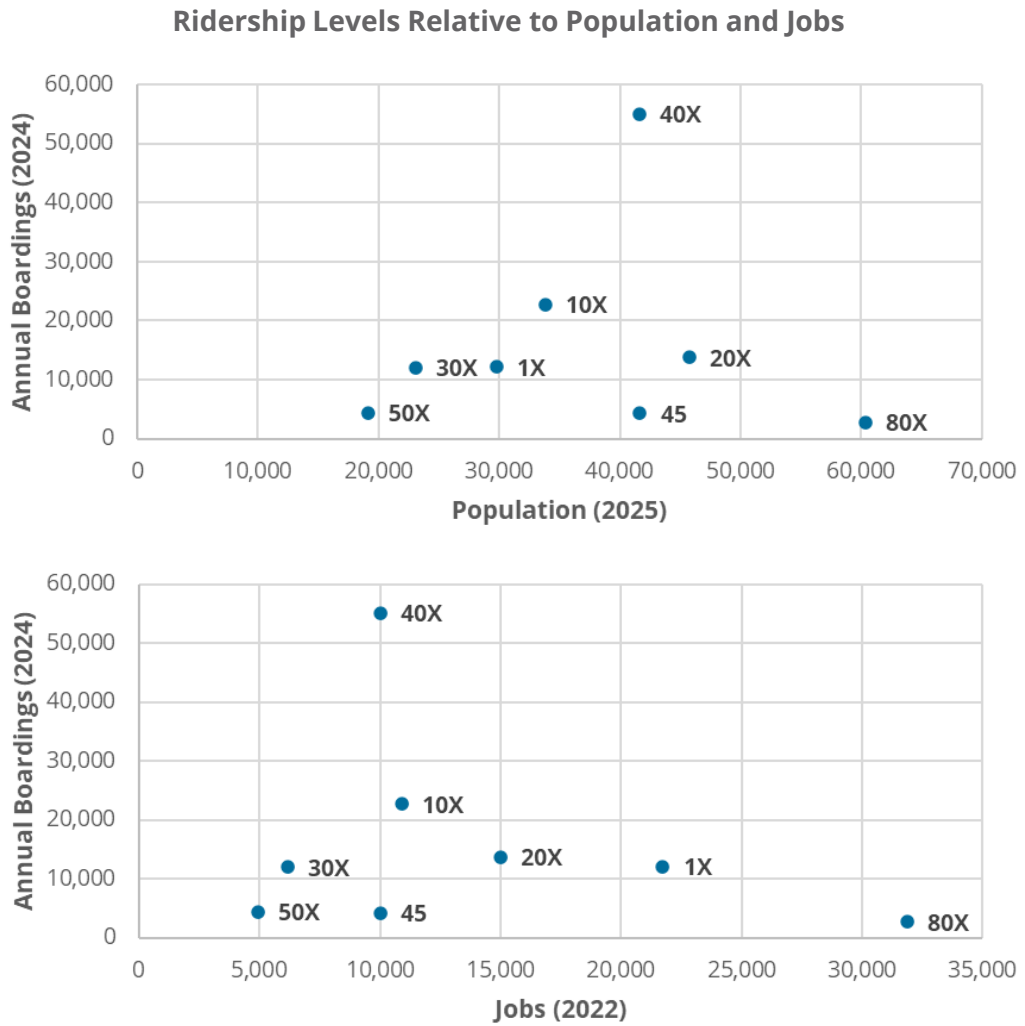
Ridership Levels Relative to Population and Jobs

The two adjacent charts show population and jobs for each Regional route (excluding Salem-Keizer) relative to the annual boardings.

Route 40X has the highest ridership, despite relatively low levels of jobs and moderate population.

Routes 1X, 20X, 45, and 80X, on the other hand, have relatively high jobs and population but have lower levels of ridership.

This analysis indicates that the frequency of service for Regional routes may be a stronger indicator for transit demand than population and employment density.



Source: PSU Population Research Center (Population) and US Census Bureau LEHD (Jobs). Jobs exclude Salem-Keizer

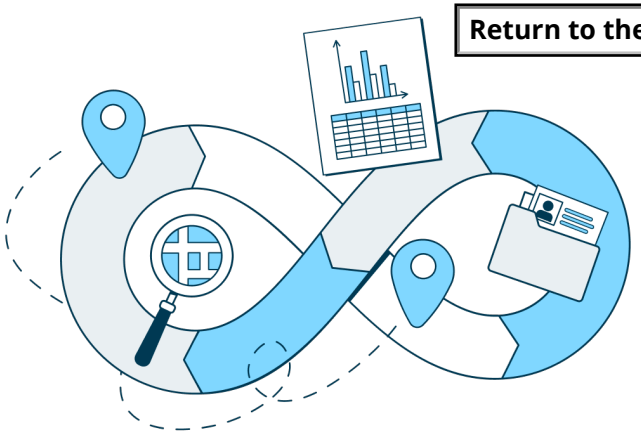
Regional Travel Demand

Overview

To analyze travel patterns throughout the Cherriots service area, the project team has obtained access to LOCUS, a cell phone location data product. This data provides the total market of all travelers, regardless of mode, between Census geographies. Using such data helps to understand the highest possible demand for transit service.

LOCUS is a proprietary location-based travel pattern product developed by Cambridge Systematics (CS). Location data comes from cell phone apps where location services are enabled. No personally identifiable information exists in the raw data.

LOCUS



The core LOCUS product used for this study is origin-destination trips between census block groups. This data is presented in an interactive dashboard so that it can be quickly filtered and sorted according to several criteria, including:

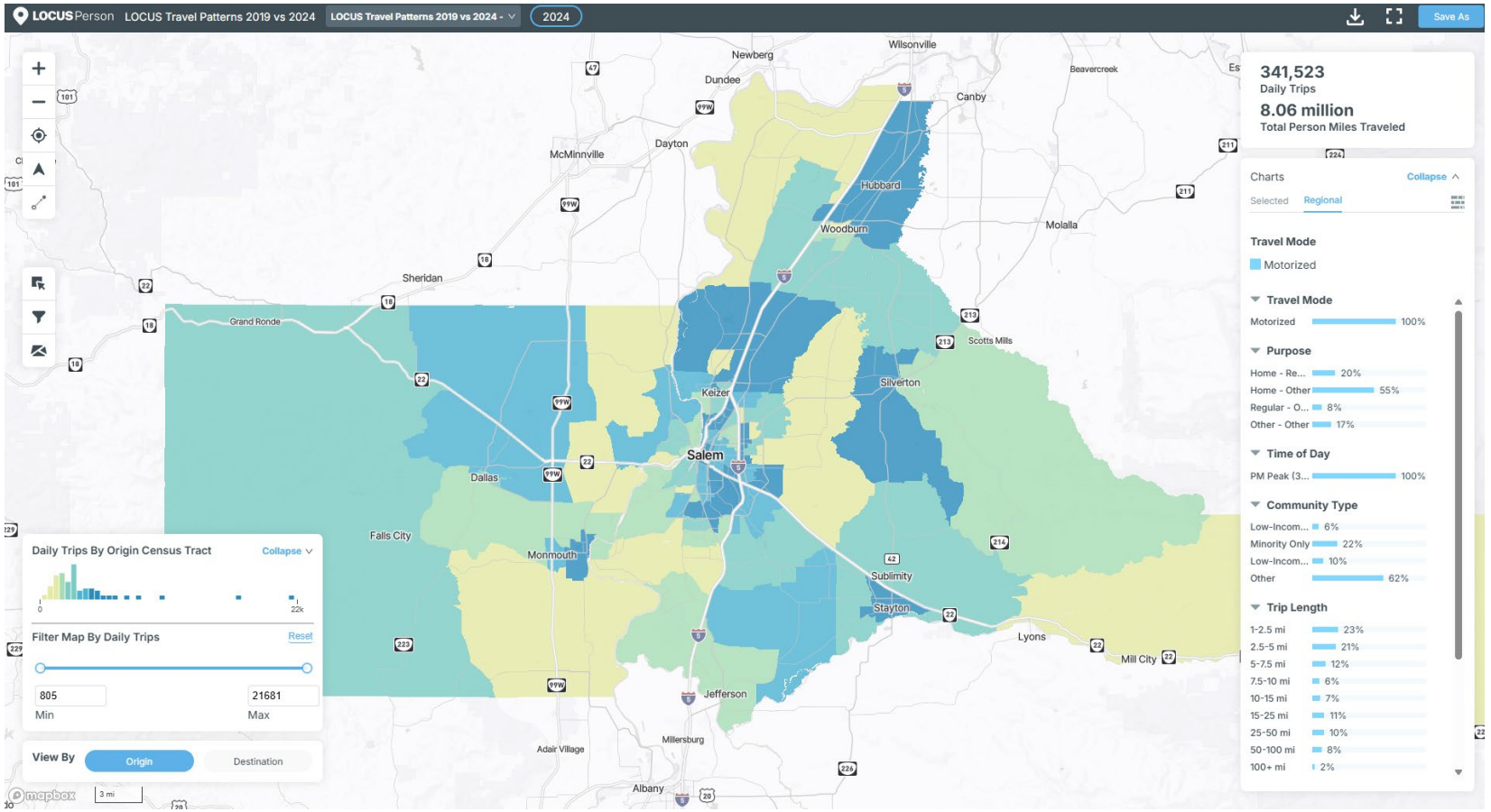
- Travel mode (motorized, bicycle, pedestrian)
- Time of day
- Day of week
- Trip purpose
- Trip length
- Residents vs visitors
- Equity focused trips (low-income and minority communities)
- Year (2019 for pre-pandemic vs 2024 for recent patterns)

This section starts off by talking about what LOCUS is and the platform that was developed before transitioning to a discussion about what the data can be used for.

LOCUS Sample Results

Since LOCUS is intended to be an interactive dashboard, this report will not document all the potential outputs from the tool. Instead, some key features will be demonstrated to convey the power of the tool.

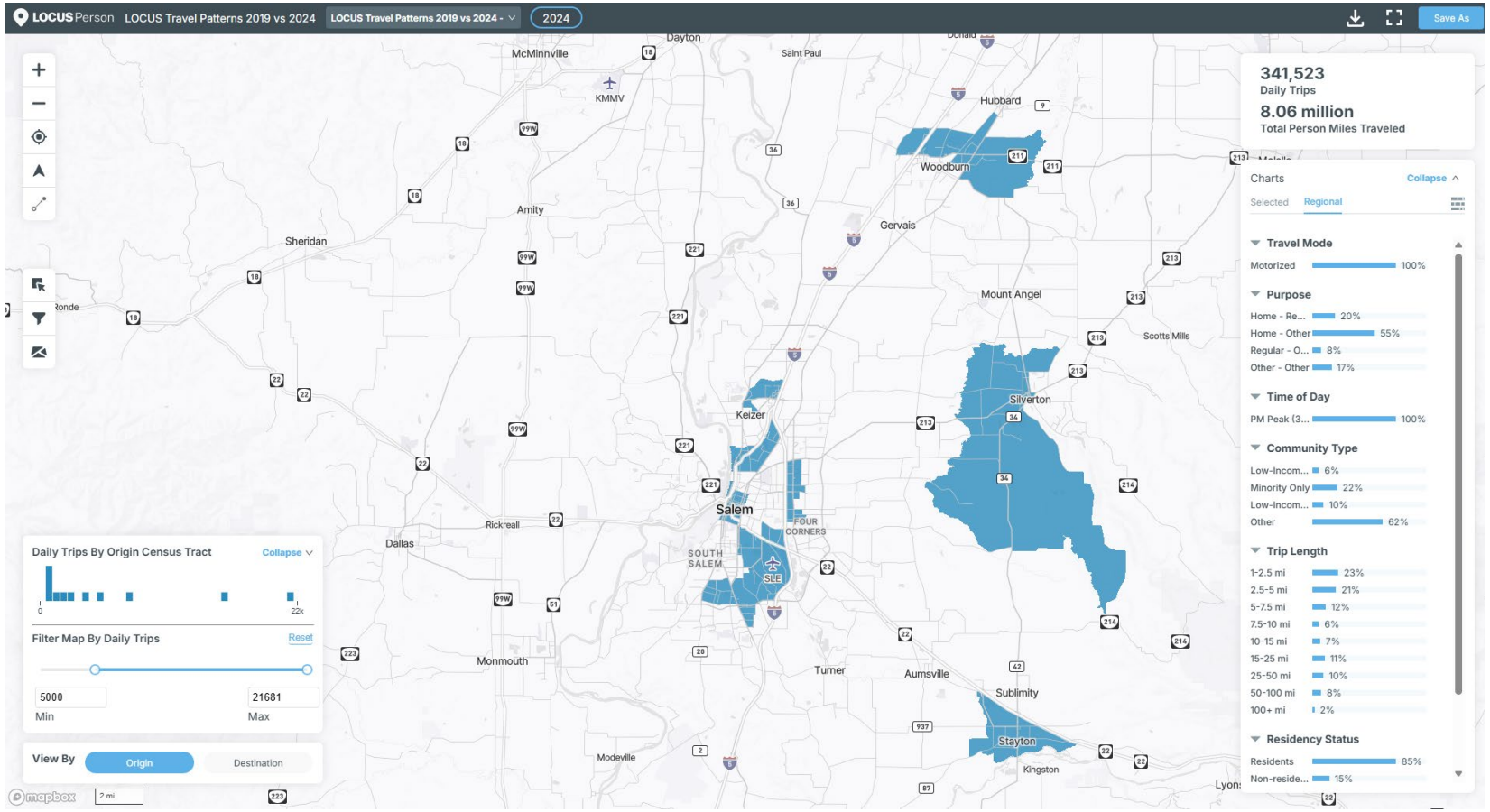
As a demonstration of LOCUS's capabilities, the image to the right shows the output from the dashboard for current (2024) weekday PM peak trips for motorized vehicles that are longer than one mile. This can be considered the universe of potential trips for transit. Darker colors represent a higher density of trips originating in the census tract.



LOCUS Sample Results

The data can be filtered to show block groups with a minimum threshold of trips.

In the image to the right, only block groups with 5,000 or more daily trips are shown. This shows the potential areas where transit could generate enough ridership to make service sustainable, assuming a modest 2% transit mode share and that there is transit service to the places people are trying to get to.

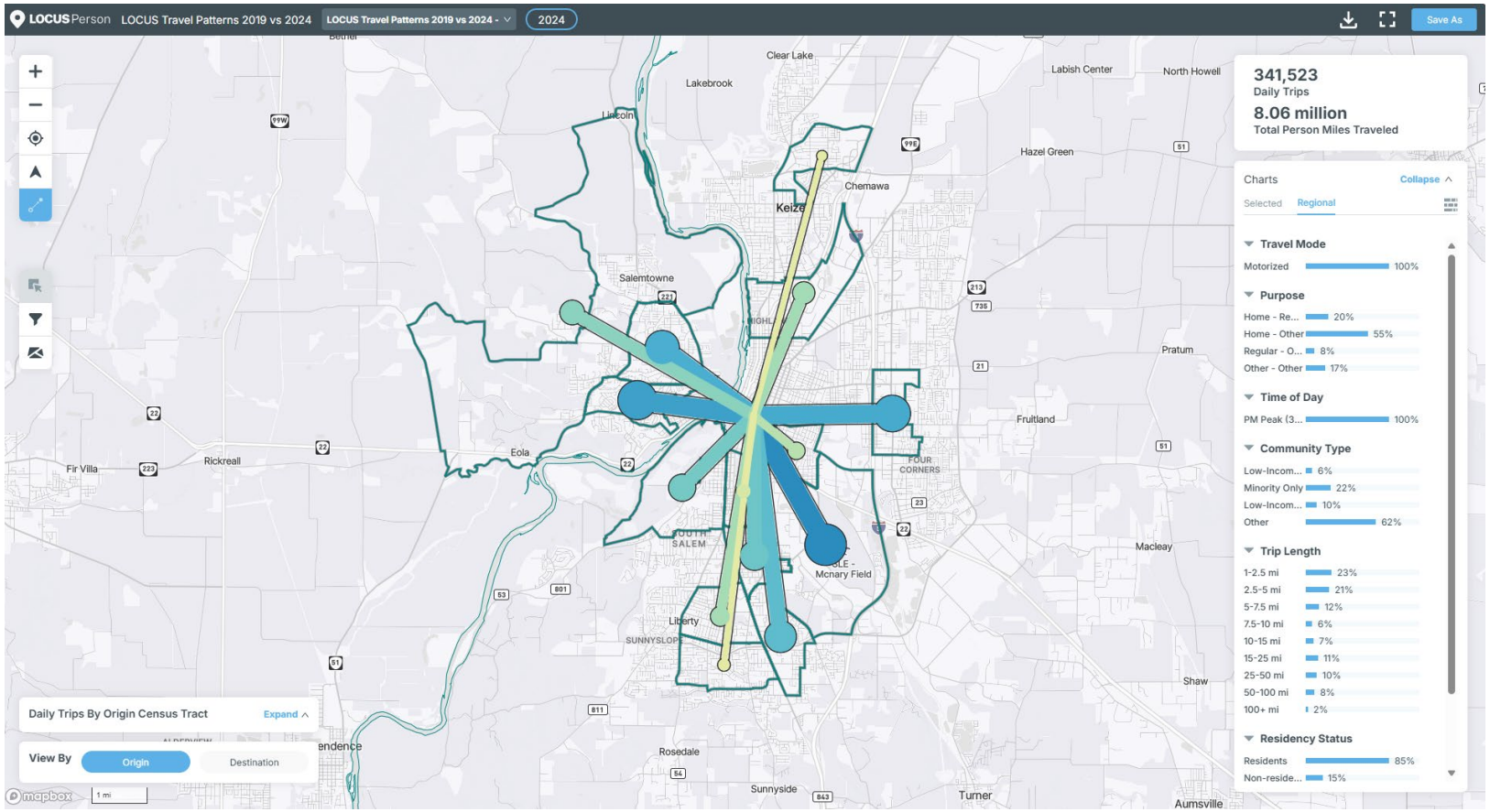


LOCUS Sample Results

This data can then be analyzed further to understand travel flows to specific census block groups, which can help determine if there are gaps in the existing network.

In the example to the right, the block group encompassing Downtown Salem was selected. Thinner lines represent origin-destination pairs with less trips than pairs with thicker lines.

As demonstrated, the LOCUS dashboard is a powerful tool. The project team will use LOCUS later in this project to develop and evaluate recommendations.



5 Route Profiles

6 Transit Opportunities

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CHERRIOTS

Comprehensive
Operational Analysis (COA)

Route Profiles

Salem Area Mass Transit District

May 2026

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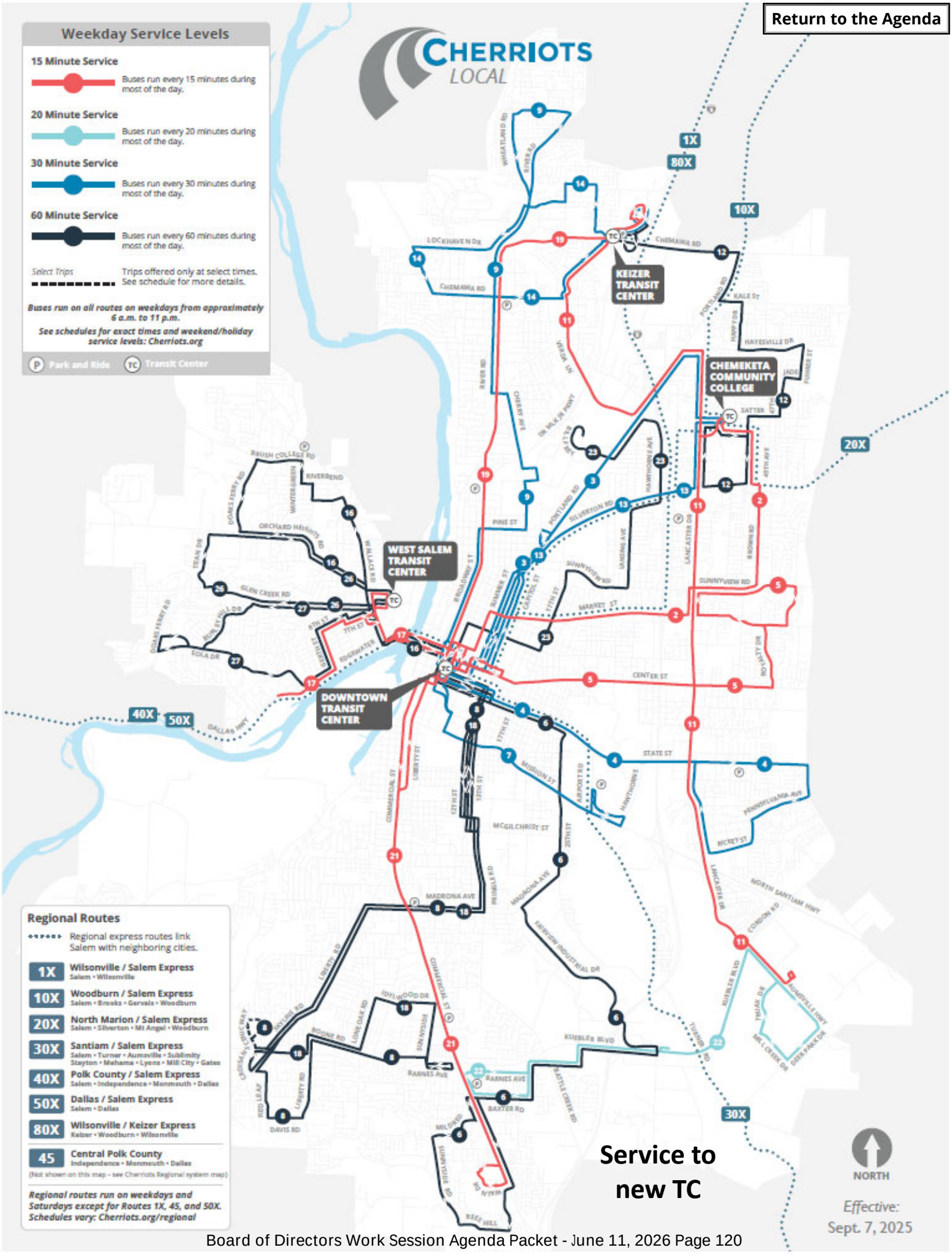
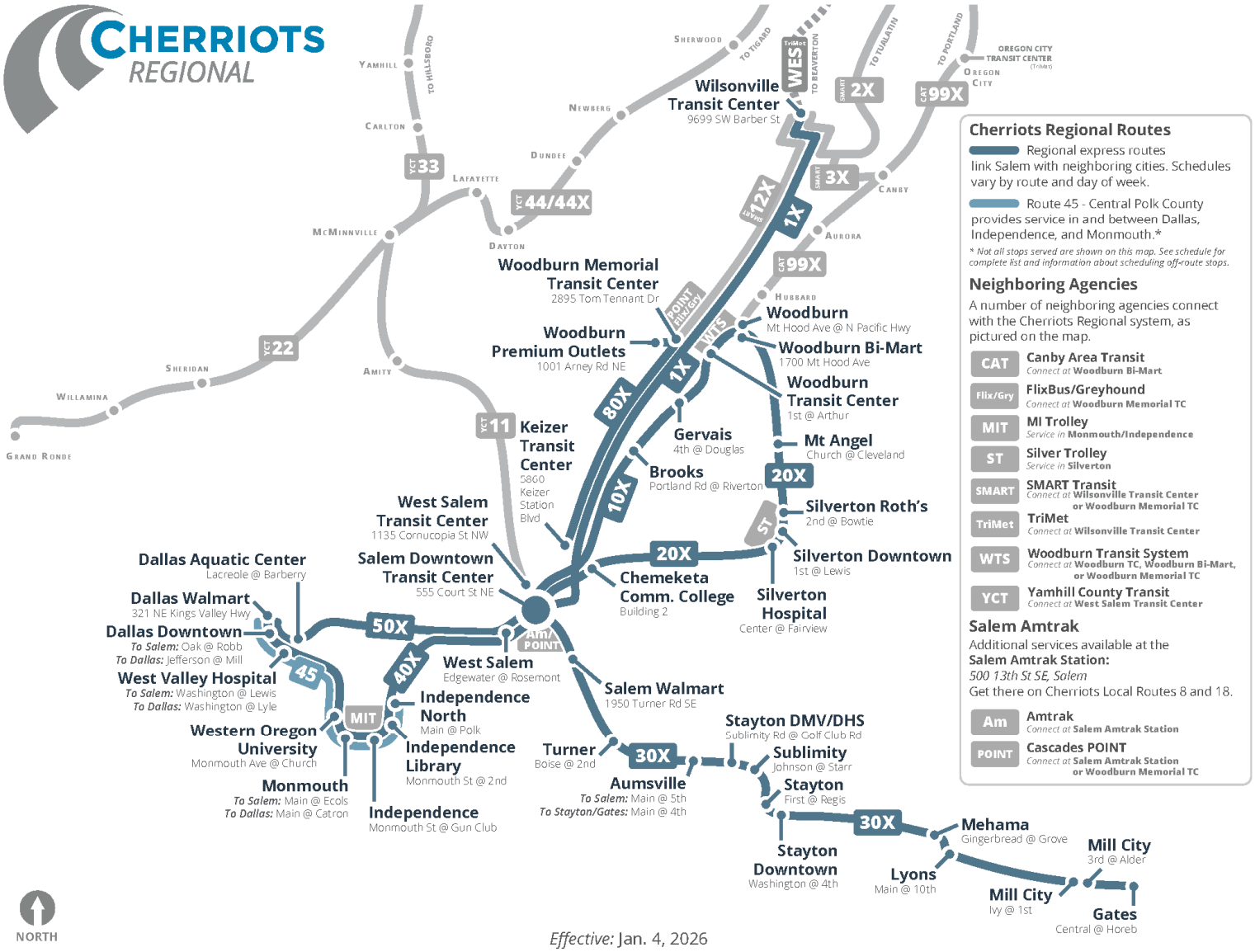
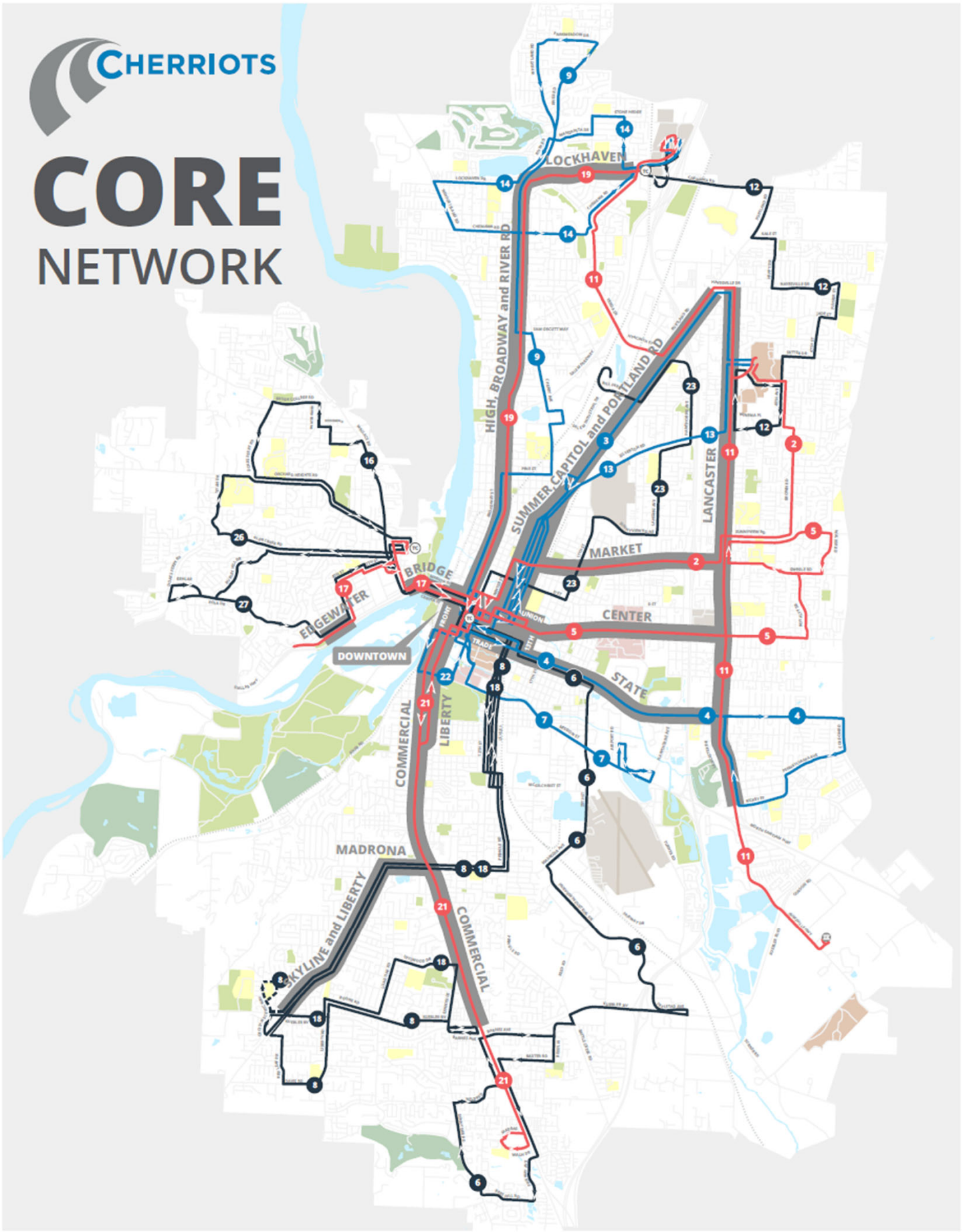
Cherriots Route Profiles

Type	Route	Text	OTP	ToD Ride	Boarding	Map	Checked
Local Frequent	2	Y	Y	Y	Y	Y	
	5	Y	Y	Y	Y	Y	
	11	Y	Y	Y	Y	Y	
	17	Y	Y	Y	Y	Y	
	19	Y	Y	Y	Y	Y	
	21	Y	Y	Y	Y	Y	
	22	Y	Y	Y	Y	Y	
Local Standard	3	Y	Y	Y	Y	Y	
	4	Y	Y	Y	Y	Y	
	7	Y	Y	Y	Y	Y	
	9	N	Y	Y	Y	Y	
	13	Y	Y	Y	Y	Y	
	14	Y	Y	Y	Y	Y	
Local Basic	6	Y	Y	Y	Y	Y	
	8	Y	Y	Y	Y	Y	
	12	Y	Y	Y	Y	Y	
	16	Y	Y	Y	Y	Y	
	18	Y	Y	Y	Y	Y	
	23	Y	Y	Y	Y	Y	
	26	Y	Y	Y	Y	Y	
	27	Y	Y	Y	Y	Y	
Regional Express	1x	Y	Y	Y	Y	Y	
	10x	Y	Y	Y	Y	Y	
	20x	Y	Y	Y	Y	Y	
	30x	Y	Y	Y	Y	Y	
	40x	Y	Y	Y	Y	Y	
	50x	Y	Y	Y	Y	Y	
	80x	Y	Y	Y	Y	Y	
	45	Y	Y	Y	Y	Y	


Weekday Service Levels
15 Minute Service
Buses run every 15 minutes during most of the day.
20 Minute Service
Buses run every 20 minutes during most of the day.
30 Minute Service
Buses run every 30 minutes during most of the day.
60 Minute Service
Buses run every 60 minutes during most of the day.
Select Trips
Trips offered only at select times. See schedule for more details.
Buses run on all routes on weekdays from approximately 6 a.m. to 11 p.m.
See schedules for exact times and weekend/holiday service levels: Cherriots.org
Park and Ride
Transit Center
CHERRIOTS LOCAL
KEIZER TRANSIT CENTER
CHEMEKETA COMMUNITY COLLEGE
WEST SALEM TRANSIT CENTER
DOWNTOWN TRANSIT CENTER
1X
80X
10X
20X
40X
50X
30X
Regional Routes
Regional express routes link Salem with neighboring cities.
1X Wilsonville / Salem Express
Salem • Wilsonville
10X Woodburn / Salem Express
Salem • Brooks • Gervais • Woodburn
20X North Marion / Salem Express
Salem • Silverton • Mt Angel • Woodburn
30X Santiam / Salem Express
Salem • Turner • Aumsville • Sublimity • Stayton • Mehama • Lyons • Mill City • Gates
40X Polk County / Salem Express
Salem • Independence • Monmouth • Dallas
50X Dallas / Salem Express
Salem • Dallas
80X Wilsonville / Keizer Express
Keizer • Woodburn • Wilsonville
45 Central Polk County
Independence • Monmouth • Dallas
(Not shown on this map – see Cherriots Regional system map)
Regional routes run on weekdays and Saturdays except for Routes 1X, 45, and 50X. Schedules vary: Cherriots.org/regional
Service to new TC
NORTH
Effective:
Sept. 7, 2025



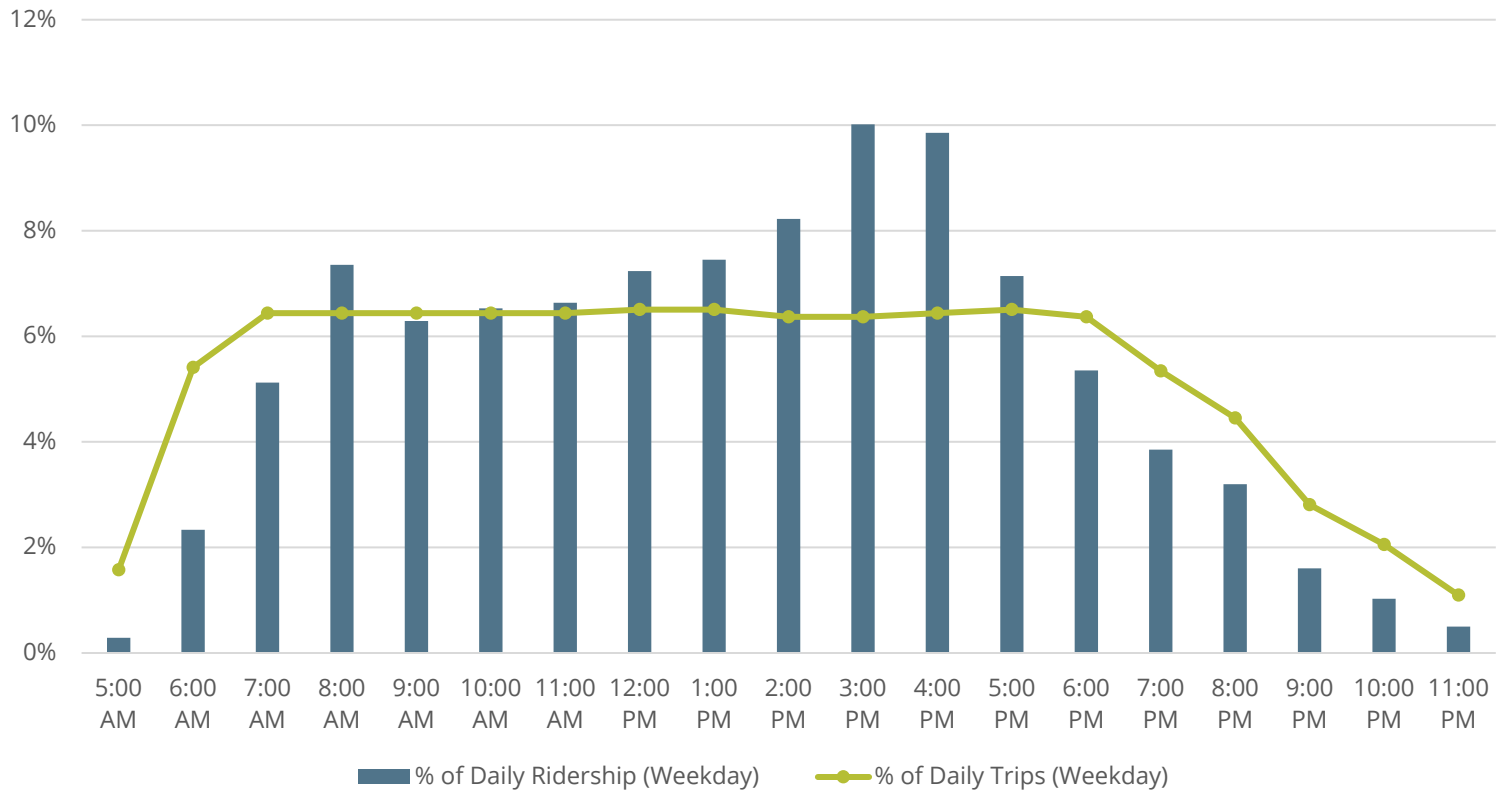
Effective: Jan. 4, 2026


CHERRIOTS
CORE
NETWORK
LOCKHAVEN
HIGH, BROADWAY and RIVER RD
SUMMER, CAPITOL and PORTLAND RD
LANCASTER
MARKET
CENTER
STATE
BRIDGE
EDGEWATER
DOWNTOWN
COMMERCIAL
LIBERTY
MADRONA
SKYLINE and LIBERTY
COMMERCIAL

Trip Count and Ridership by Time of Day

Weekday Local Trips and Ridership

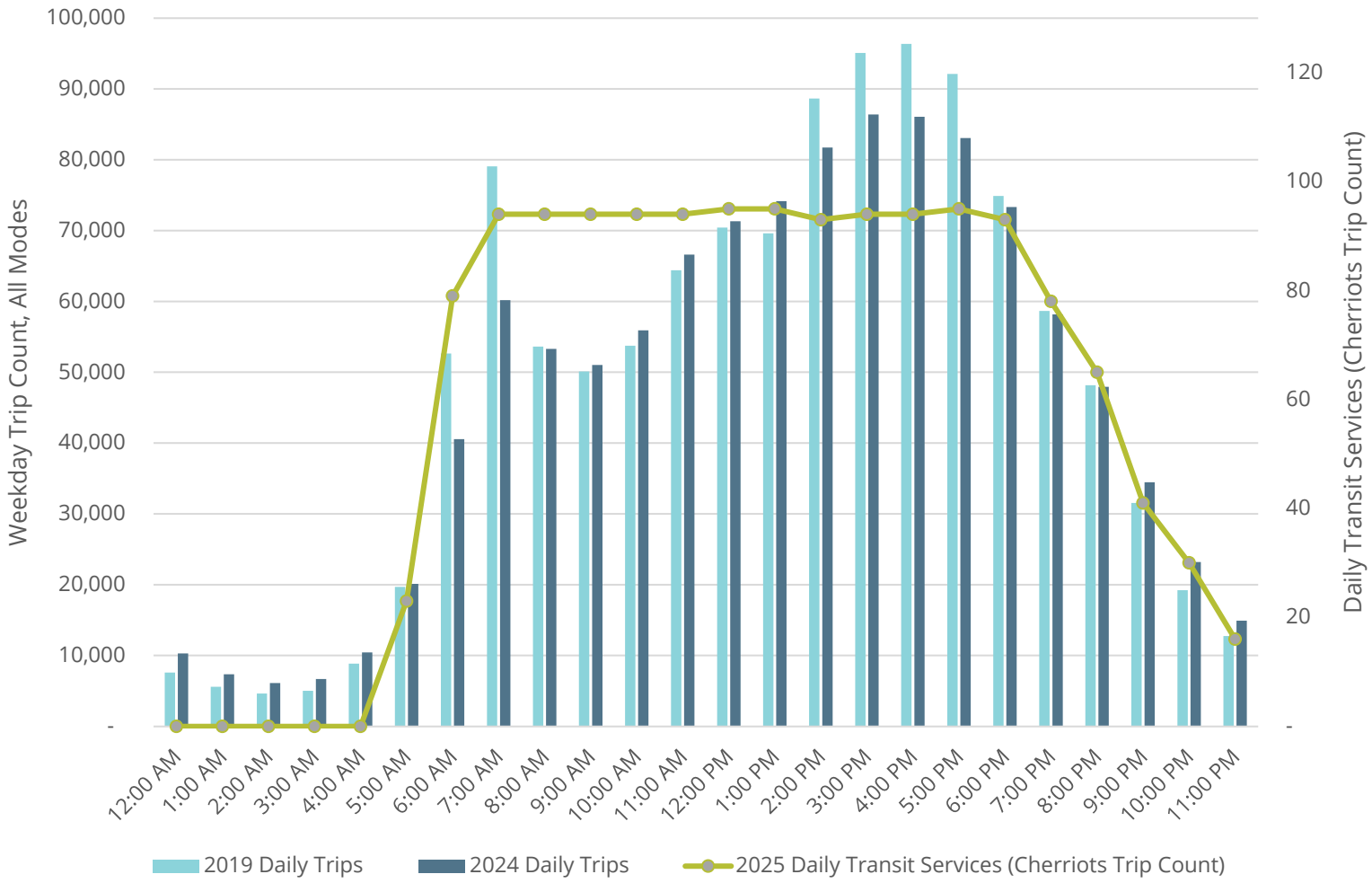
- Local-route weekday daily ridership in October 2025 was aggregated by time of day, shown as percentage in the column chart below. Local-route weekday trip count for the same time period was also aggregated by hour using the trip start time, shown as percentage in the line chart below.
- Between 7 AM and 6 PM, the number of local-route trips per hour is uniform while the ridership fluctuates. Service frequency could be adjusted to match the ridership pattern more closely by potentially adding more trips during the peak hours and reducing early morning and evening trips.



All-Mode Trips and Transit Trip Count by Time of Day

Weekdays All-Mode Trips and Local Transit Trips within Cherriots Service Area

- Between 2019 and 2024, total daily trips decreased from 1.16 million trips to 1.12 million trips. Peak-hour trips declined the most – 24% reduction between 6 AM and 7 AM, and 9% reduction between 2 PM and 5 PM.
- There is an opportunity to reduce a portion of Cherriots morning trips and increase afternoon trips to match overall travel demand patterns across the day and maximize service efficiency.



Productivity

Local Routes

Cherriots sets different productivity targets for the two types of Local routes, Corridor routes and Coverage routes:

- Corridor routes: 20 rides/revenue hour
- Coverage routes: 10 rides/revenue hour

Routes that are shaded in green met these productivity targets in October 2025

Route		Rides per Revenue Hour (Weekdays)	Rides per Revenue Hour (Saturdays)	Riders per Revenue Hour (Sundays)
Corridor Routes				
17	Edgewater St	12.7	10.9	13.1
18	12th / Liberty	13.3	8.4	-
9	Cherry / River Rd	14.4	12.9	13.7
8	12th / Liberty	14.9	10.0	14.5
13	Silverton Rd	16.5	14.9	12.5
11	Lancaster / Verda	19.6	17.7	13.3
2	Market / Brown	19.8	17.9	18.3
5	Center St	19.9	20.4	22.2
4	State St	21.0	16.9	15.2
3	Portland Rd	21.3	19.2	14.9
21	South Commercial	23.0	26.7	27.6
19	Broadway / River Rd	23.1	23.9	23.9
Coverage Routes				
22	Kuebler Link	1.8	1.5	2.6
26	Glen Creek / Orchard Heights	5.7	5.7	-
27	Glen Creek / Eola	8.1	-	-
6	Mission / Fairview Industrial	8.6	5.0	-
14	Windsor Island Rd	9.3	-	-
12	Hayesville Dr	9.6	-	-
7	Mission / Hawthorne	11.1	12.3	8.6
23	Lansing / Hawthorne	16.2	-	-
16	Wallace Rd	20.5	16.5	-

Productivity

Regional Routes

Regional routes have three productivity standards:

- Deviated fixed routes: 5 rides/hour
- Local commuter express: 10 rides/hour
- Regional express: 10 rides/hour

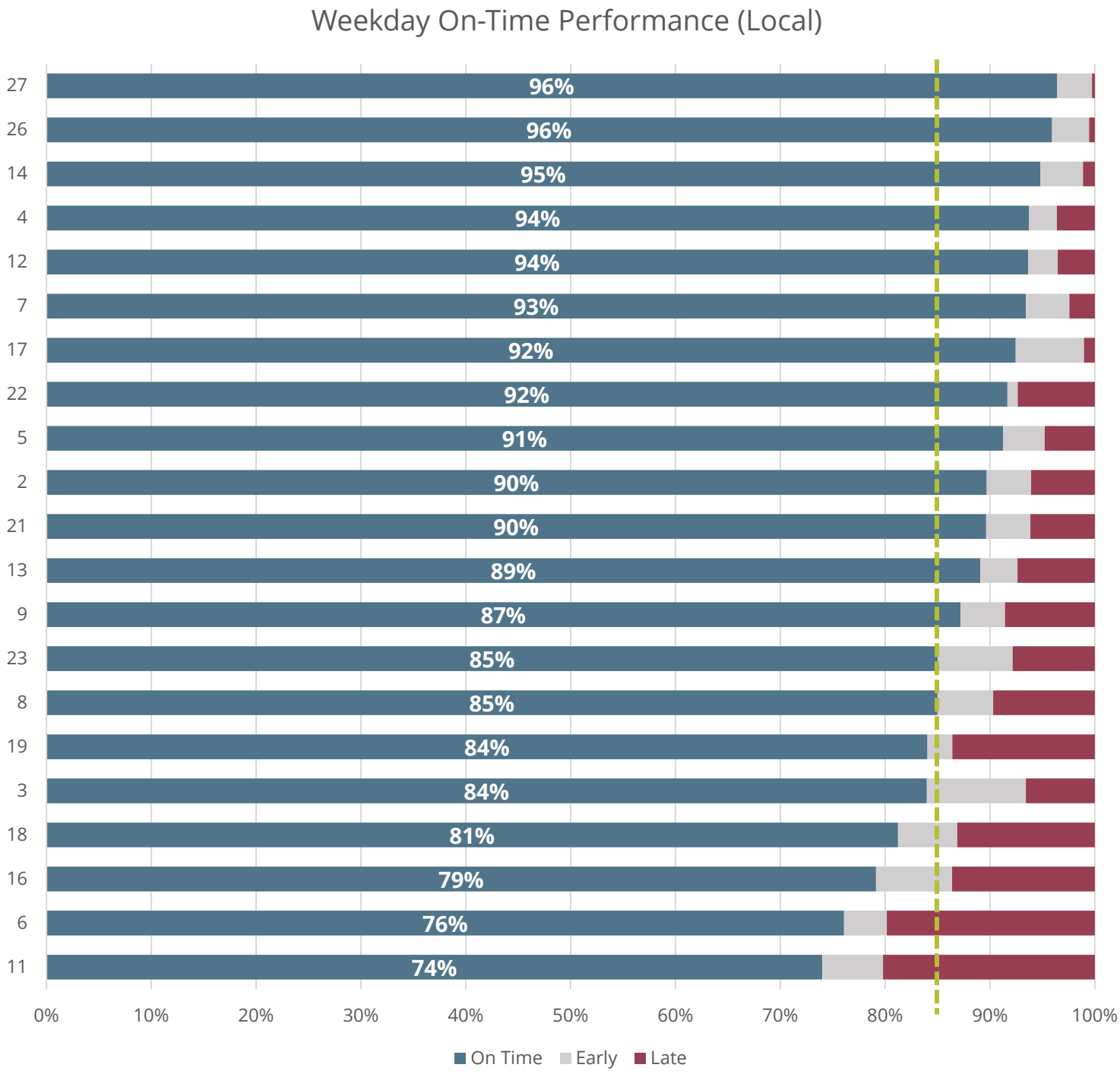
No regional routes meet productivity targets on weekdays as currently defined. For regional routes with longer, more infrequent trips throughout the day, riders per trip can be a more useful way of measuring productivity.

Route		Rides per Revenue Hour (Weekdays)	Rides per Trip (Weekdays)	Rides per Revenue Hour (Saturdays)	Rides per Trip (Saturdays)
Deviated Fixed Route					
45	Central Polk County	1.8	1.5	-	-
Local Commuter Express					
1X	Wilsonville/Salem Express	3.7	2.6	-	
Regional Express					
80X	Woodburn/Keizer Express	2.3	2.0	-	-
50X	Dallas/Salem Express	3.2	2.7	-	-
30X	Santiam/Salem Express	4.3	6.0	2.4	2.8
20X	North Marion County/Salem Express	4.7	6.1	3.9	4.8
10X	Woodburn/Salem Express	5.3	5.5	3.0	2.3
40X	Polk County/Salem Express	9.5	10.7	8.3	9.5

On-Time Performance

Local Routes

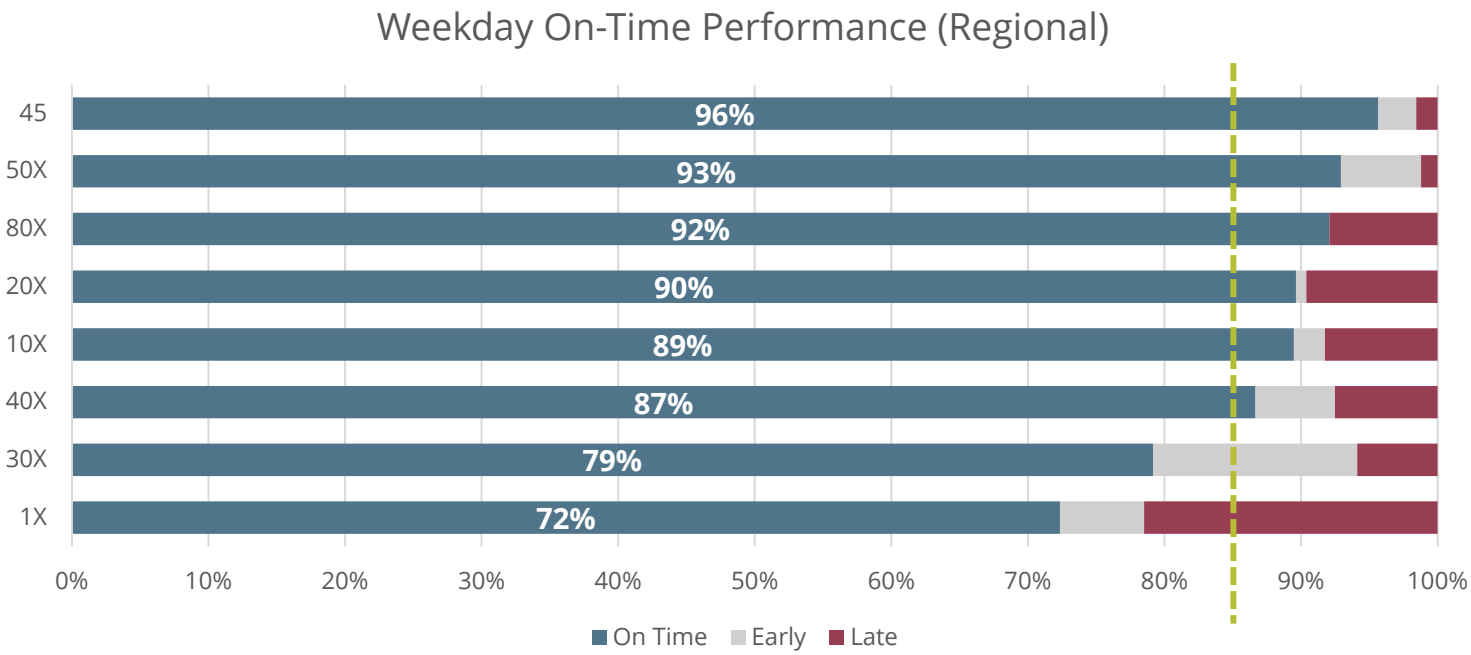
A route is considered to meet on-time performance standards if 85% of buses on the route leave on time (within 5 minutes of the scheduled departure time). Up to 15% of buses can depart late, and no buses should depart early. Fifteen out of 21 local routes (71%) meet on-time performance standards.



On-Time Performance

Regional Routes

Regional routes have slighter higher on-time performance, with six out of eight (75%) of buses departing on time.



Interlines

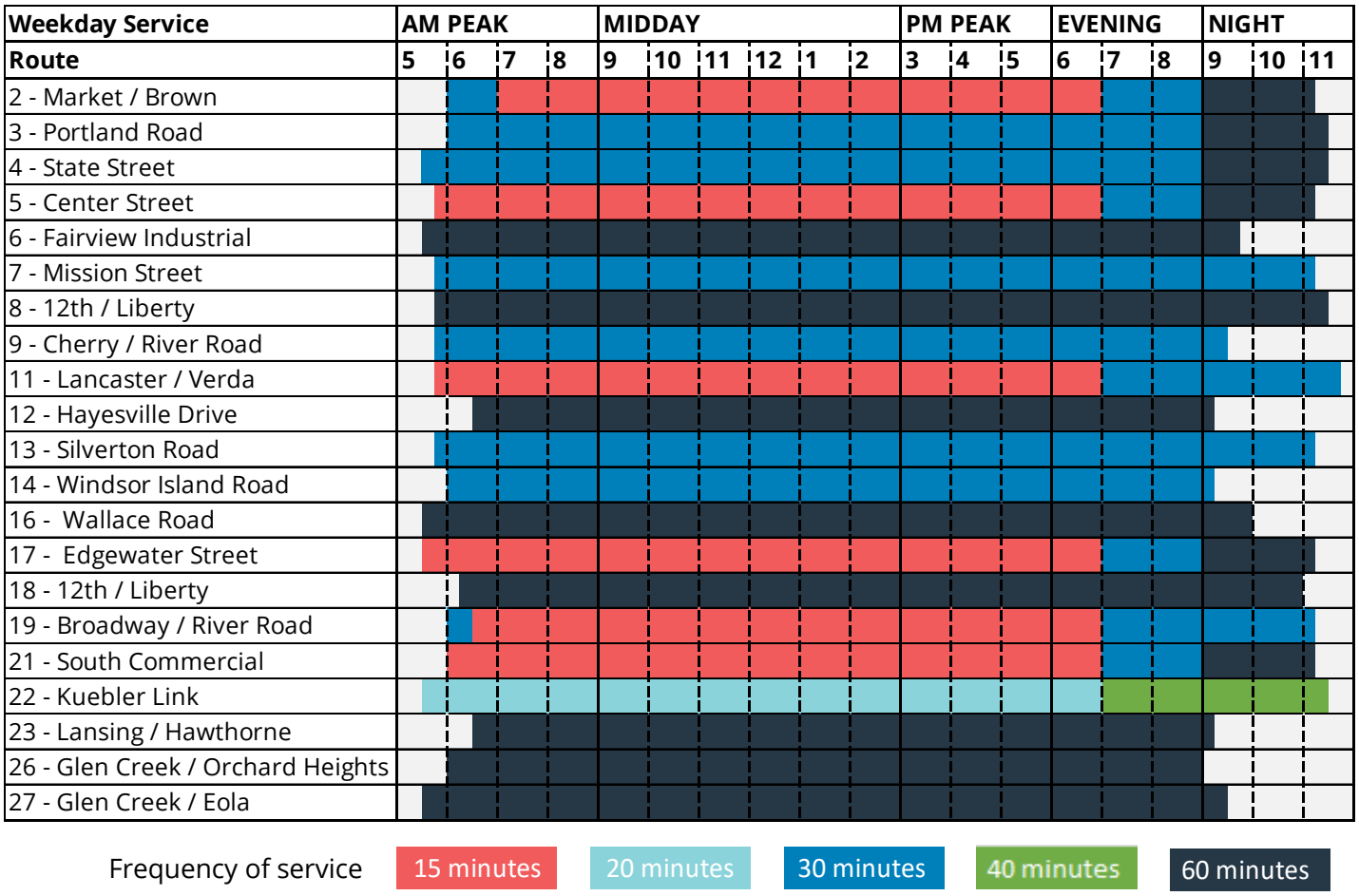
- Routes 6 & 16 at Downtown Salem TC
- Routes 8 & 18 at Downtown Salem TC on weekdays and Saturdays
- Routes 2 & 5 at Downtown Salem TC
- Routes 9 & 17 at Downtown Salem TC on weekdays between 2 PM and 7 PM
- Routes 26 & 27 at West Salem TC

Span and Frequency of Service

Local Routes, Weekdays

The following charts present frequencies and spans of service for all designated Local routes in the Cherriots network. Service spans are rounded to the quarter hour.

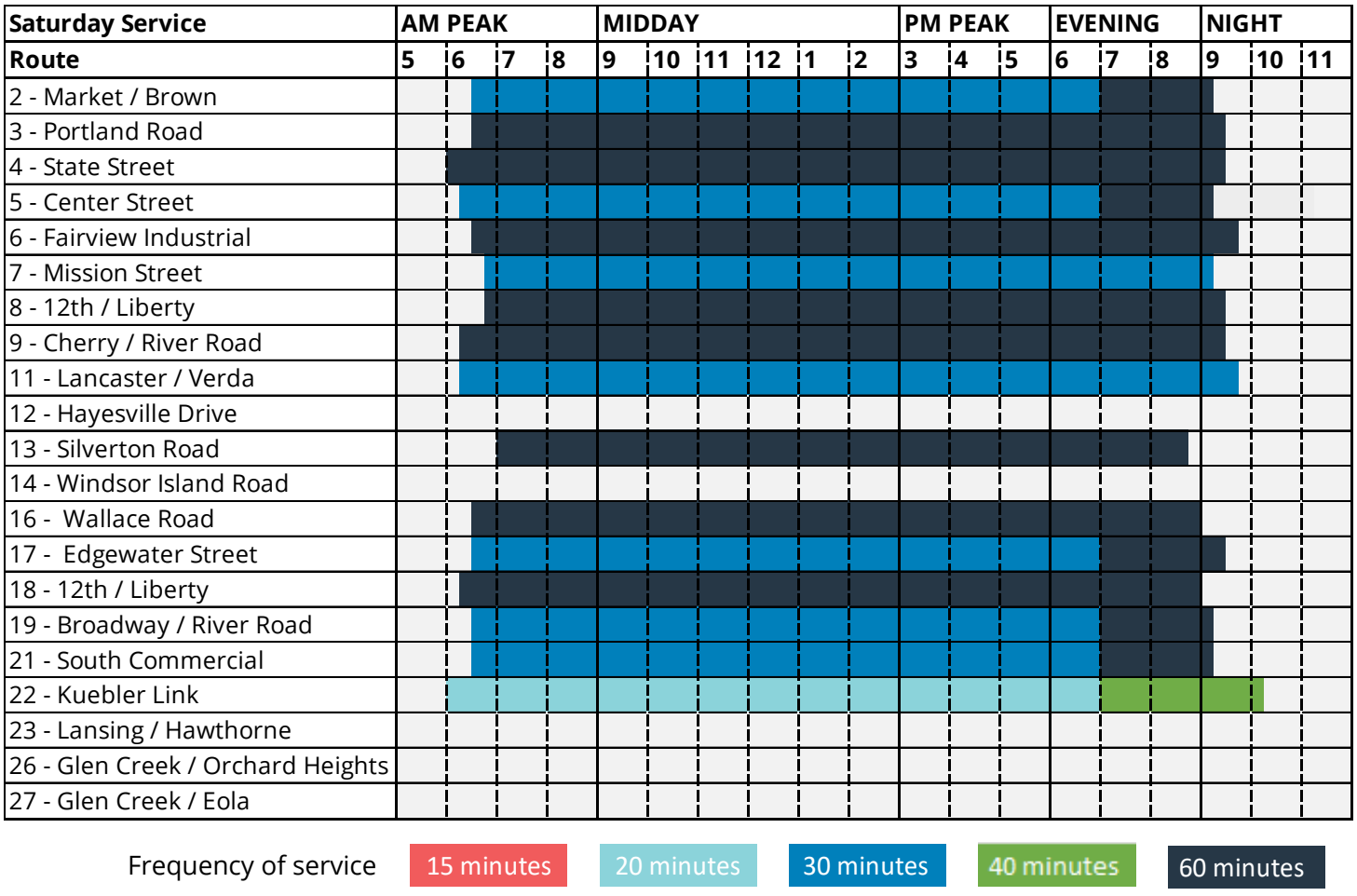
Service on most routes begins at or before 6:00 AM. All Local routes run until at least 9:00 PM, and twelve run past 11:00 PM. Six routes run with 15-minute headways for most of the day, six operate with 30-minute headways, and eight operate with 60-minute headways. Service decreases in the evening for most routes. There is no 15-minute service past 7:00 PM.



Span and Frequency of Service

Local Routes, Saturdays

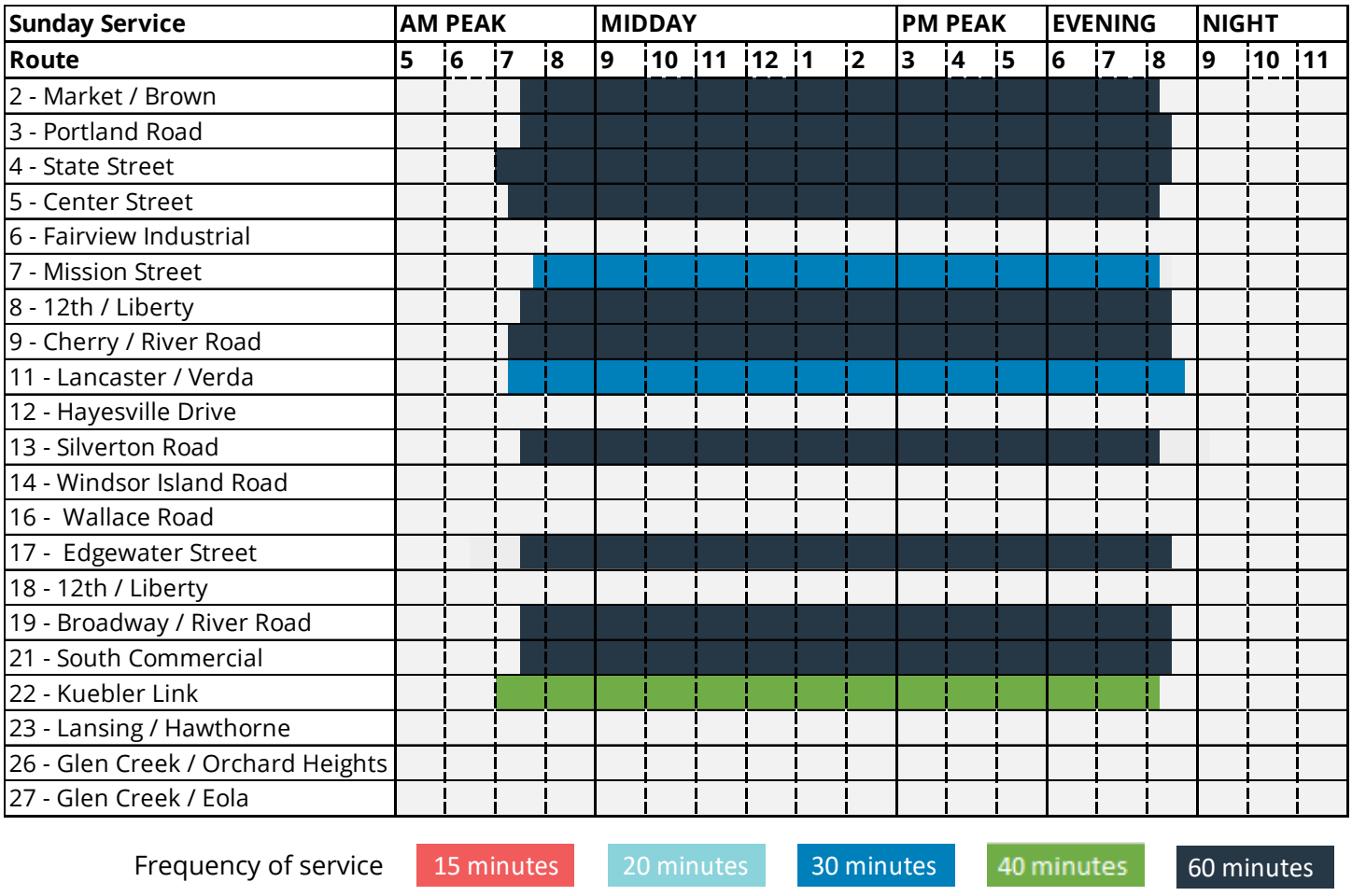
There are no routes that operate at 15-minute headways on Saturdays. Saturday service starts slightly later and ends slightly earlier than on weekdays, with only Route 22 operating until 10 PM or later.



Span and Frequency of Service

Local Routes, Sundays

Thirteen Local routes operate on Sundays, and only two of these routes (7 and 11) operate at 30-minute headways. Only two Coverage routes—Routes 7 and 22—operates on Sunday. The rest of the routes operating on Sunday are Corridor routes.



CHERRIOTS Local

Route 2
Market/Brown

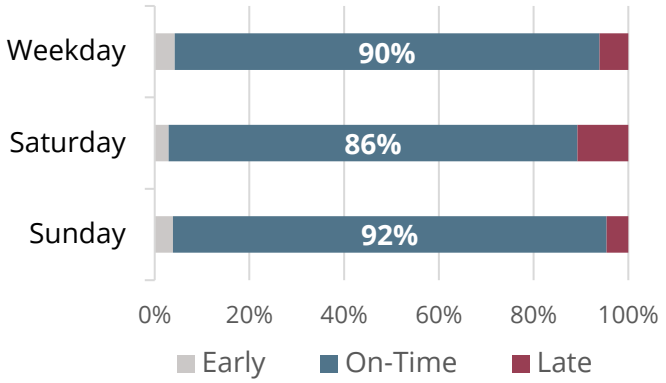
Route 2 is a frequent service line connecting the Downtown Transit Center and Chemeketa Community college primarily via Market Street NE and Brown Road NE. It operates daily with 15-minute headways on weekdays, 30-minute headways on Saturdays, and 60-minute headways on Sundays. Routes 2 and 5 are interlined at the Downtown Transit Center.

Ridership

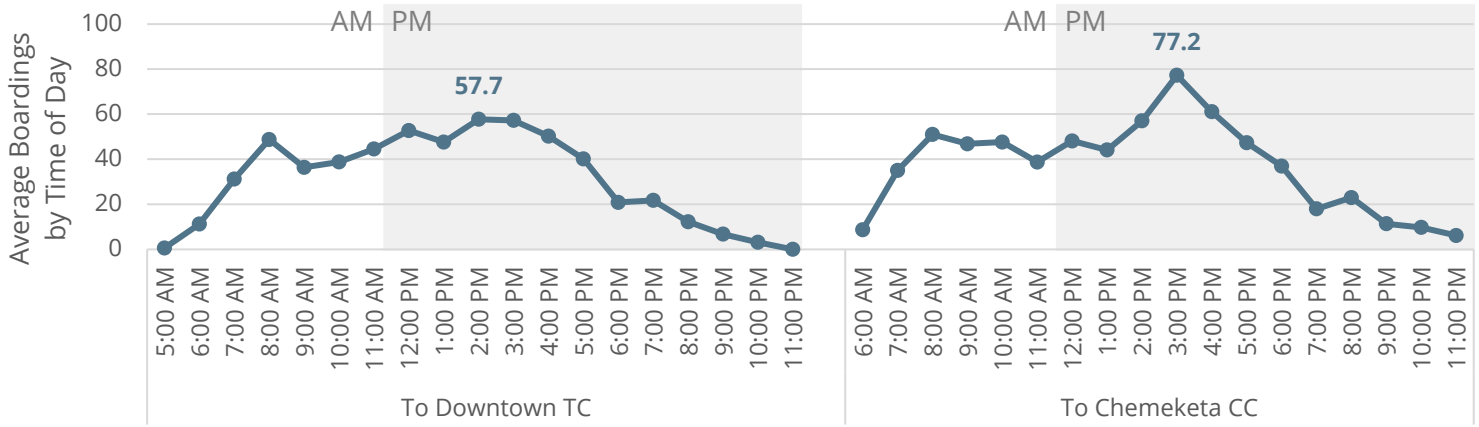
Average Daily Boardings	
Day	Count
Weekday	1,182
Saturday	494
Sunday	238

Average Boardings per Revenue Hour	
Day	Count
Weekday	20
Saturday	18
Sunday	18

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	15	5	5:55 AM–11:22 PM
Saturday	30	2	6:26 AM–9:22 PM
Sunday	60	1	7:25 AM–8:22 PM

Top Boarding Locations
Downtown Transit Center - Bay P
Chemeketa College - Bldg 2 - Bay C
Lancaster @ Market
Silverton Rd @ 45th
Market @ Motor

Source: October 2025

CHERRIOTS Local

Route 2
Market/Brown

To Downtown TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.5 Miles

Average Weekday Activity

CHERRIOTS Local

Route 2
Market/Brown

To Chemeketa CC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.5 Miles

Average Weekday Activity

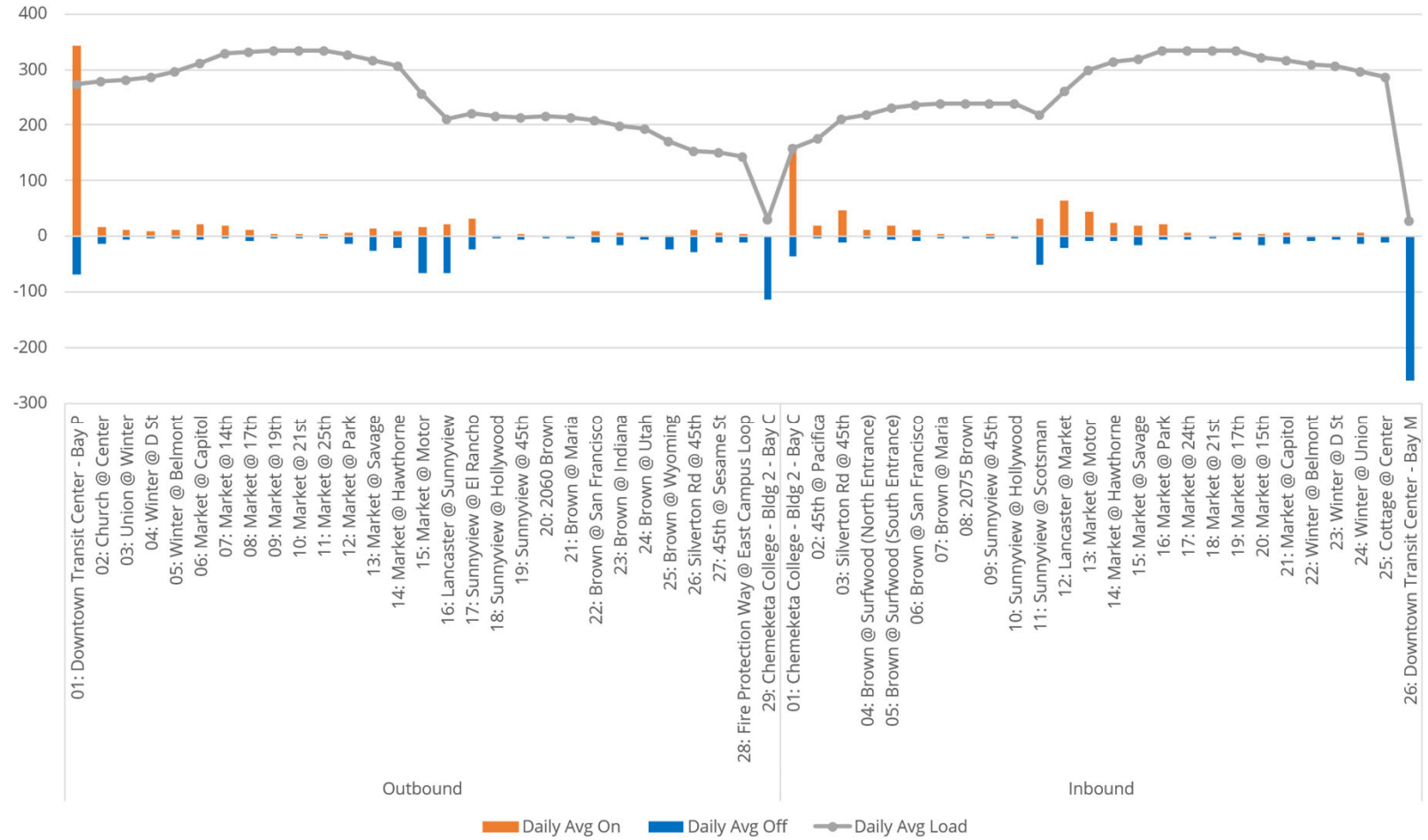
CHERRIOTS Local

Route 2
Market/Brown

Strengths
- Route 2 has major anchor points at either end of the route: Chemeketa Community College and Downtown Transit Center.
- On-time performance is strong (90% on weekdays, 86% on Saturdays, and 92% on Sundays).

Opportunities
- Connections to and from Route 11 on Lancaster Drive can be challenging given the location of the current stops.
- Afternoon running times increase, requiring another bus. There may be speed and reliability improvement opportunities to reduce the need for another bus during the PM peak.
- Productivity on Saturdays and Sundays is almost as high as on weekdays, despite weekends having less frequent service. There may be an opportunity to improve frequencies on weekends.
- This loop route duplicates parts of Route 5, but ridership at McKay High School is high.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 5
Center Street

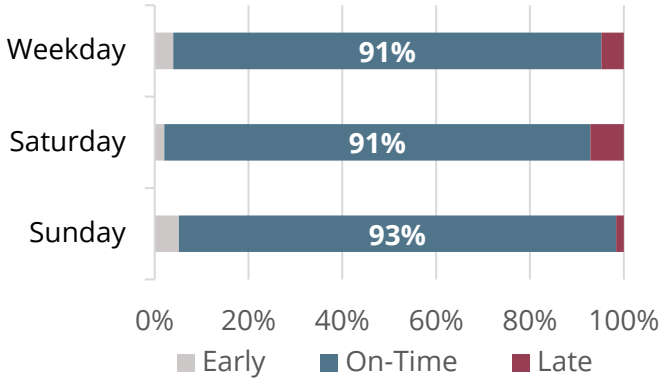
Route 5 is a frequent service line connecting the Downtown Transit Center to Lancaster Drive NE and neighborhoods to the east. The route is bidirectional along Center Street and has a one-way loop on Market Street NE, Lancaster Drive NE, Sunnyview Road, and Walker Road NE. It operates daily with 15-minute headways on weekdays, 30-minute headways on Saturdays, and 60-minute headways on Sundays.

Ridership

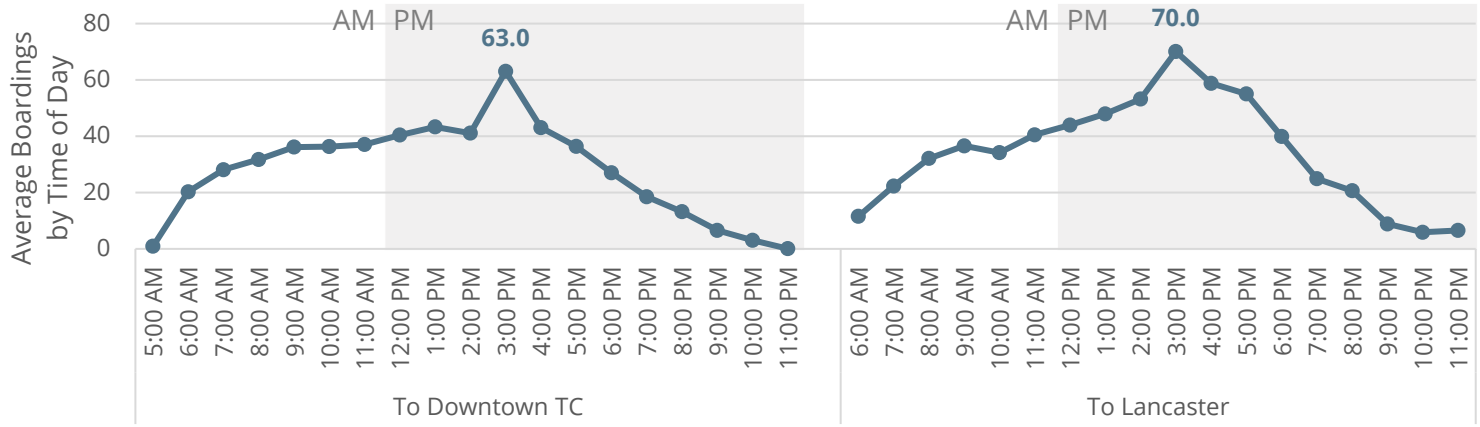
Average Daily Boardings	
Day	Count
Weekday	1,162
Saturday	560
Sunday	289

Average Boardings per Revenue Hour	
Day	Count
Weekday	20
Saturday	20
Sunday	22

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

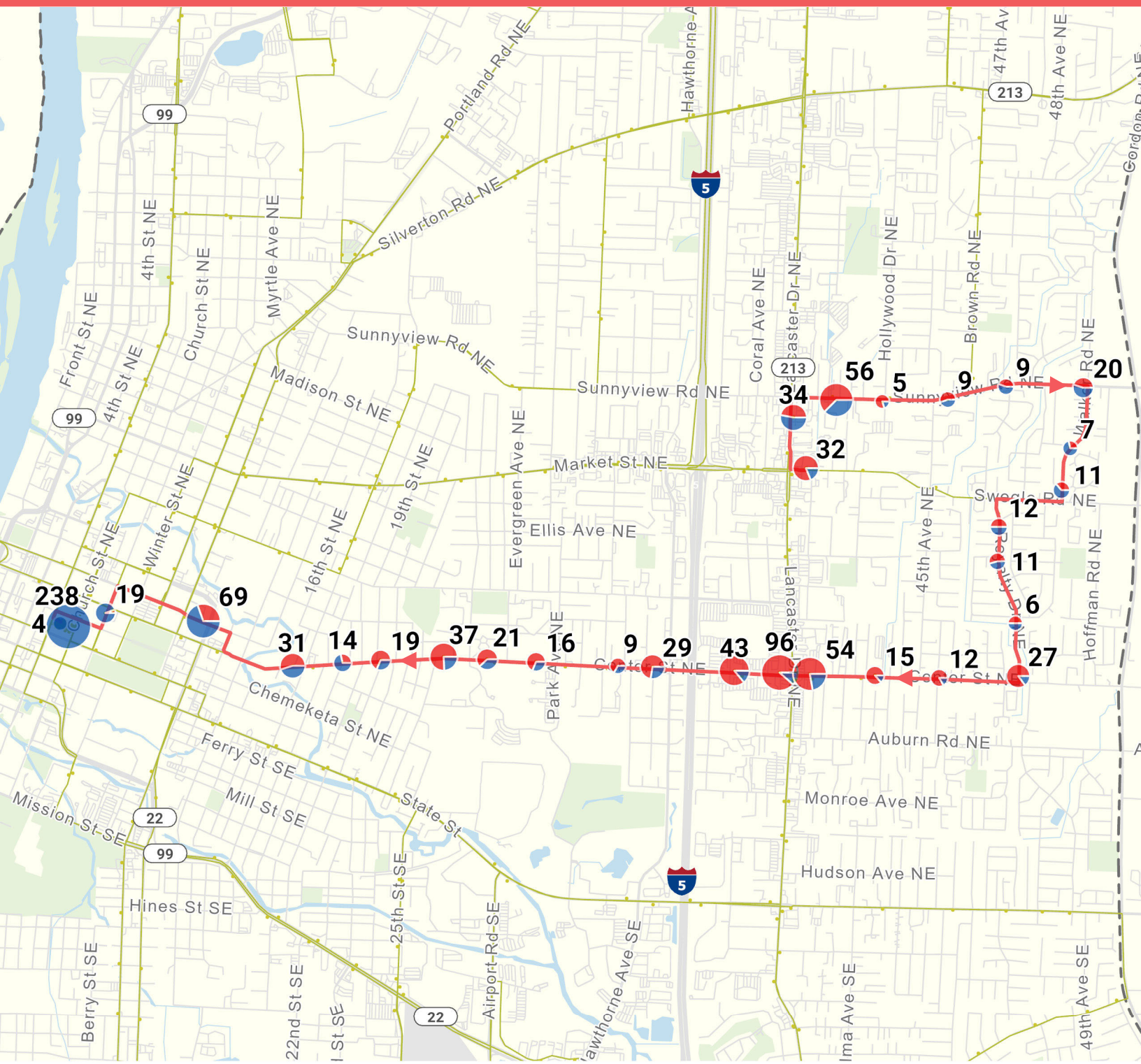
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	15	4	5:52 AM–11:21 PM
Saturday	30	2	6:22 AM–9:21 PM
Sunday	60	1	7:22 AM–8:21 PM

Top Boarding Locations
Downtown Transit Center - Bay M
Center @ Lancaster
Center @ 13th
Center @ Concord
Center @ 36th

Source: October 2025

CHERRIOTS Local

Route 5
Center Street



To Downtown TC

Daily Boardings

Daily Alightings

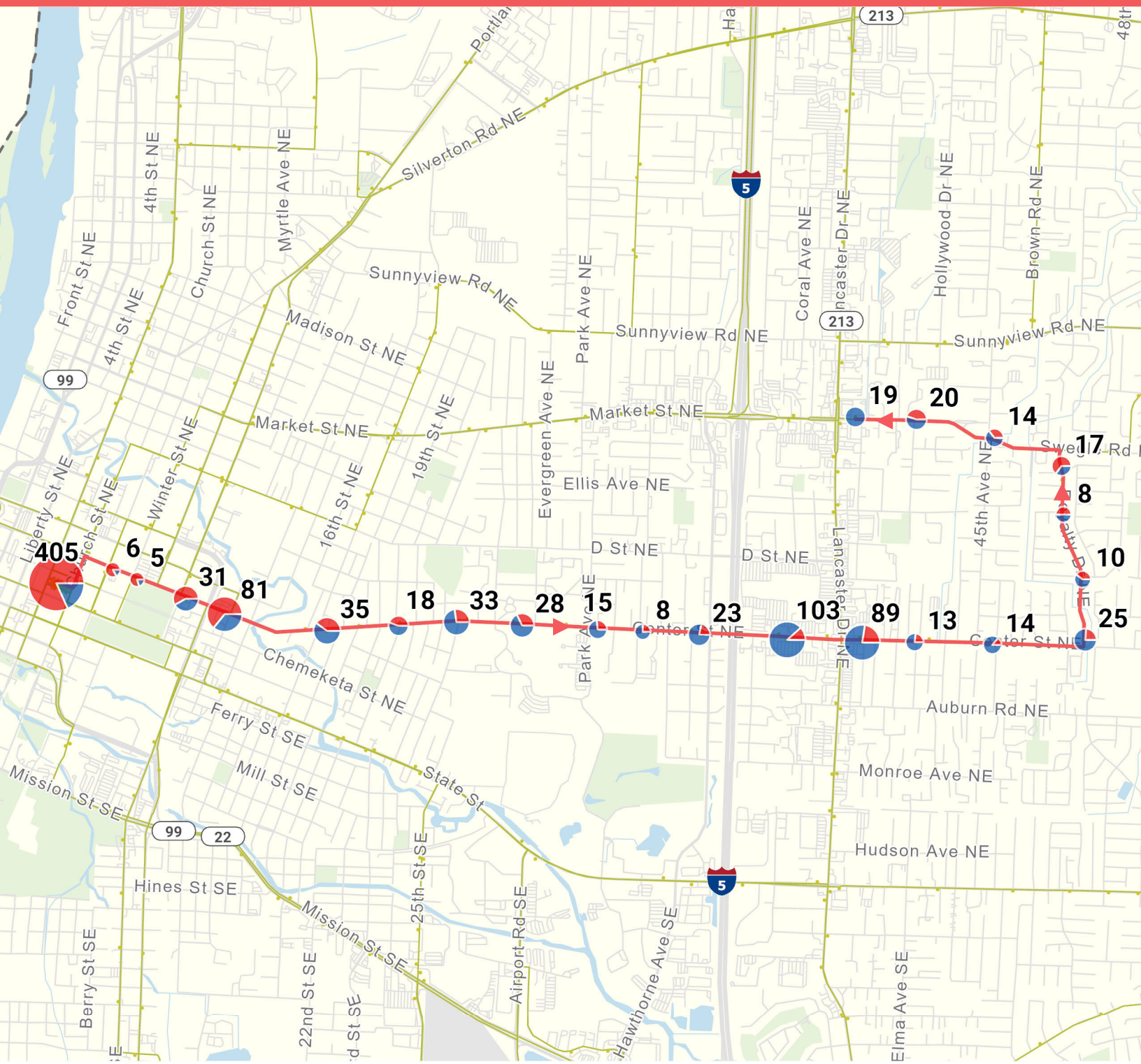
○ Ridership < 1

0 0.55 Miles

Average Weekday Activity

CHERRIOTS Local

Route 5
Center Street



To Lancaster

Daily Boardings

Daily Alightings

○ Ridership < 1

0 0.5 Miles

Average Weekday Activity

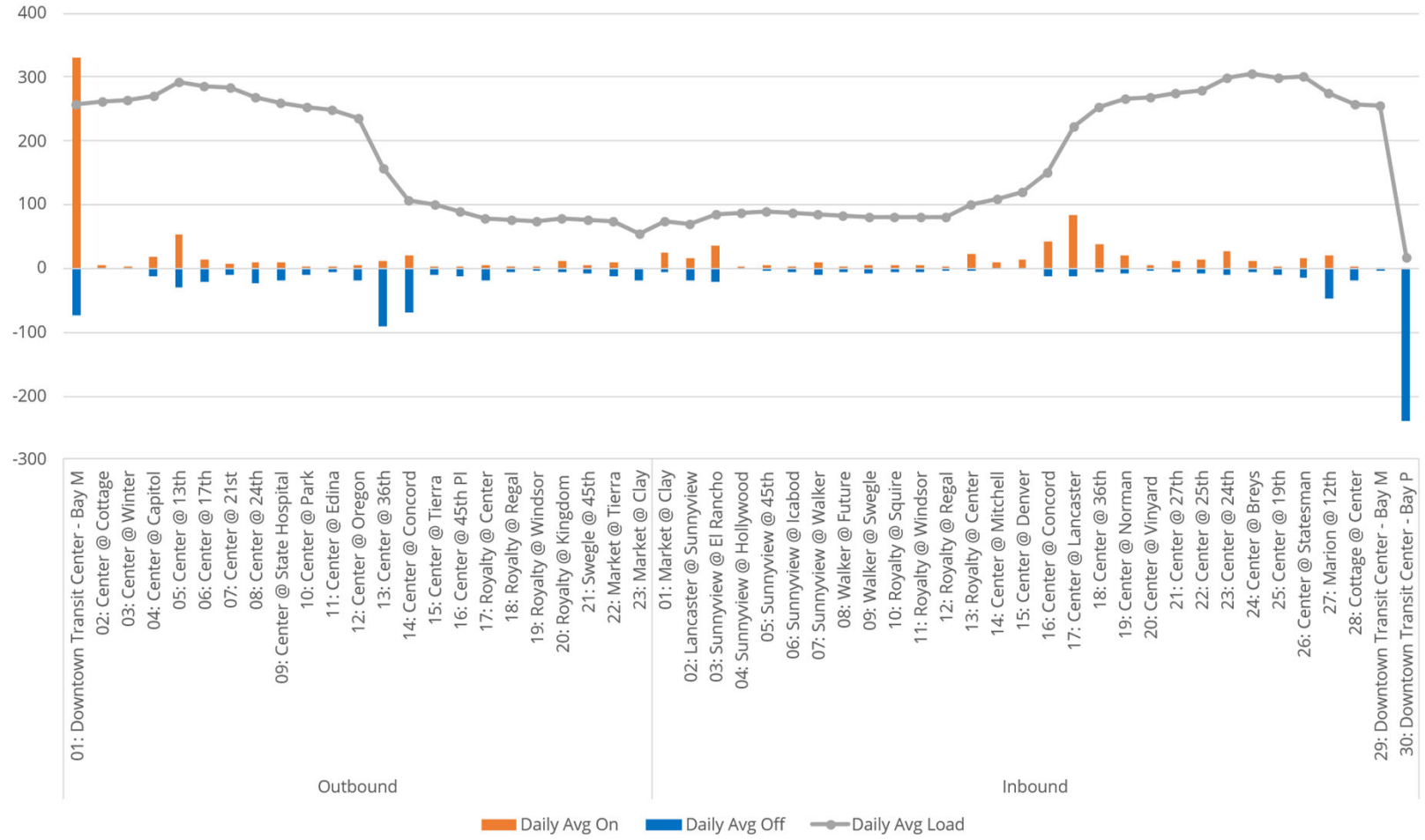
CHERRIOTS Local

Route 5
Center Street

Strengths
- Route 5 meets productivity targets for corridor routes.

Opportunities
- Route 5 has slightly higher riders/revenue hour on weekends than on weekdays (19.9 on weekdays, 20.4 on Saturdays, and 22.2 on Sundays). There may be an opportunity to increase frequencies on the weekends.
- The eastern terminus is a large one-way loop through mostly residential, but dense, neighborhoods. This loop duplicates parts of Route 2, but ridership near Lancaster Drive is high.
- Connections to and from Route 11 on Lancaster Drive can be challenging given the location of the current stops.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 11
Lancaster/Verda

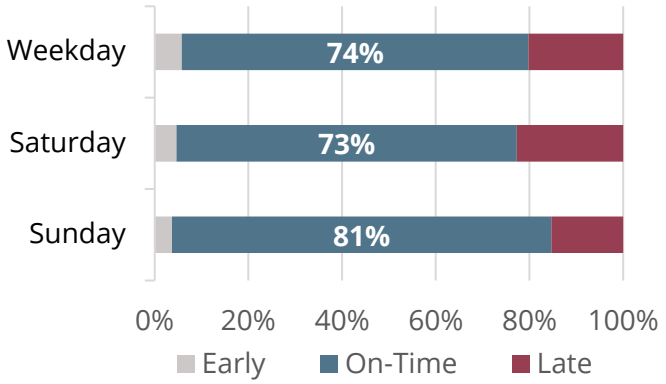
Route 11 is a frequent service line connecting Keizer Transit Center and Southeast Salem. It provides north-south service along Lancaster Drive without traveling through Downtown Salem. It operates daily with 15-minute headways on weekdays and 30-minute headways on Saturdays and Sundays. Route 11 also uses Transit Signal Priority and battery electric buses, making it a Zero Emissions Corridor.

Ridership

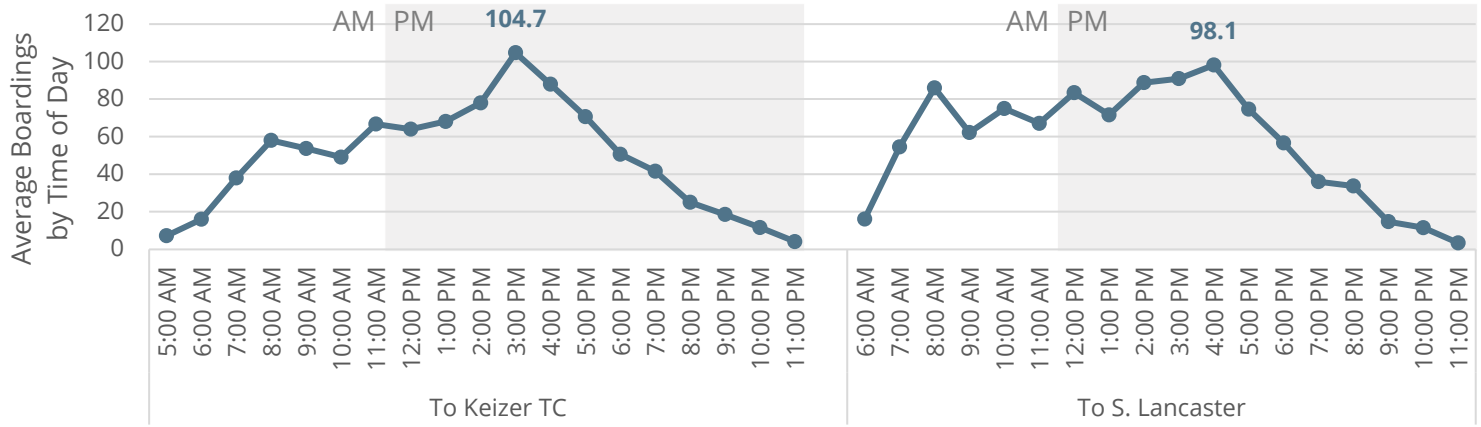
Average Daily Boardings	
Day	Count
Weekday	2,112
Saturday	967
Sunday	660

Average Boardings per Revenue Hour	
Day	Count
Weekday	20
Saturday	18
Sunday	13

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

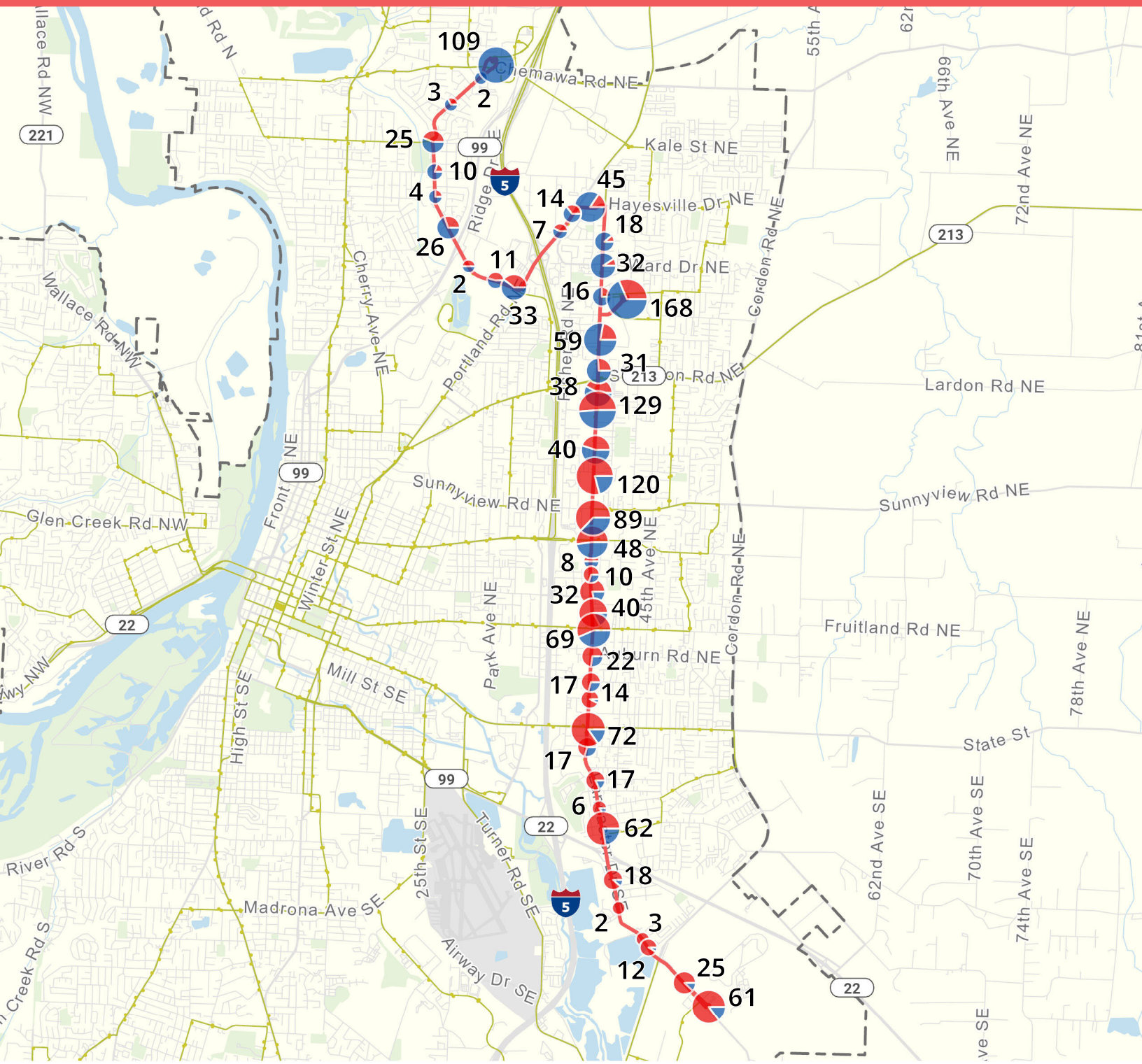
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	15	8	5:46 AM–11:51 PM
Saturday	30	4	6:17 AM–9:46 PM
Sunday	30	4	7:00 AM–8:46 PM

Top Boarding Locations
Keizer Transit Center - Bay G
Chemeketa College - Bldg 2 - Bay B
Lancaster @ Wolverine
Lancaster @ Devonshire (southbound)
Lancaster @ Devonshire (northbound)

Source: October 2025

CHERRIOTS Local

Route 11
Lancaster/Verda



To Keizer TC

Daily Boardings

Daily Alightings

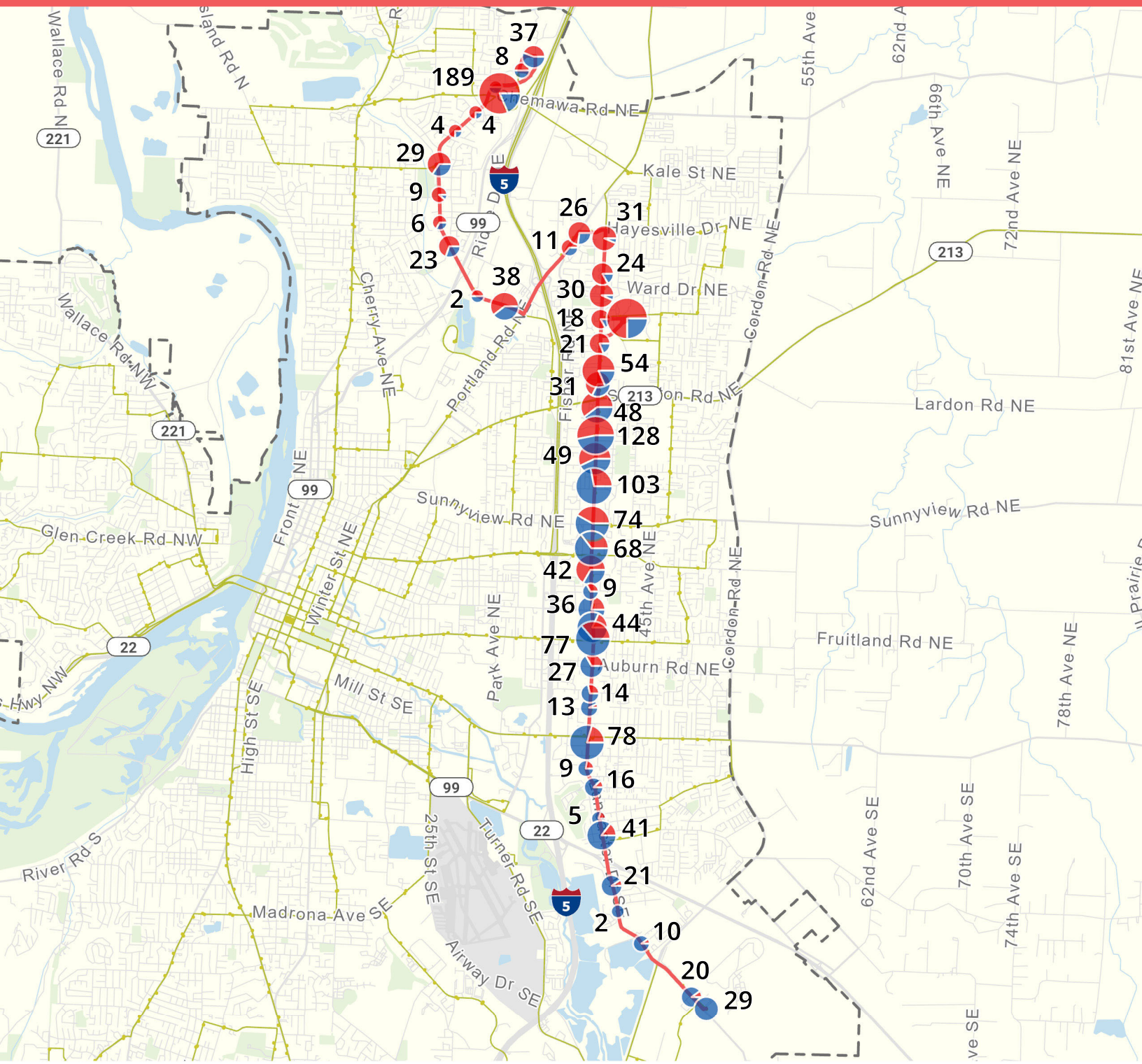
Ridership < 1

0 1 Miles

Average Weekday Activity

CHERRIOTS Local

Route 11
Lancaster/Verda



To S. Lancaster

Daily Boardings

Daily Alightings

Ridership < 1

0 1 Miles

Average Weekday Activity

CHERRIOTS Local

Route 11
Lancaster/Verda

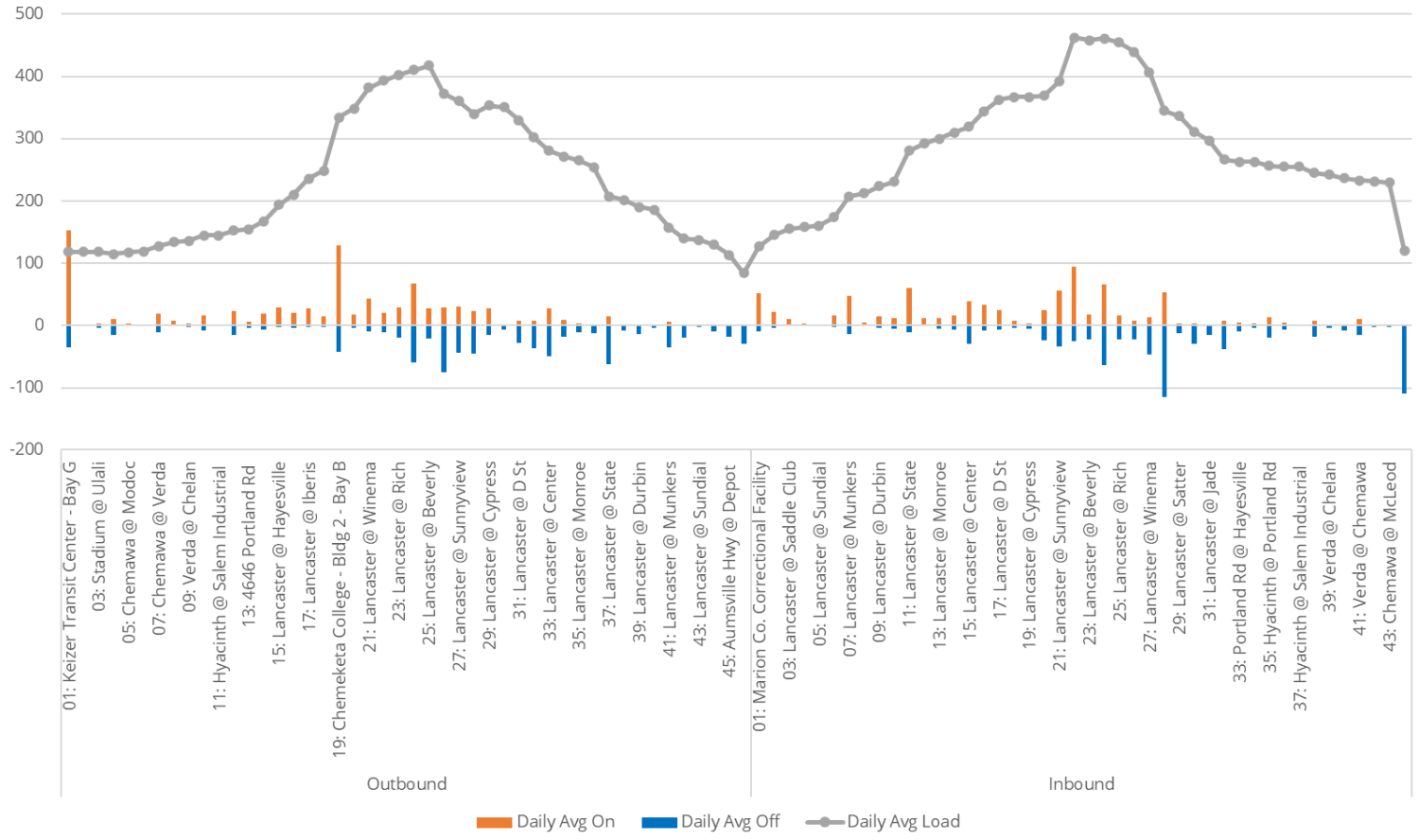
Strengths

- Route 11 is the highest ridership route in the system, carrying an average of 2,112 riders per weekday. Route 11 has great ridership despite not serving downtown Salem.
- It typically meets productivity standards for corridor routes, with just under 20 riders per revenue hour on weekdays.
- Route 11 serves an important commercial corridor, Lancaster Drive, and is one of few routes that serves east Salem without serving Downtown Salem. Boardings and alightings are high along Lancaster Drive in the middle of the route. Major destinations include Chemeketa Community College, McKay High School, and the Marion County Correctional Facility.

Opportunities

- Route 11 has the lowest on-time performance of any local route, with 74% of buses on time, 20% arriving late, and 6% departing early.
- Keizer Station is not being served by inbound trips arriving at the Keizer Transit Center. Any passengers traveling to Keizer Station must first wait as the bus lays over at Keizer Transit Center for its outbound trip. Ridership at Keizer Station is relatively low, given the frequency.
- Weekend frequency improvements on Route 11 were the top rider request noted in the 2024 Needs Assessment.

Average Weekday Passenger Loads



CHERRIOTS Local

Route 17
Edgewater Street

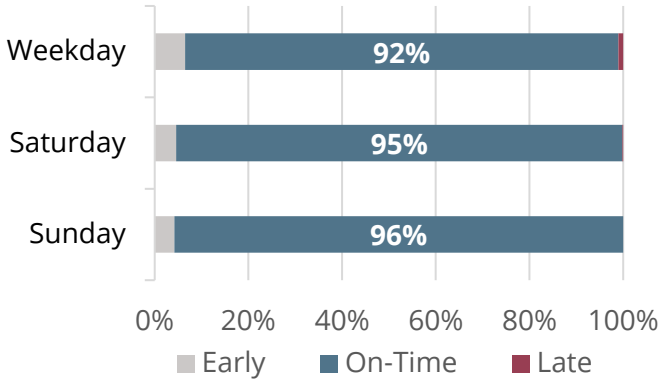
Route 17 is a frequent service line connecting the Downtown Transit Center to the commercial core of West Salem via Wallace Road NW and Edgewater Street. It operates daily with 15-minute headways on weekdays, 30-minute headways on Saturdays, and 60-minute headways on Sundays.

Ridership

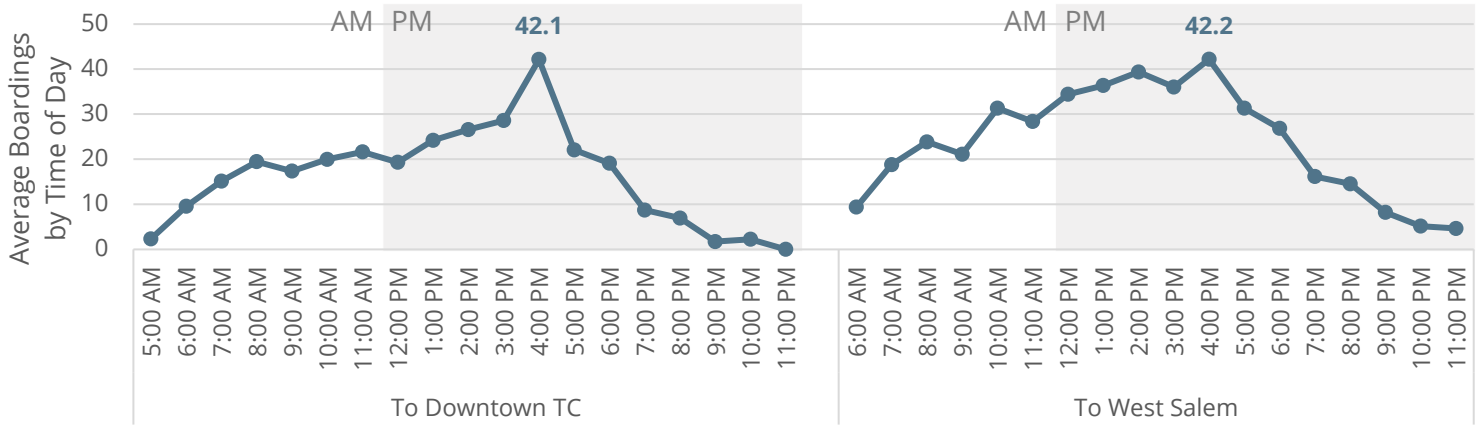
Average Daily Boardings	
Day	Count
Weekday	652
Saturday	294
Sunday	171

Average Boardings per Revenue Hour	
Day	Count
Weekday	13
Saturday	11
Sunday	13

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

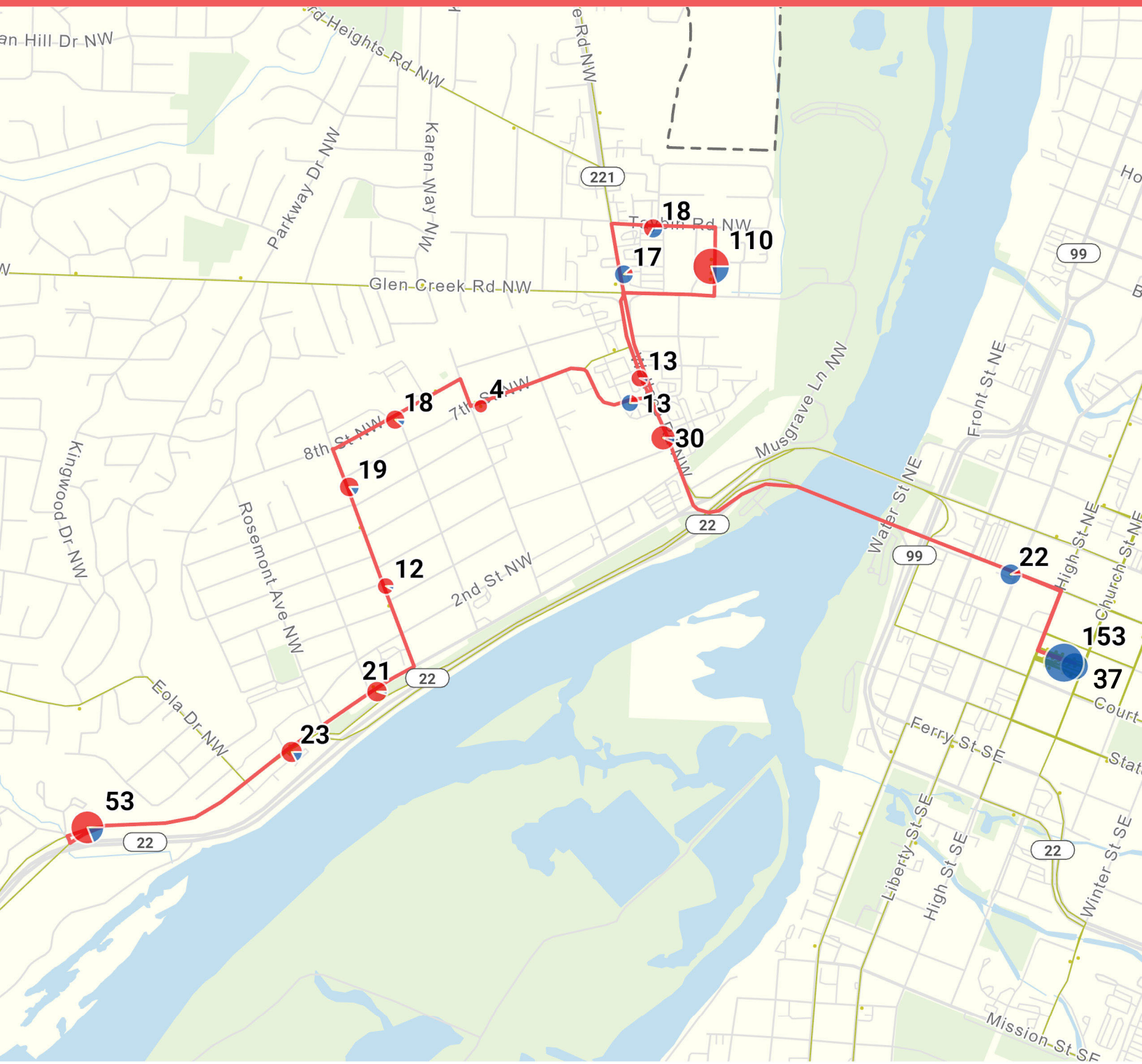
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	15	4	5:33 AM–11:17 PM
Saturday	30	2	6:26 AM–9:24 PM
Sunday	60	1	7:26 AM–8:24 PM

Top Boarding Locations
Downtown Transit Center - Bay O
West Salem Transit Center - Bay E
Edgewater @ Manorview
West Salem Transit Center - Bay D
Wallace @ Bassett

Source: October 2025

CHERRIOTS Local

Route 17
Edgewater Street



To Downtown TC

Daily Boardings

Daily Alightings

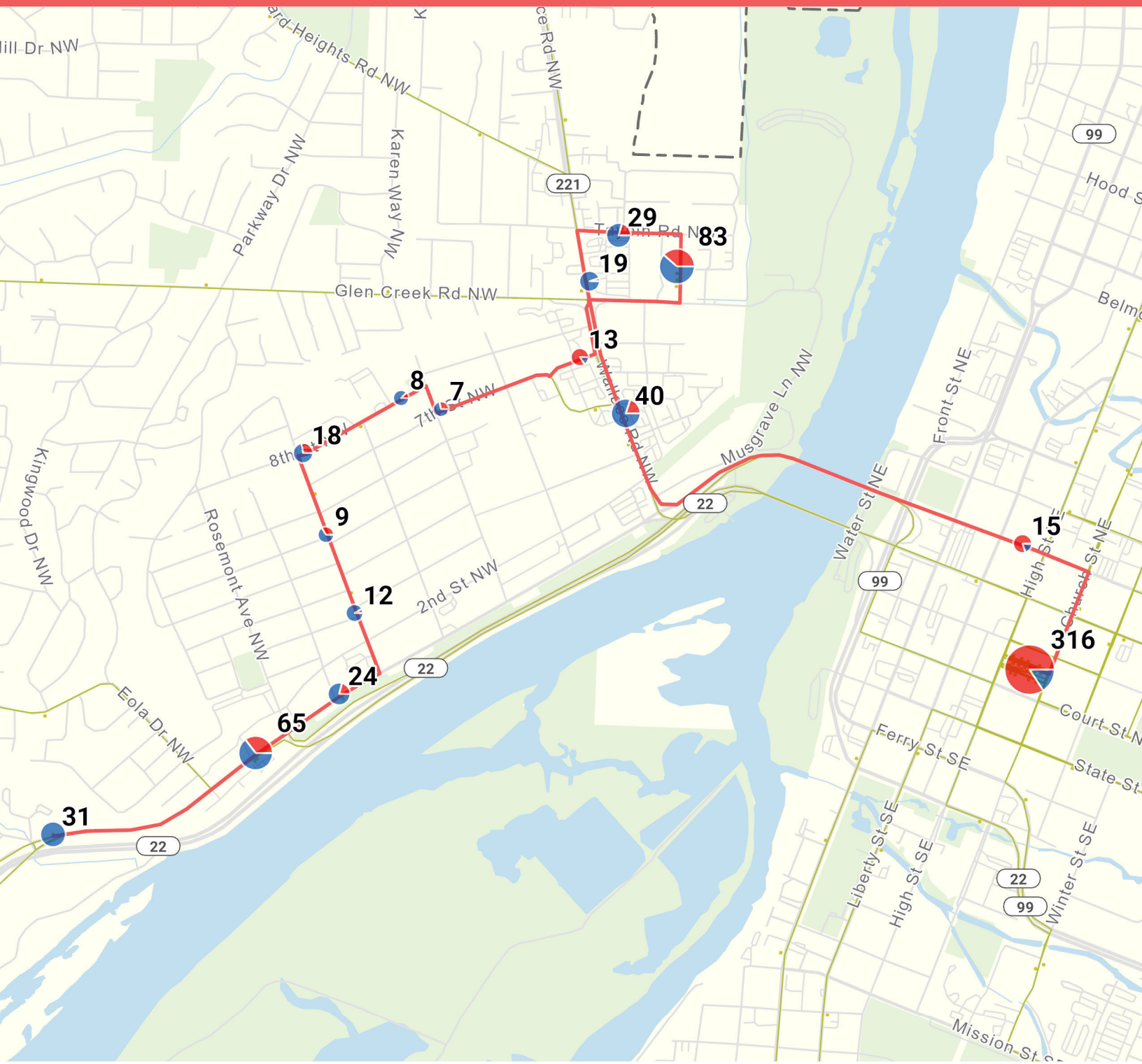
Ridership < 1

0 0.25 Miles

Average Weekday Activity

CHERRIOTS Local

Route 17
Edgewater Street



To West Salem

Daily Boardings

Daily Alightings

Ridership < 1

0 0.25 Miles

Average Weekday Activity

CHERRIOTS Local

Route 17
Edgewater Street

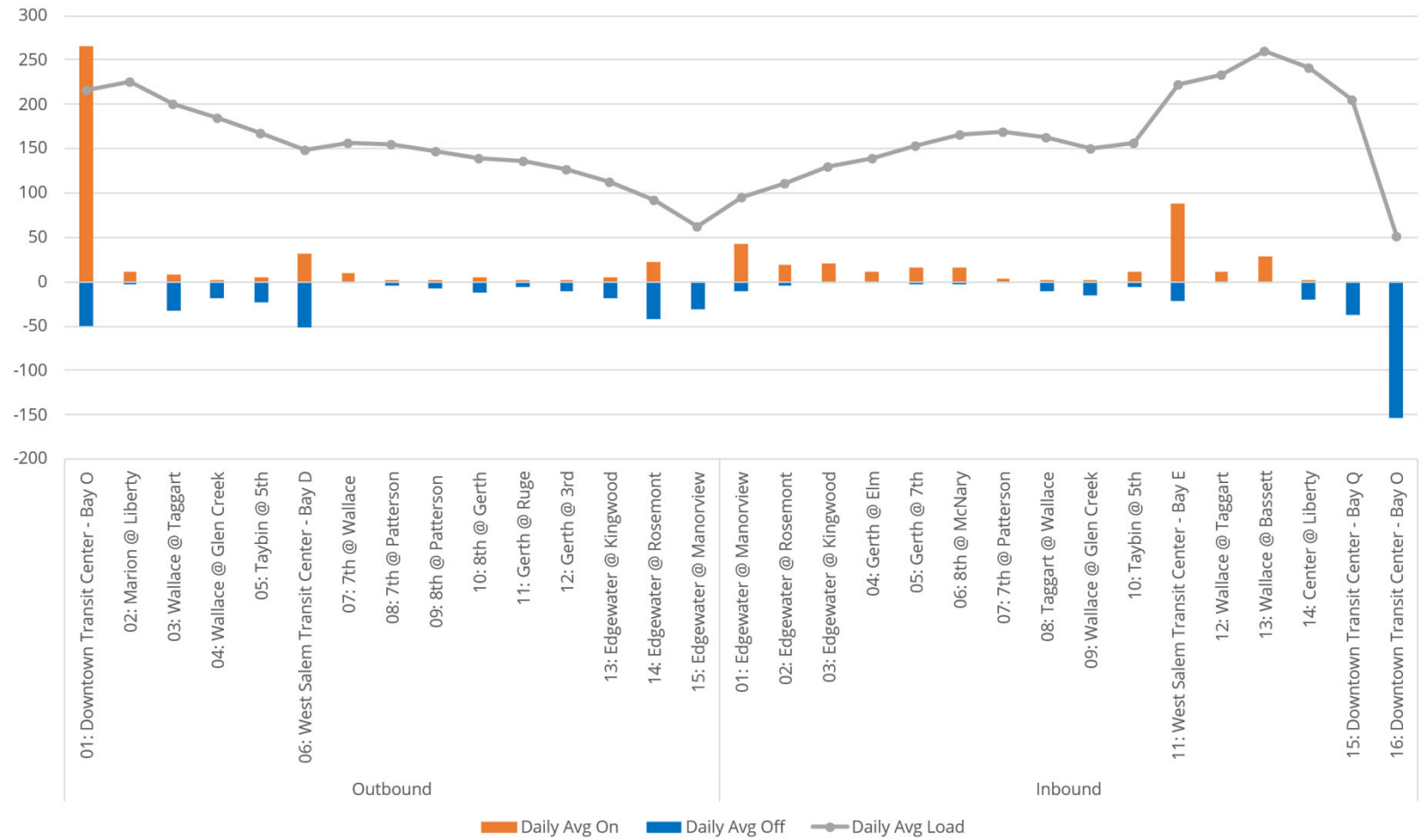
Strengths

- Route 17 provides an important frequent connection between downtown Salem and West Salem and serves several commercial corridors (Wallace Road NW and Edgewater Street NW). This route also connects to the Safeway on Edgewater Street NW and a large retirement community in West Salem.

Opportunities

- Route 17 has the lowest productivity of any corridor route, with 12.7 boardings per revenue hour on weekdays. This falls short of the corridor route target (20 boardings/revenue hour).
- Route 17 has slightly higher productivity on Sundays, when other West Salem routes are not operating, with 13.1 riders/revenue hour.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 19
Broadway/River Road N

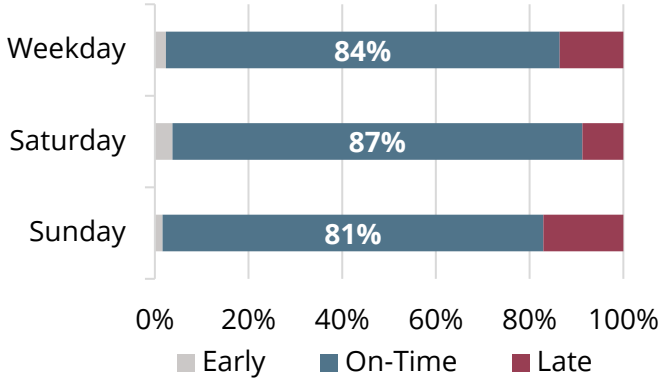
Route 19 is a frequent service line connecting the Downtown Transit Center and the Keizer Transit Center via Broadway Street and River Road N. It operates daily with 15-minute headways on weekdays, 30-minute headways on Saturdays, and 60-minute headways on Sundays.

Ridership

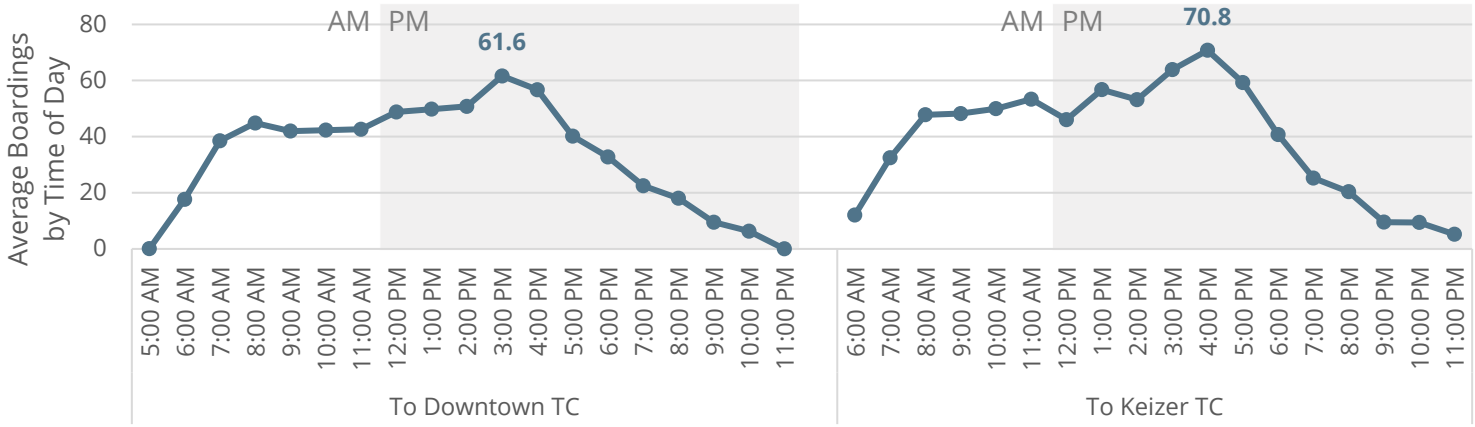
Average Daily Boardings	
Day	Count
Weekday	1,310
Saturday	639
Sunday	307

Average Boardings per Revenue Hour	
Day	Count
Weekday	23
Saturday	24
Sunday	24

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	15	4	5:54 AM–11:19 PM
Saturday	30	2	6:24 AM–9:19 PM
Sunday	60	1	7:24 AM–8:19 PM

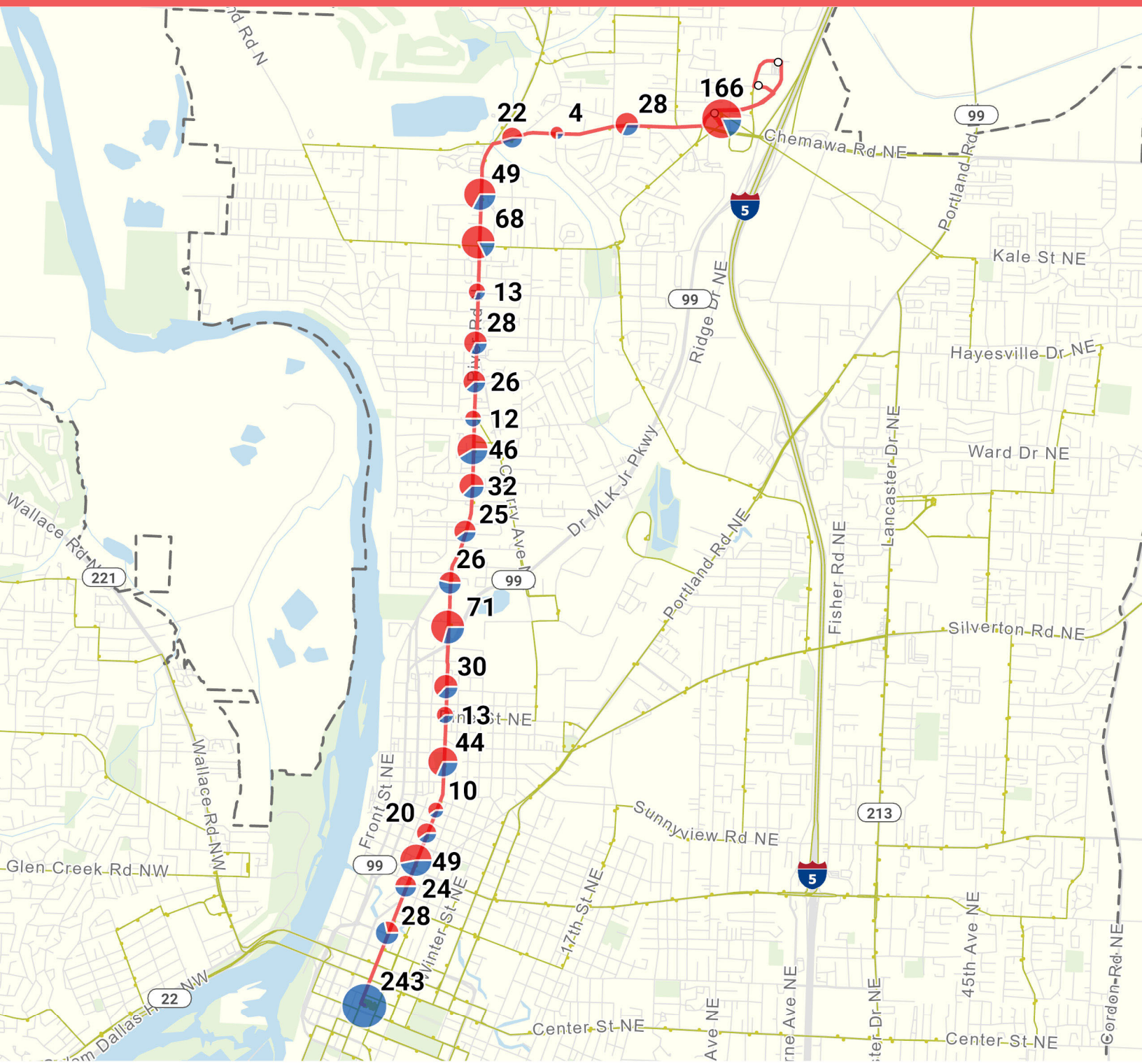
Top Boarding Locations
Downtown Transit Center - Bay A
Keizer Transit Center - Bay E
River Rd @ Chemawa
Broadway @ Dr MLK Jr Pkwy
River Rd @ Claggett

Source: October 2025

CHERRIOTS Local

Route 19

Broadway/River Road N



To Downtown TC

Daily Boardings

Daily Alightings

Ridership < 1

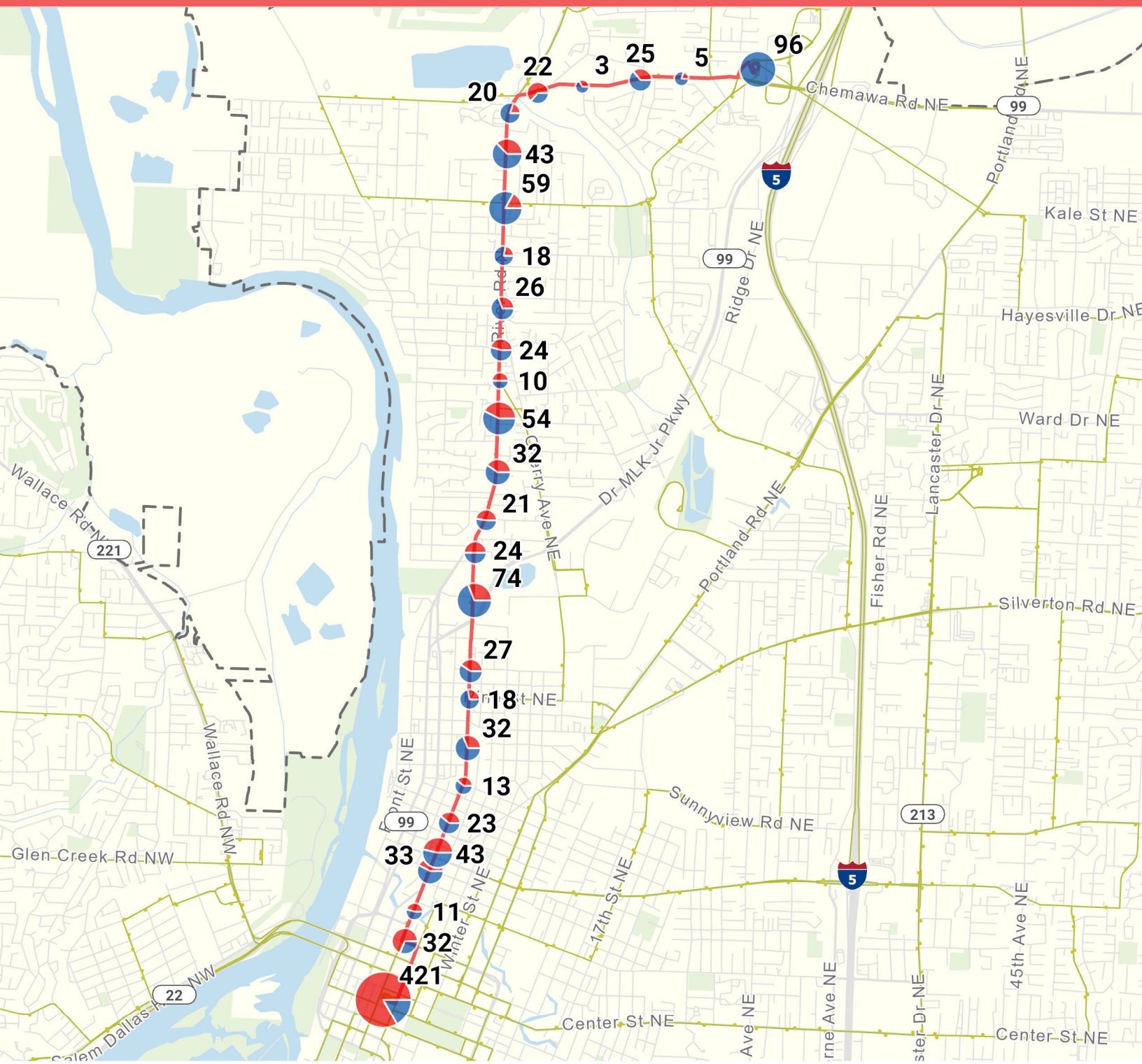
0 0.75 Miles

Average Weekday Activity

CHERRIOTS Local

Route 19

Broadway/River Road N



To Keizer TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.75 Miles

Average Weekday Activity

CHERRIOTS Local

Route 19
Broadway/River Road N

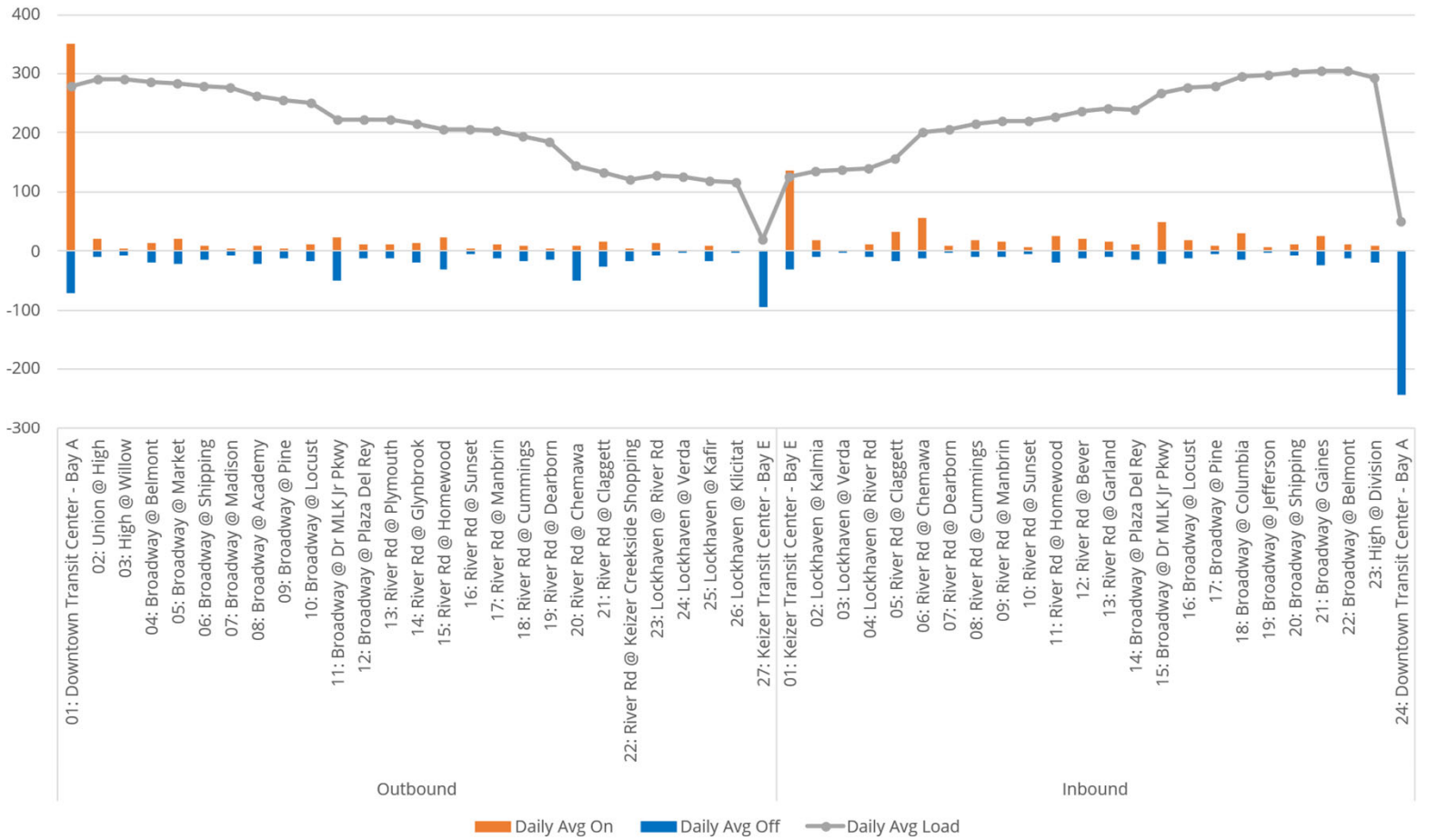
Strengths

- Route 19 has strong anchors at either end of the route (Downtown Transit Center and Keizer Transit Center) and serves a major commercial corridor (River Road).
- The route has the highest weekday productivity of all routes, measured as boardings per revenue hour (23.1/revenue hour). It is one of only four routes exceeding the corridor route productivity target of 20 boardings per revenue hour on weekdays.
- It has the third highest ridership of all routes, carrying an average of 1310 riders per weekday. Ridership is evenly distributed across the route.

Opportunities

- Productivity is slightly higher on weekends, with 23.9 riders/hour on Saturdays and 23.6 riders/hour on Sundays. This could be an indicator that more frequency is needed on weekends.
- On weekdays, Route 19 is close to meeting on-time performance standards, with 84% of buses leaving on time. On Sundays, on-time performance is lower, with 17% of all buses leaving late.
- Route 19 has one weekday late evening trip extending to Keizer Station. This trip does not pick up any riders at Keizer Station.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 21
South Commercial

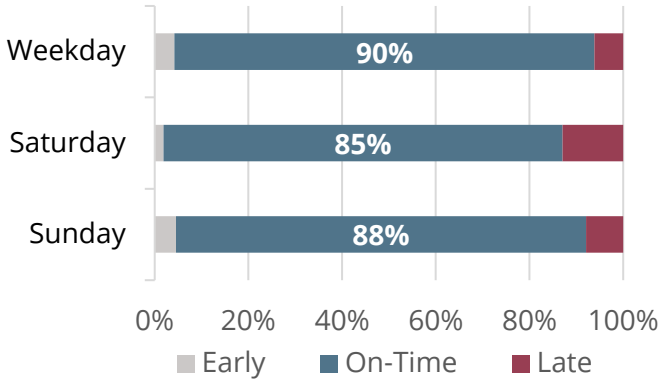
Route 21 is a frequent service line connecting the Downtown Transit Center with south Salem via Commercial Street SE, a main commercial spine in Salem. It operates daily with 15-minute headways on weekdays, 30-minute headways on Saturdays, and 60-minute headways on Sundays.

Ridership

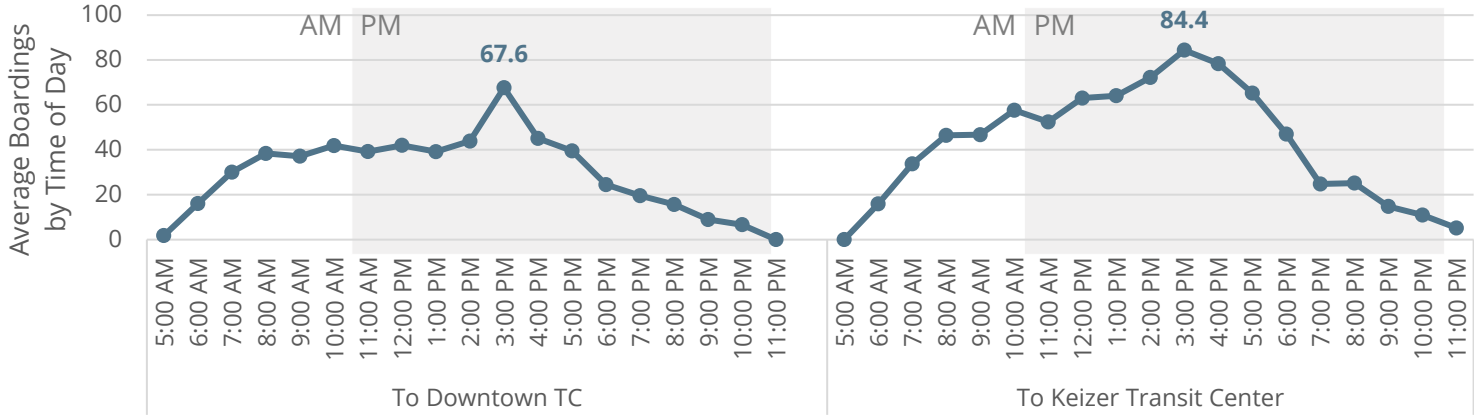
Average Daily Boardings	
Day	Count
Weekday	1,331
Saturday	716
Sunday	359

Average Boardings per Revenue Hour	
Day	Count
Weekday	23
Saturday	27
Sunday	28

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

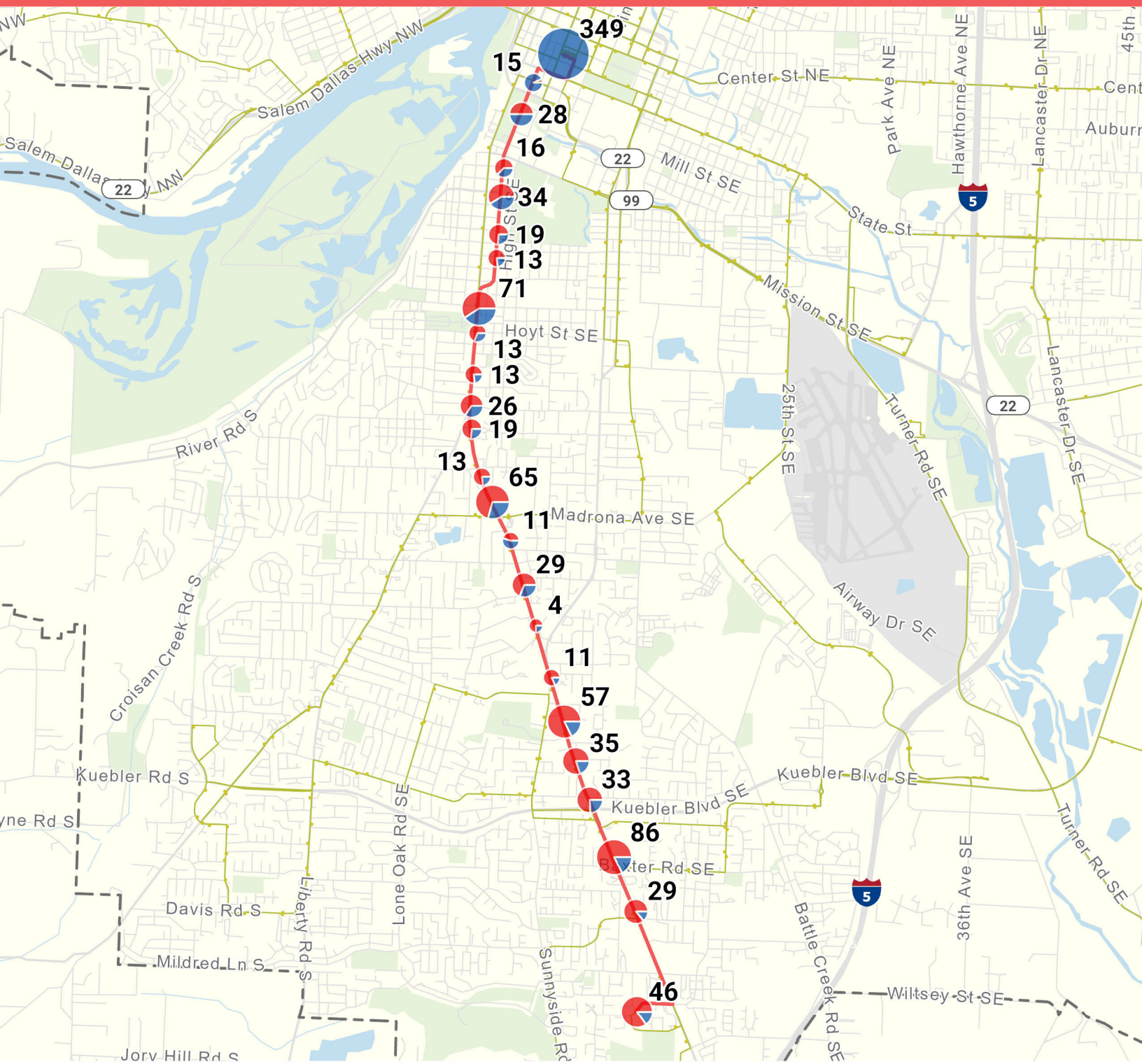
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	15	4	5:57 AM–11:22 PM
Saturday	30	2	6:25 AM–9:21 PM
Sunday	60	1	7:26 AM–8:22 PM

Top Boarding Locations
Downtown Transit Center - Bay K
Commercial @ Baxter
Commercial @ Keglers
Commercial @ Madrona
Commercial @ Rural

Source: October 2025

CHERRIOTS Local

Route 21
South Commercial



To Downtown TC

Daily Boardings

Daily Alightings

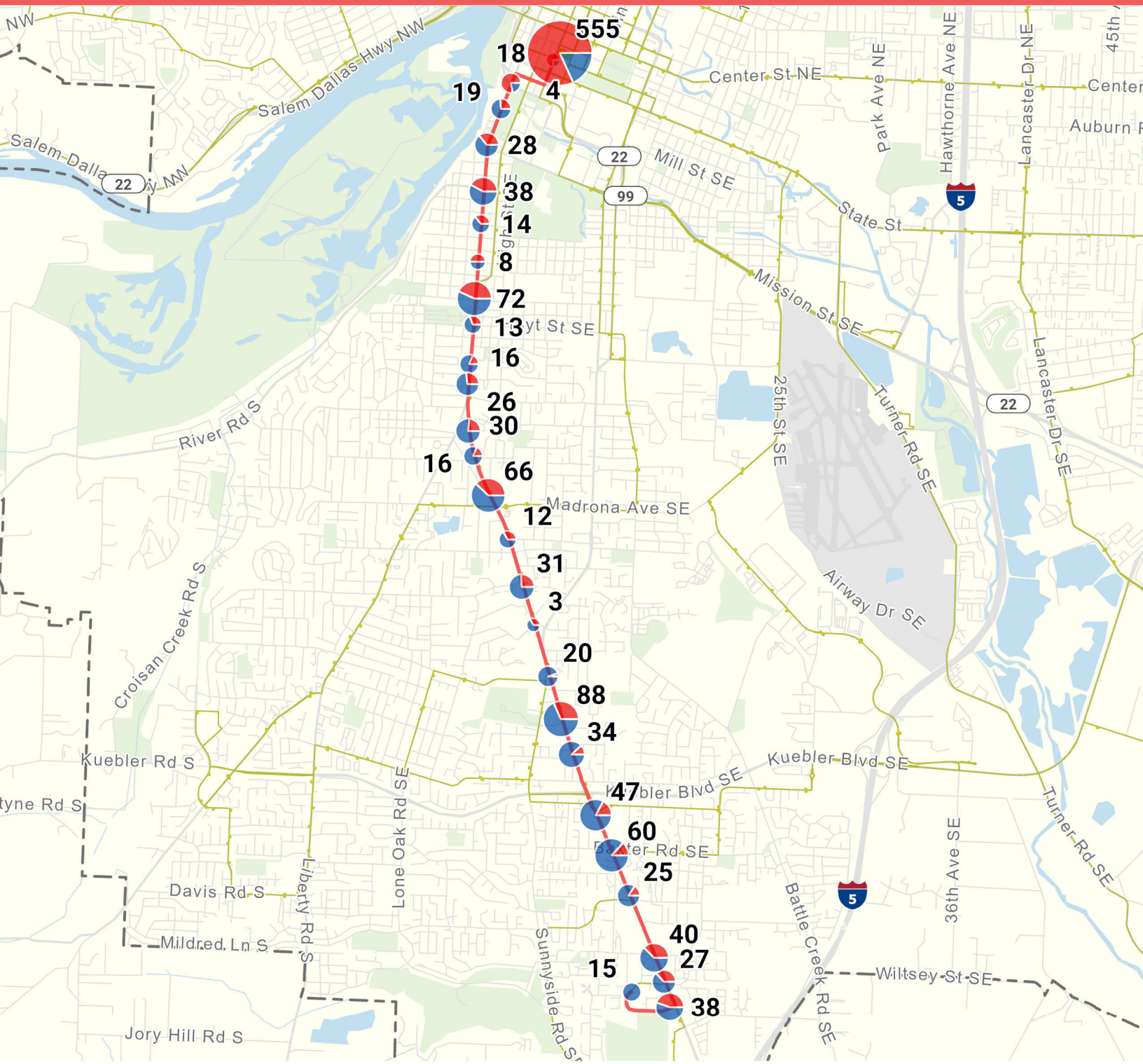
Ridership < 1

0 0.85 Miles

Average Weekday Activity

CHERRIOTS Local

Route 21
South Commercial



To South Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

0 0.8 Miles

Average Weekday Activity

CHERRIOTS Local

Route 21
South Commercial

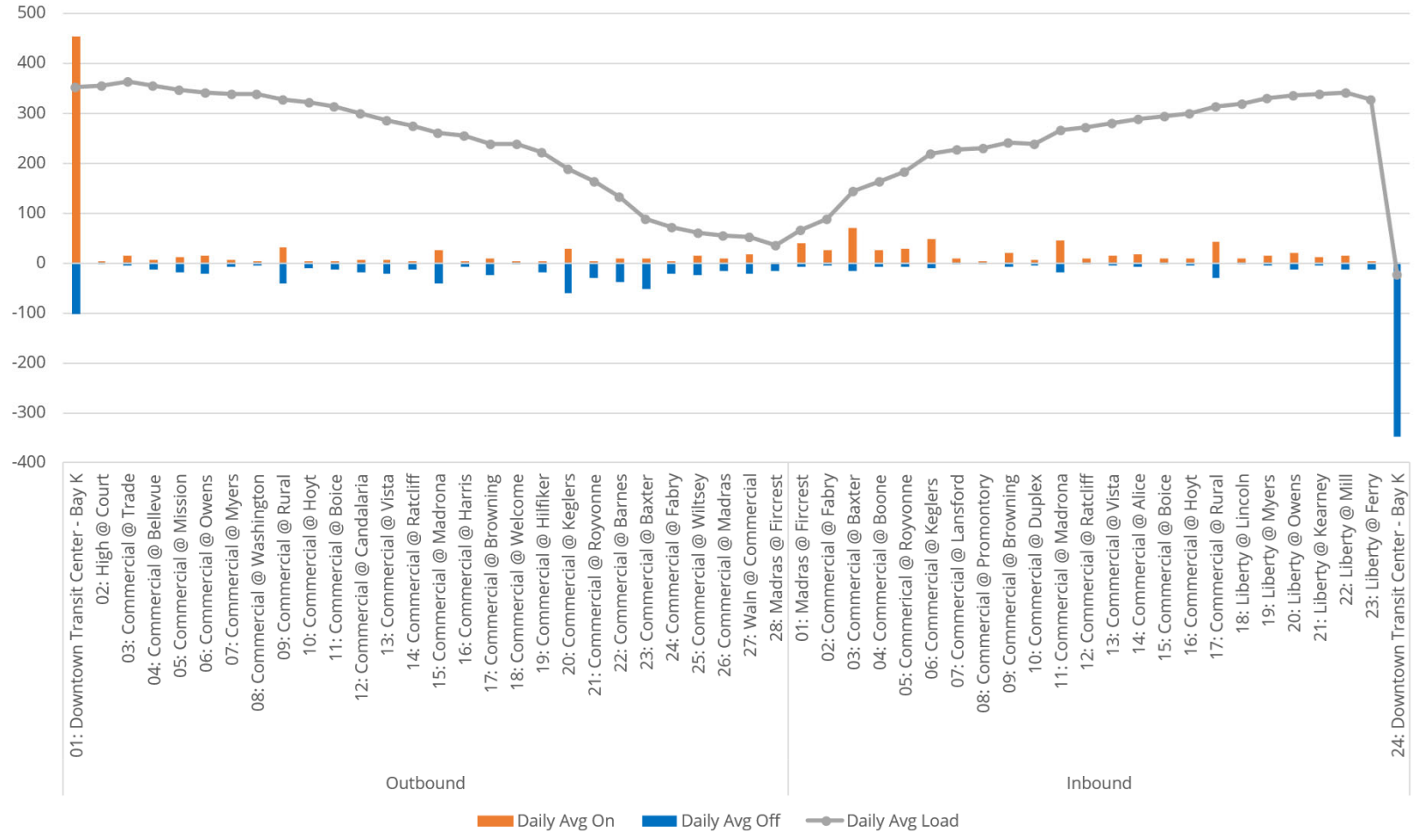
Strengths

- Route 21 is a direct, linear route that serves a major commercial corridor in south Salem (Commercial Street SE), with ridership activity evenly distributed across the route.
- Route 21 has the second highest weekday productivity of all routes, measured as boardings per revenue hour (23 boardings/revenue hour).
- It also has the second highest ridership of all routes, carrying and average of 1,331 riders per weekday.

Opportunities

- Productivity is higher on weekends than on weekdays, with 26.7 riders/hour on Saturdays and 27.6 riders/hour, compared to 23.1 on weekdays despite lower frequencies on the weekend. There might be an opportunity to increase frequencies on the weekend.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 22
Kuebler Link

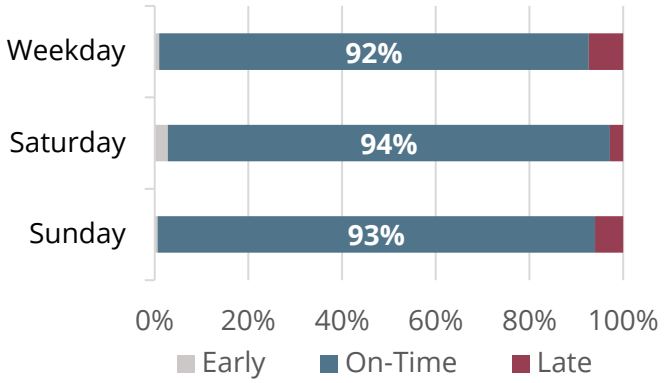
Starting service in May 2024, Route 22 is a new east-west route connecting Commercial Street S and Aumsville Highway via Kuebler Boulevard. It operates daily with 20-minute headways on weekdays and Saturdays and 40-minute headways on Sundays.

Ridership

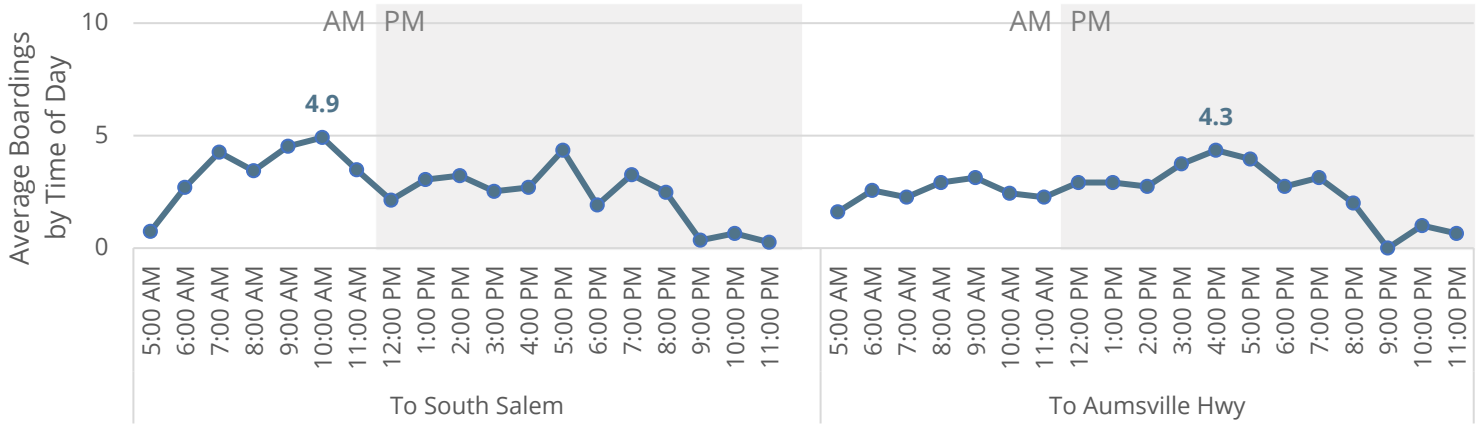
Average Daily Boardings	
Day	Count
Weekday	85
Saturday	64
Sunday	33

Average Boardings per Revenue Hour	
Day	Count
Weekday	2
Saturday	1
Sunday	3

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

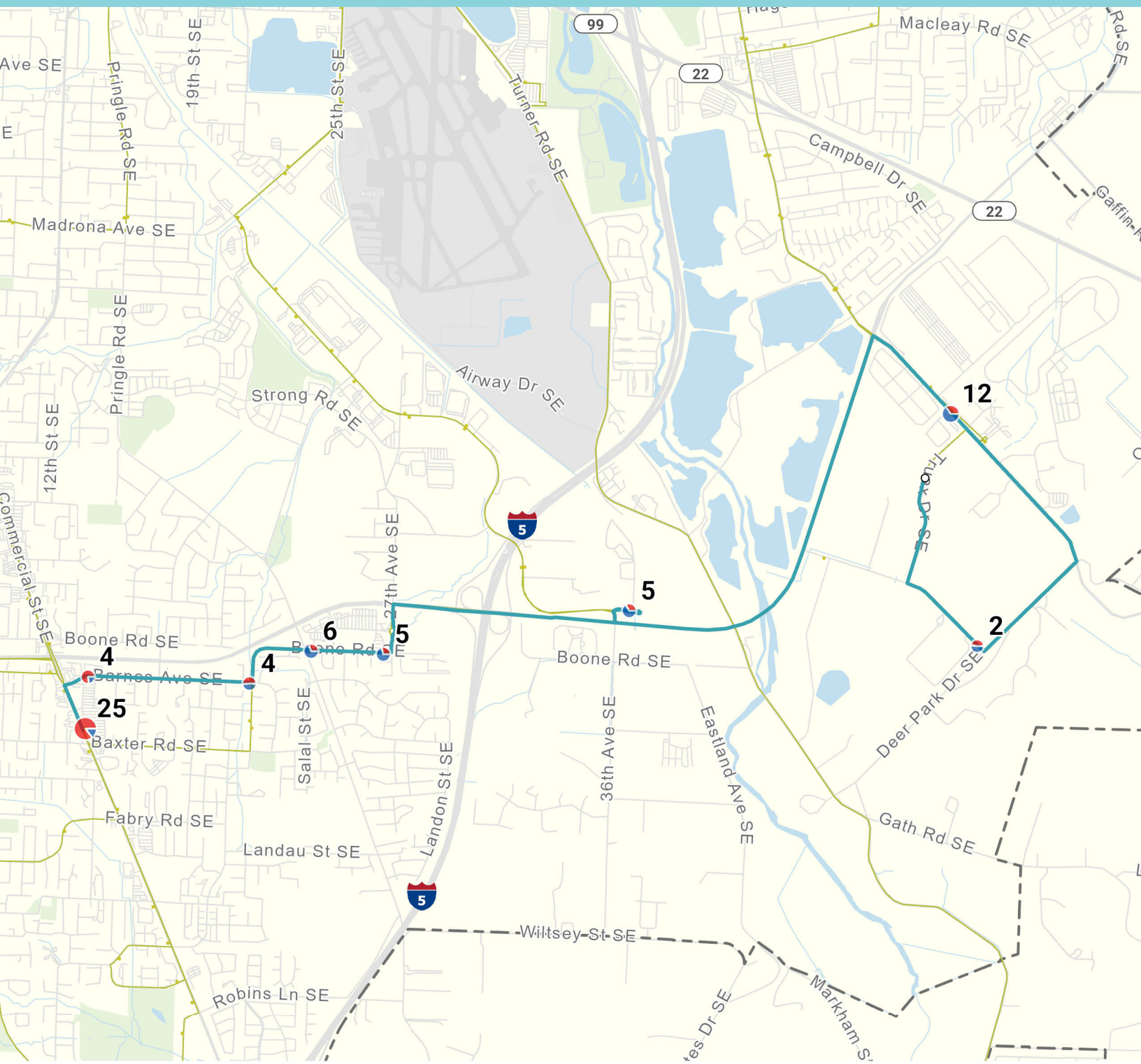
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	20	3	5:26 AM–11:31 PM
Saturday	20	3	5:55 AM–10:22 PM
Sunday	40	2	7:00 AM–8:12 PM

Top Boarding Locations
Commercial @ Baxter (eastbound)
Boone @ Battle Creek
Aumsville Hwy @ Depot
Boone @ 27th
Trelstad @ Burright

Source: October 2025

CHERRIOTS Local

Route 22
Kuebler Link



To Aumsville Hwy

Daily Boardings

Daily Alightings

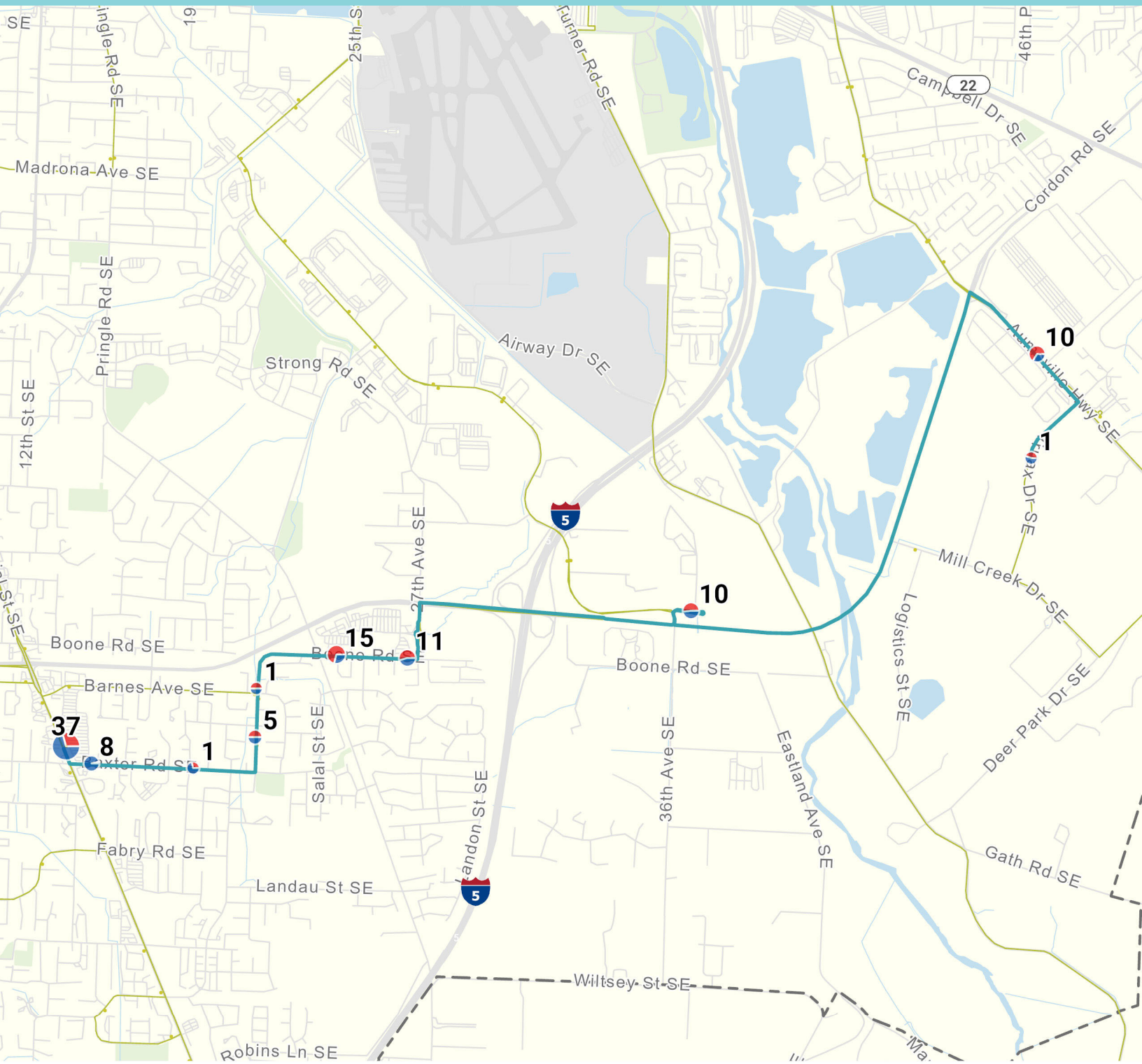
○ Ridership < 1

0 0.5 Miles

Average Weekday Activity

CHERRIOTS Local

Route 22
Kuebler Link



To South Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

0 0.5 Miles

Average Weekday Activity

CHERRIOTS Local

Route 22
Kuebler Link

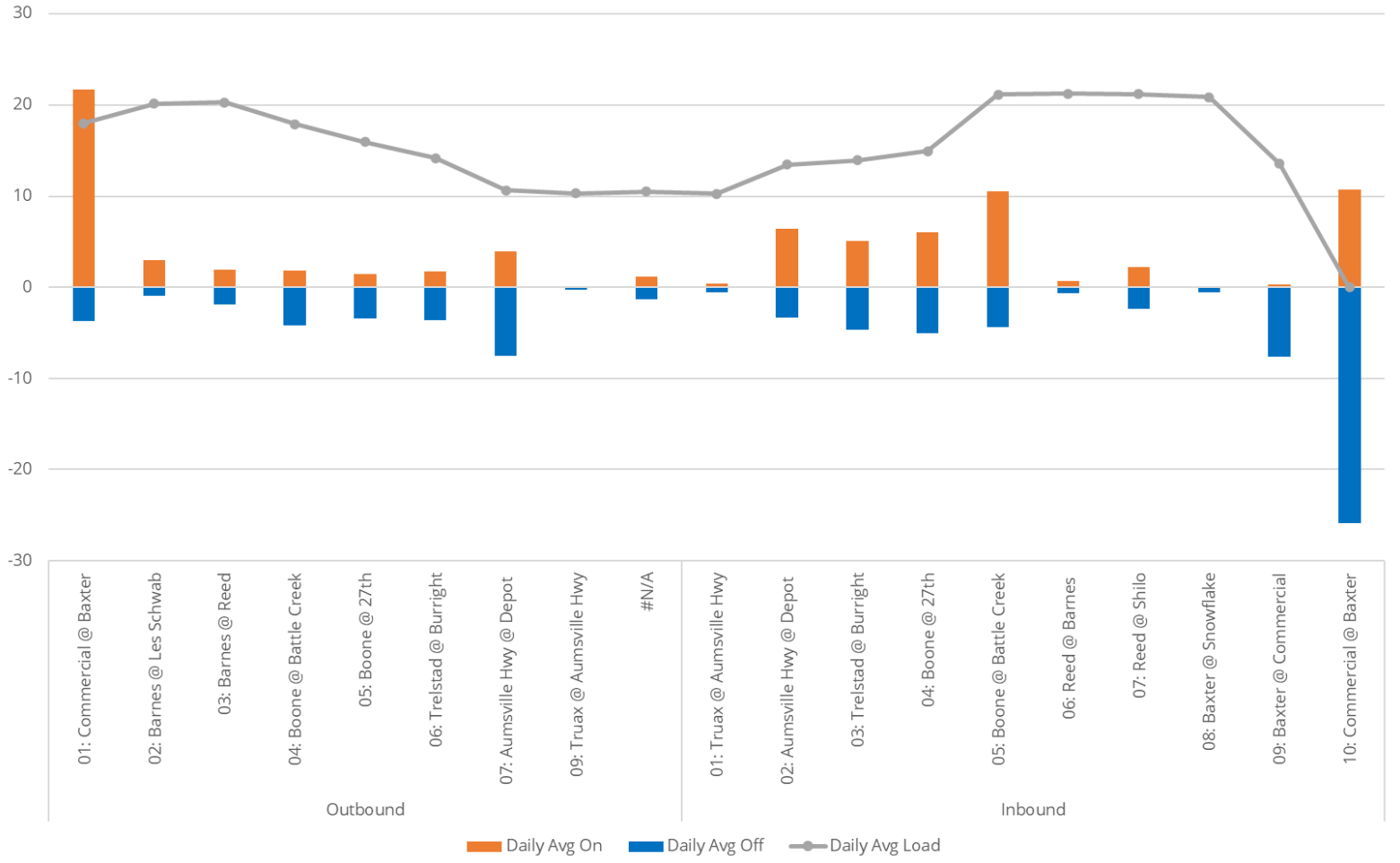
Strengths

- Route 22 provides an east–west connection in south Salem. Before the route's introduction, east-west trips in south Salem required transit riders to first ride north to the Downtown Transit Center, transfer buses, and travel south again.
- Route 22 was recently extended to Corban University in September 2025, a destination that previously was not served by Cherriots. However, ridership is low at that stop and needs time to mature.

Opportunities

- Despite demand for the route's introduction in community engagement processes, Route 22 has the lowest productivity of any local route, with 1.8 riders per revenue hour on weekdays, for a total of 85 average daily riders.
- Forcing transfers to Route 22 that has few standalone destinations is a likely cause for lower ridership.
- Route 22 operates every 20 minutes on weekdays and Saturdays. While the Southeast Mill Creek area continues to develop, current service levels are not commensurate with demand.

Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 3
Portland Road

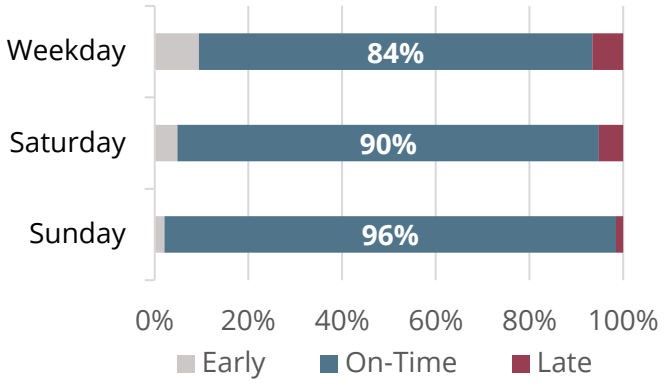
Route 3 connects the Downtown Transit Center and Chemeketa Community College largely via Portland Road, a major commercial spine. It runs every thirty minutes on weekdays and every 60 minutes on Saturdays and Sundays.

Ridership

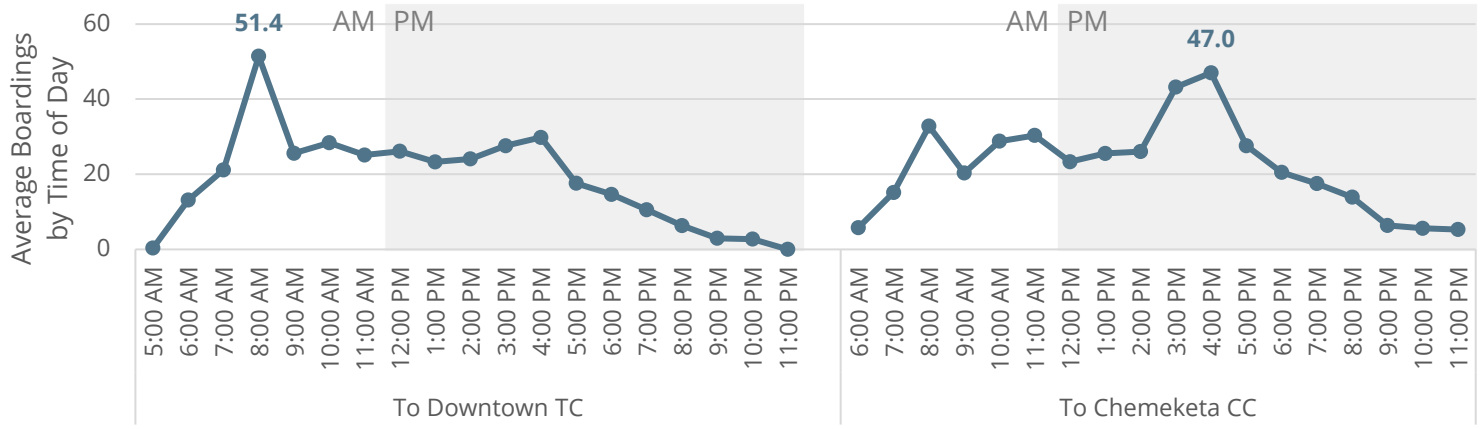
Average Daily Boardings	
Day	Count
Weekday	682
Saturday	288
Sunday	194

Average Boardings per Revenue Hour	
Day	Count
Weekday	21
Saturday	19
Sunday	15

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

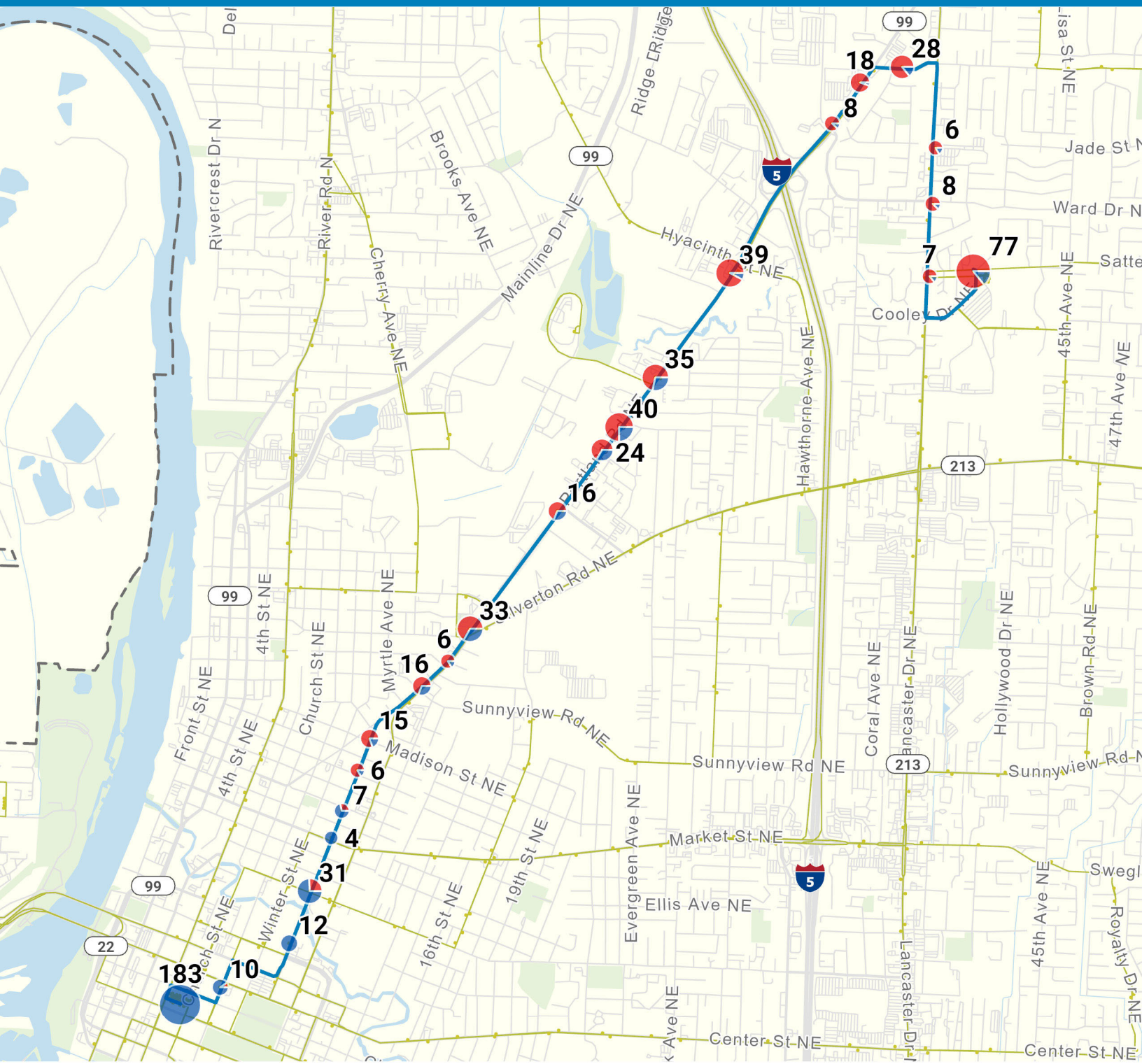
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	30	2	5:57 AM–11:27 PM
Saturday	60	1	6:27 AM–9:27 PM
Sunday	60	1	7:27 AM–8:27 PM

Top Boarding Locations
Downtown Transit Center - Bay D
Chemeketa College - Bldg 2 - Bay E
Capitol @ D St
Portland Rd @ Hyacinth
Portland Rd @ Donald

Source: October 2025

CHERRIOTS Local

Route 3
Portland Road



To Downtown TC

Daily Boardings

Daily Alightings

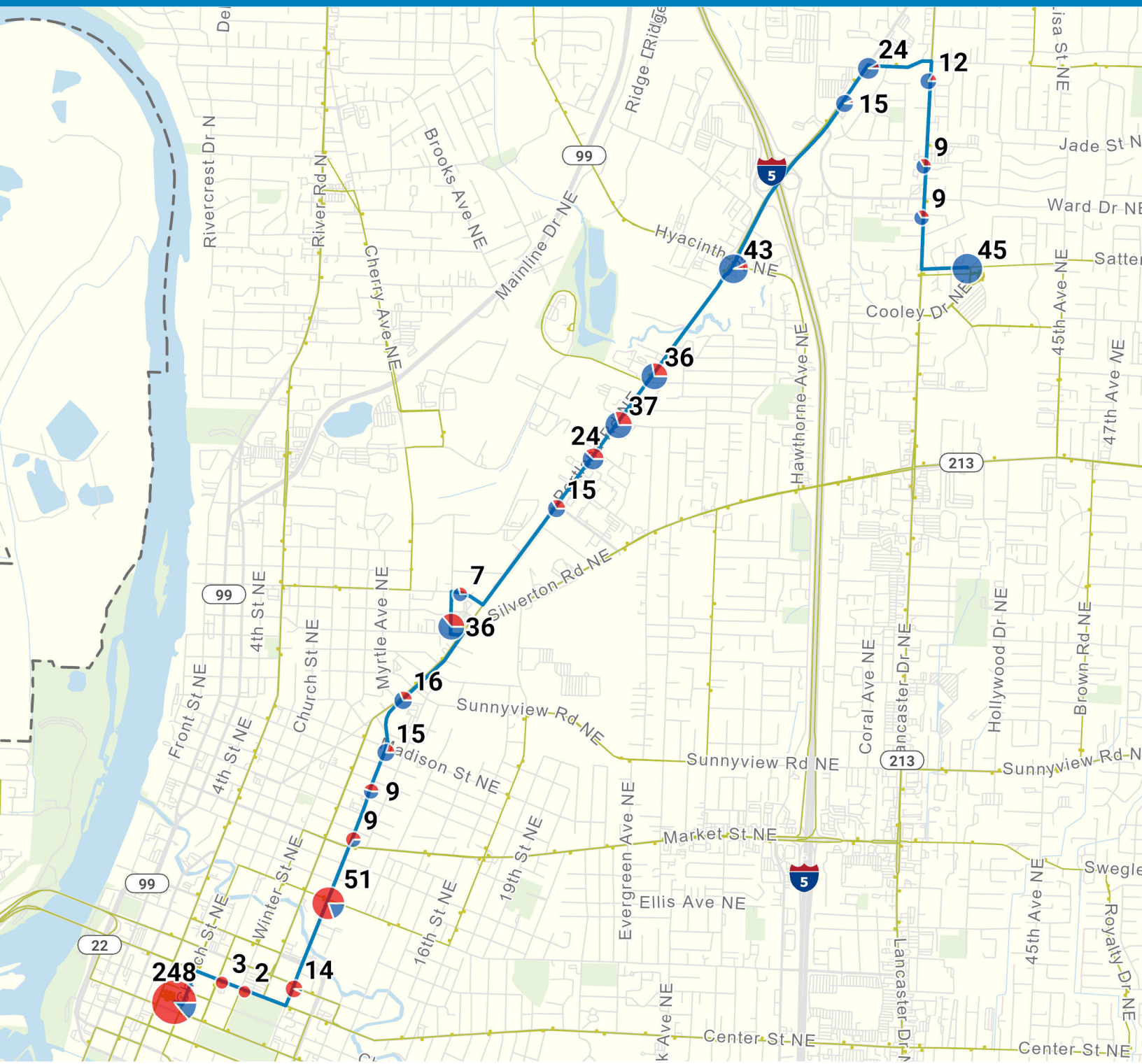
Ridership < 1

0 0.55 Miles

Average Weekday Activity

CHERRIOTS Local

Route 3
Portland Road



To Chemeketa CC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.55 Miles

Average Weekday Activity

CHERRIOTS Local

Route 3
Portland Road

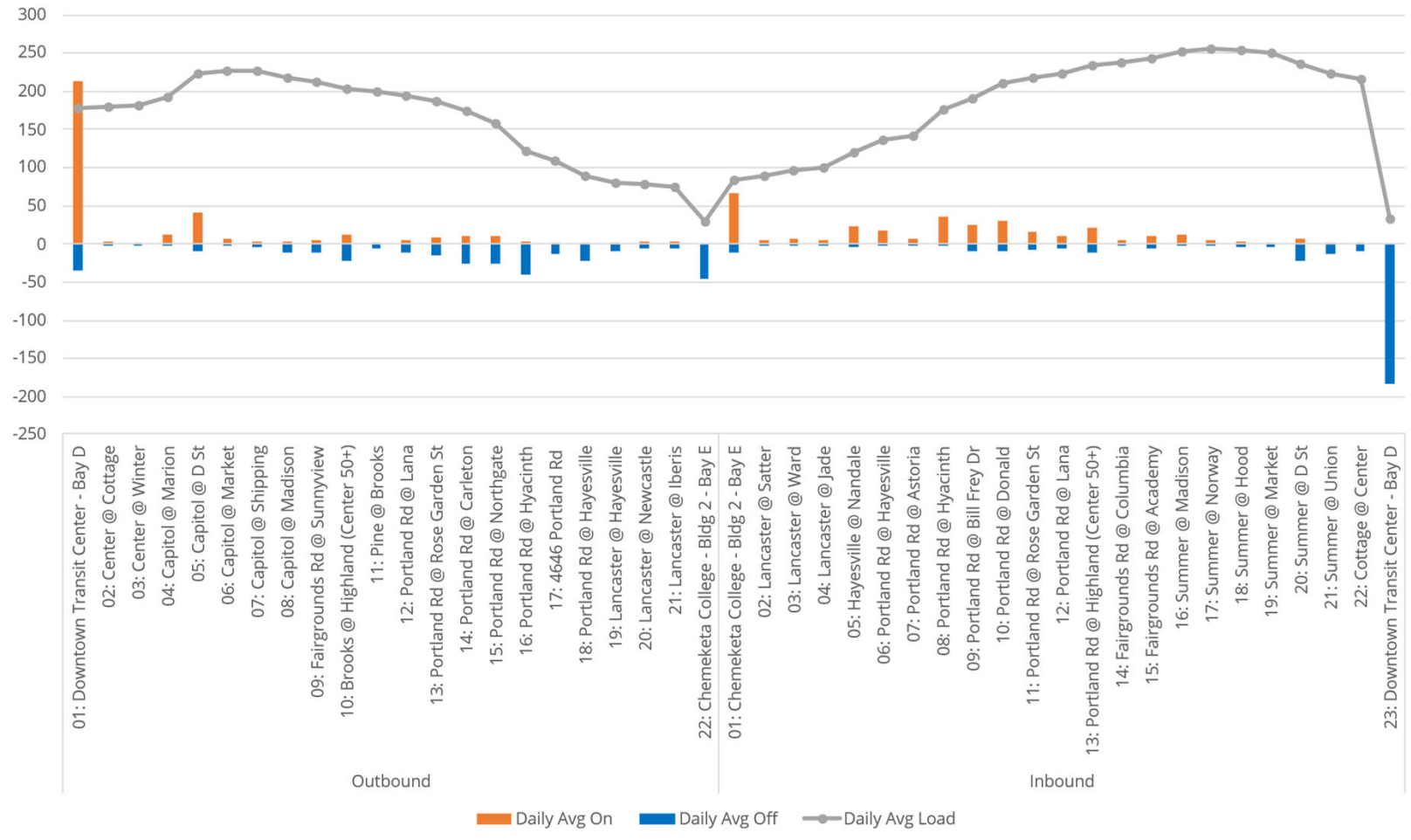
Strengths

- With 21.3 boardings per revenue hour on weekdays, Route 3 exceeds the corridor route productivity target of 20 boardings per revenue hour.
- Route 3 has two strong terminal anchor points: Chemeketa Community College and the Downtown Transit Center.

Opportunities

- On weekdays, 84% of buses leave on time, and 9% of buses depart early. Decreasing early departures would allow the route to meet on-time performance standards.
- Routes 3 and 13 are designed to offer 15-minute weekday service between downtown Salem and the split between Silverton Road NE and Portland Road NE. However, they have different departure bays at the Downtown Transit Center that are not adjacent to each other.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 4
State Street

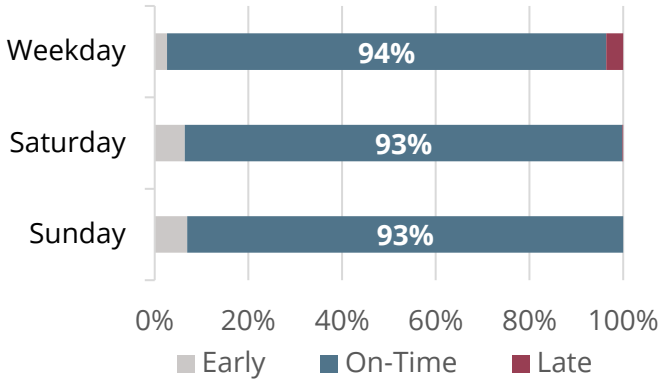
Route 4 connects southeast Salem to the Downtown Transit Center. The route travels east along State Street before forming a loop on Cordon Road SE, Pennsylvania Avenue SE, Rickey Street SE, and Lancaster Avenue SE. It runs every 30 minutes on weekdays and every 60 minutes on Saturdays and Sundays.

Ridership

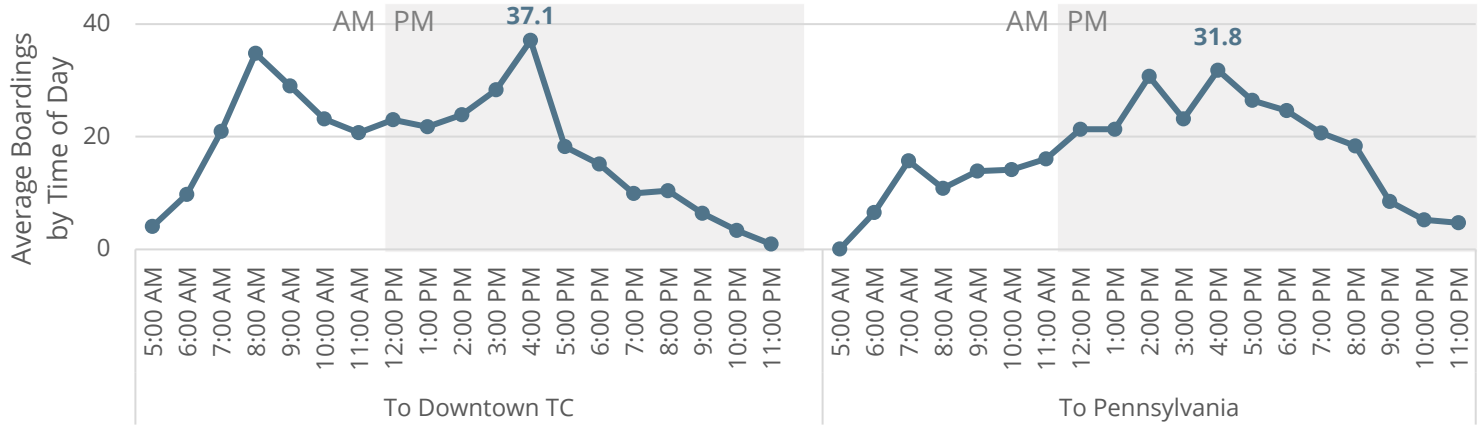
Average Daily Boardings	
Day	Count
Weekday	687
Saturday	258
Sunday	201

Average Boardings per Revenue Hour	
Day	Count
Weekday	21
Saturday	17
Sunday	15

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

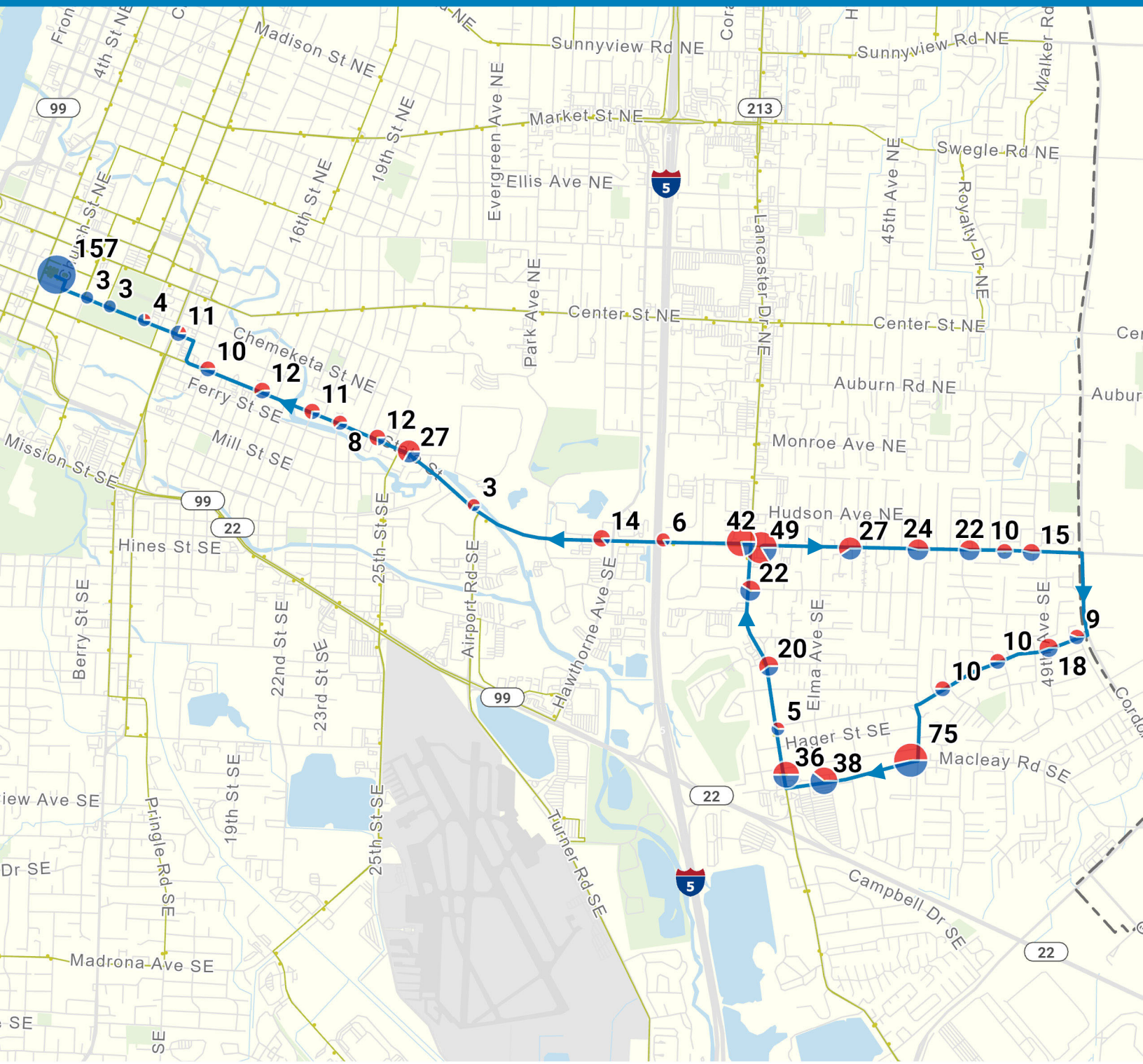
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	30	2	5:36 AM–11:28 PM
Saturday	60	1	6:06 AM–9:28 PM
Sunday	60	1	7:05 AM–8:28 PM

Top Boarding Locations
Downtown Transit Center - Bay H
State @ Lancaster (Eastbound)
Rickey @ Connecticut
State @ Lancaster (Westbound)
State @ 25th

Source: October 2025

CHERRIOTS Local

Route 4
State Street



To Downtown TC

Daily Boardings

Daily Alightings

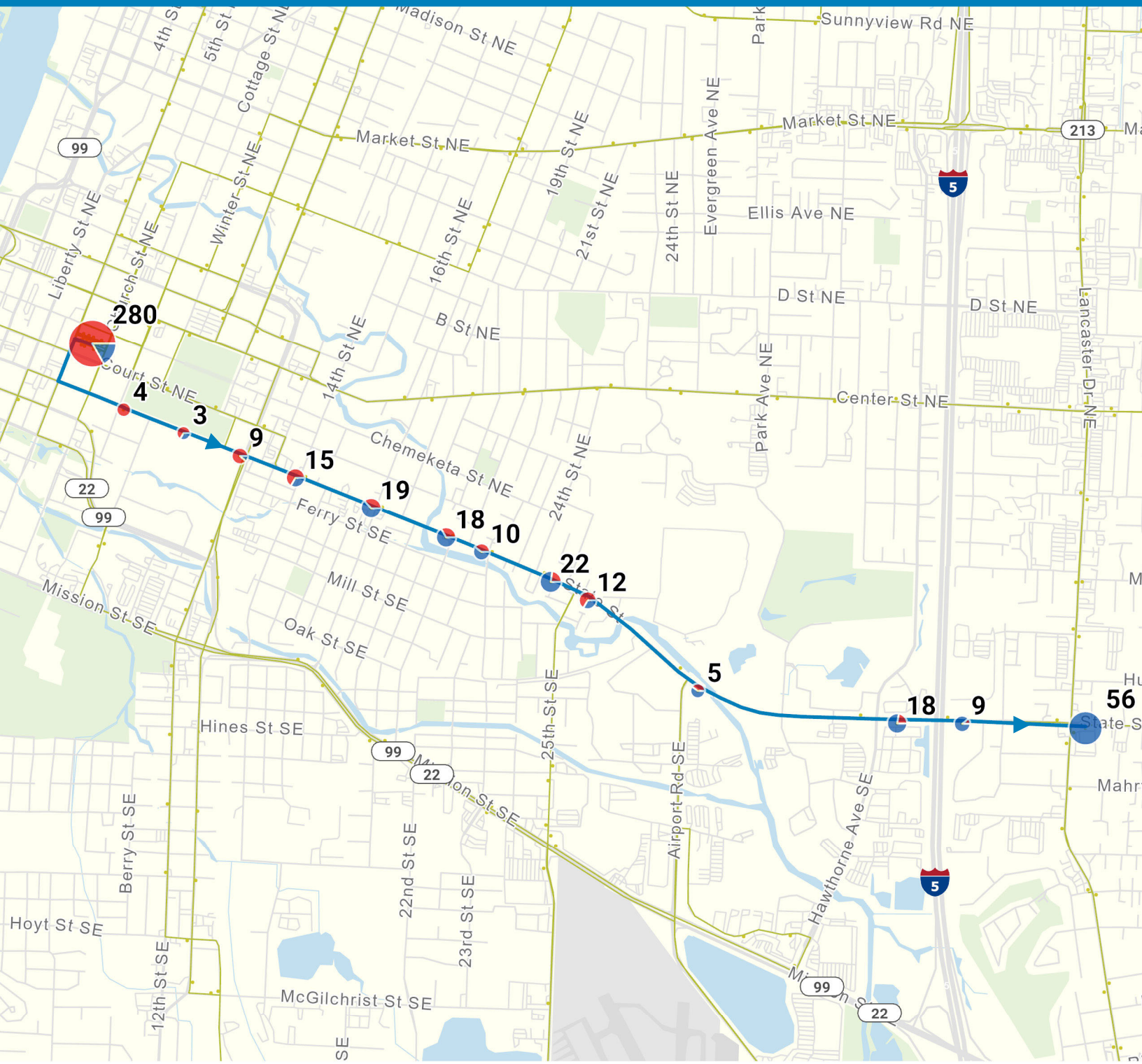
○ Ridership < 1

0 0.5 Miles

Average Weekday Activity

CHERRIOTS Local

Route 4
State Street



To Pennsylvania

Daily Boardings

Daily Alightings

Ridership < 1

0 0.4 Miles

Average Weekday Activity

CHERRIOTS Local

Route 4
State Street

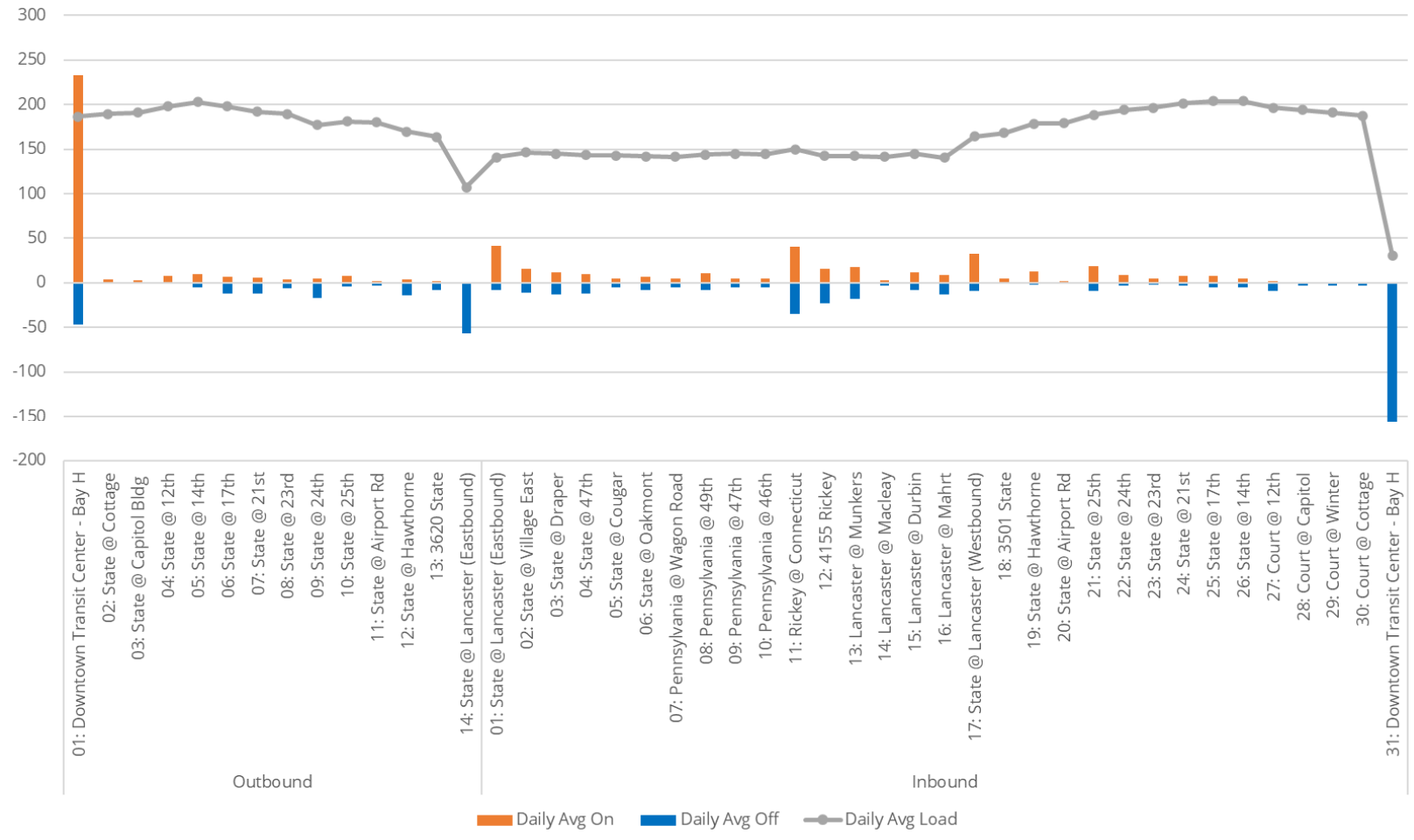
Strengths

- With 21 boardings per revenue hour on weekdays, Route 4 exceeds the corridor route weekday productivity target of 20 boardings per revenue hour.
- Route 4 has strong on-time performance, with 94% of all buses leaving on time.
- Route 4 terminates in a large one-way loop, with several high-ridership stops in the loop portion of the route, including Houck Middle School and transfer points with Route 11 on Lancaster Drive. The high ridership stops in the loop might indicate that there may be demand for more service on the east side.

Opportunities

- Routes 4 and 6 duplicate each other on State Street. Buses leaving the Downtown Transit Center run back to back on this segment. Route 4 has higher ridership on the duplicated segment.
- Ridership during weekday peak hours suggests that frequency improvements may be considered on this route.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 7
Mission Street

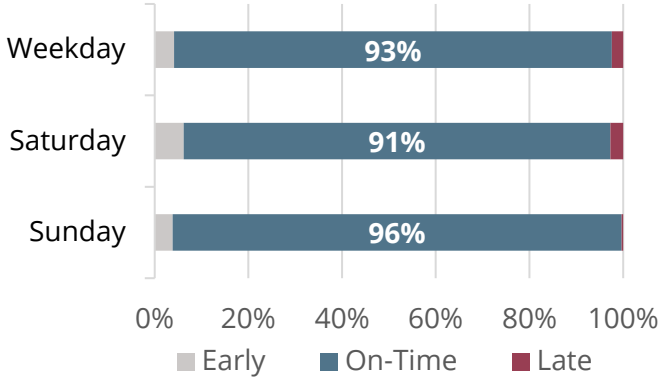
Route 7 travels from the Downtown Transit Center southeast along Mission Street SE and Highway 22/99E. It operates daily with 30-minute headways.

Ridership

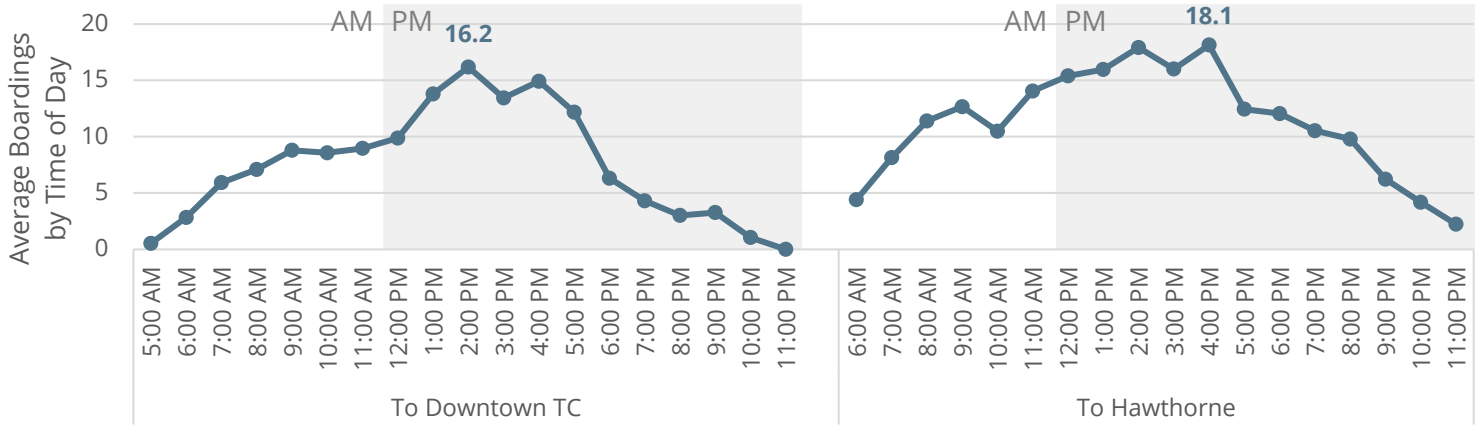
Average Daily Boardings	
Day	Count
Weekday	271
Saturday	179
Sunday	108

Average Boardings per Revenue Hour	
Day	Count
Weekday	11
Saturday	12
Sunday	9

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

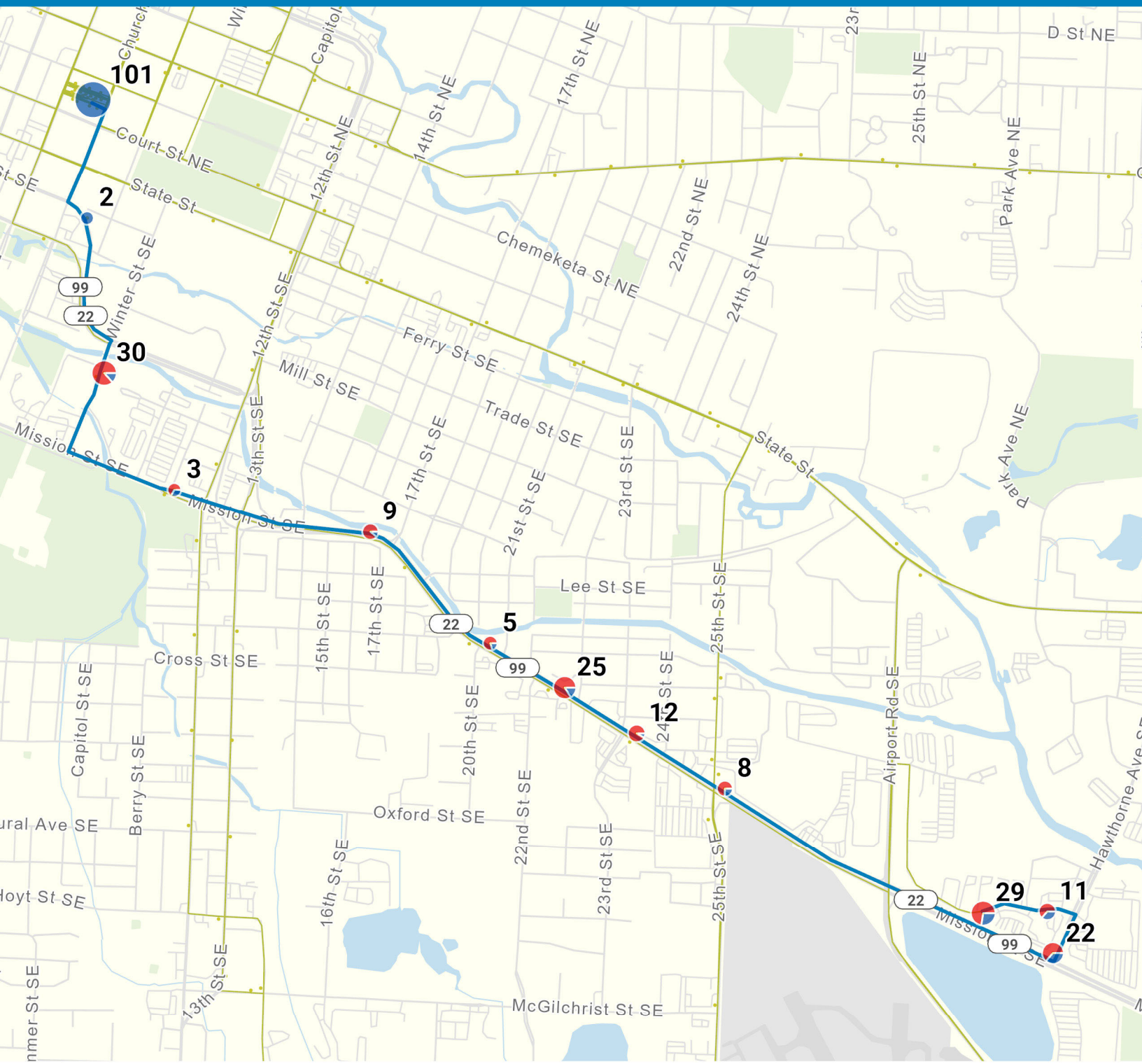
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	30	2	5:43 AM–11:13 PM
Saturday	30	1	6:43 AM–9:13 PM
Sunday	30	1	7:43 AM–8:13 PM

Top Boarding Locations
Downtown Transit Center - Bay G
Winter @ Salem Hospital
Mission @ Ford
3000 Ryan Dr
Hawthorne @ Mission

Source: October 2025

CHERRIOTS Local

Route 7
Mission Street



To Downtown TC

Daily Boardings

Daily Alightings

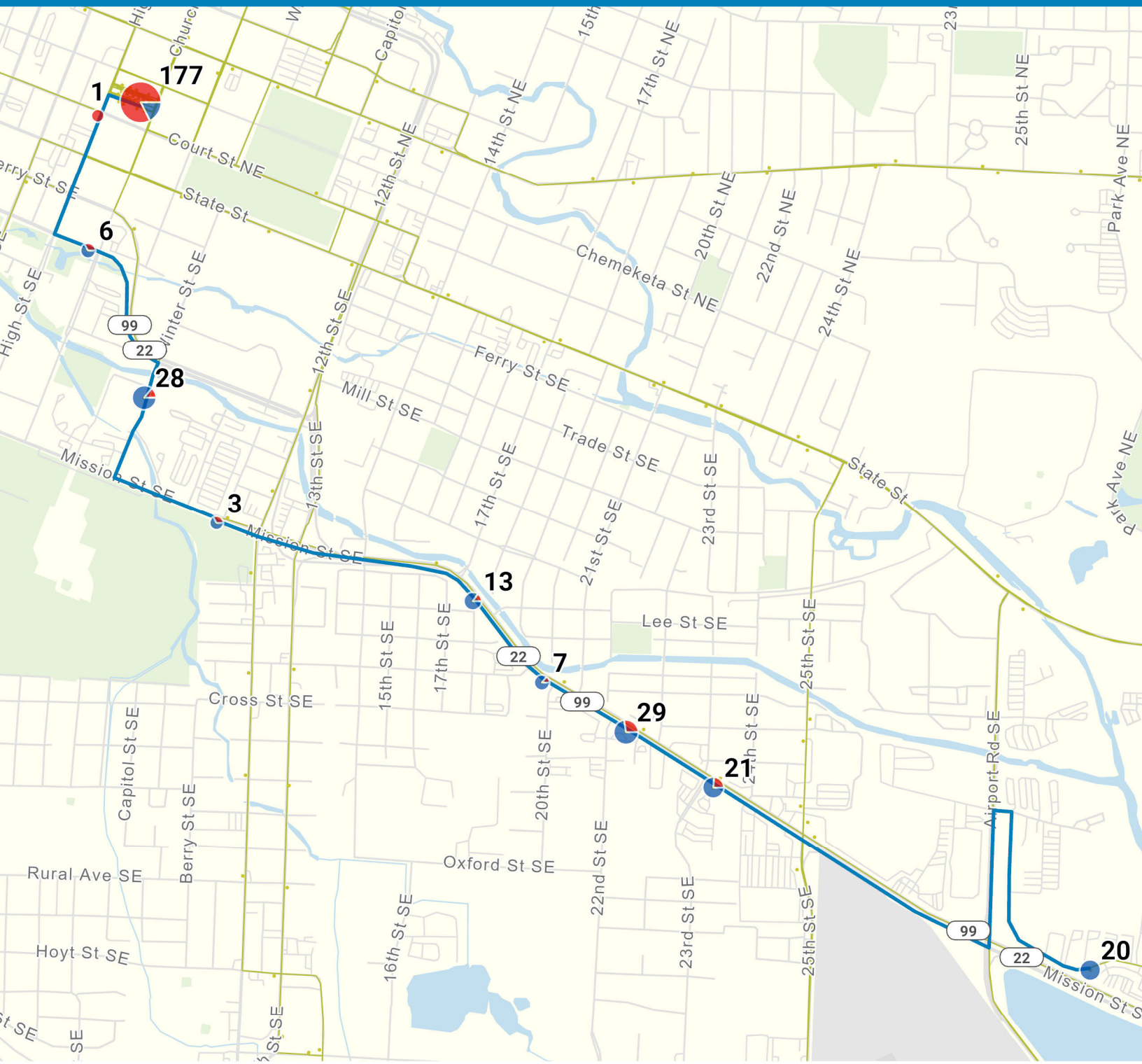
Ridership < 1

0 0.25 Miles

Average Weekday Activity

CHERRIOTS Local

Route 7
Mission Street



To Hawthorne

Daily Boardings

Daily Alightings

Ridership < 1

0 0.25 Miles

Average Weekday Activity

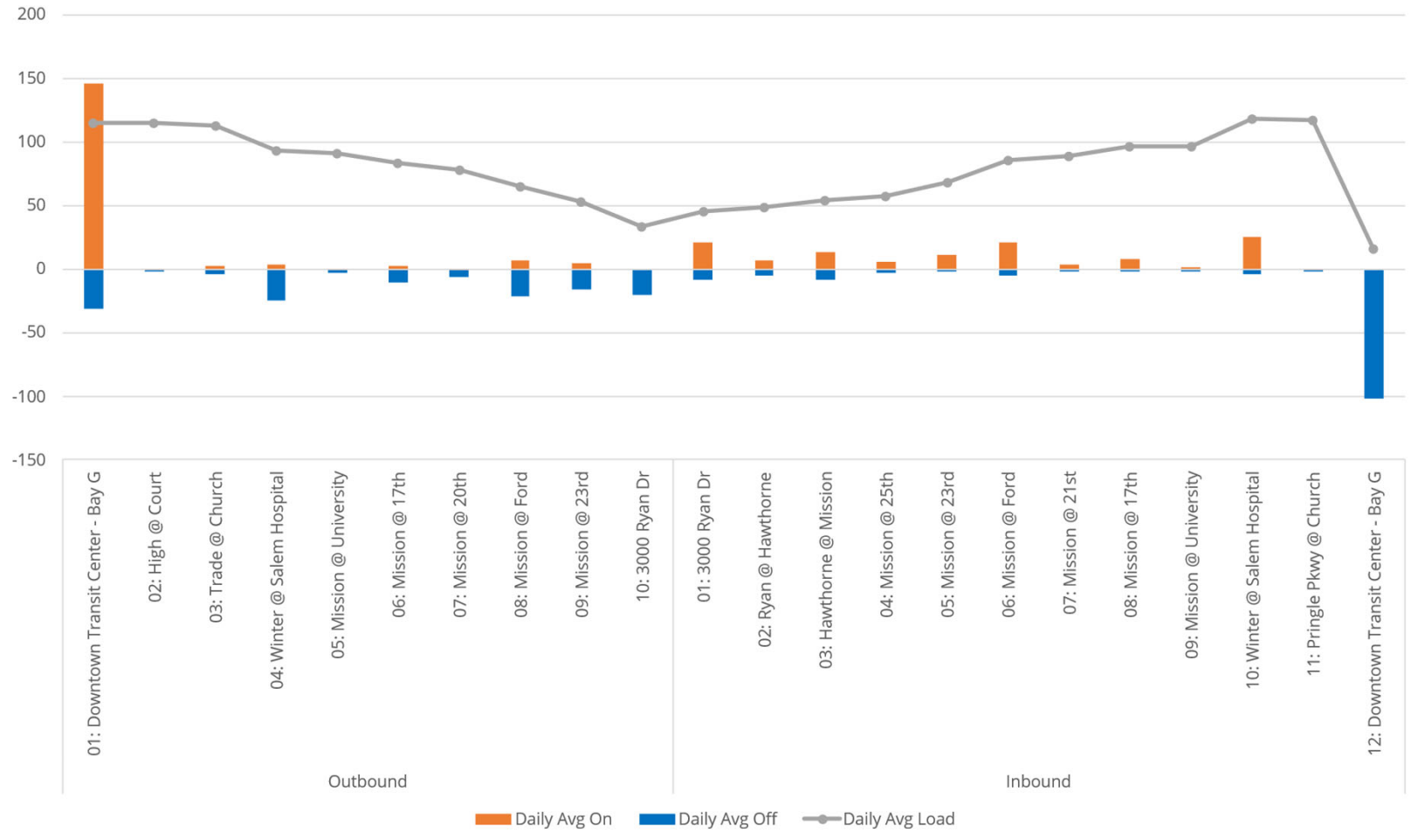
CHERRIOTS Local

Route 7
Mission Street

Strengths
- With 11.1 boardings per revenue hour on weekdays, Route 7 exceeds the weekday coverage route productivity standard of 10 boardings per revenue hour.

Opportunities
- The route comes close to Walmart but does not serve it due to the challenge of turning the bus around closer to Walmart, leaving shoppers with a 0.4 mile walk from the closest bus stop across Highway 22/99E and down a pedestrian path.
- The weekday 11 am to 6 pm schedule is inefficient as travel times have increased, requiring 2 buses instead of 1. Travel times are over 25 minutes in each direction during this time.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 9
Cherry/River Road

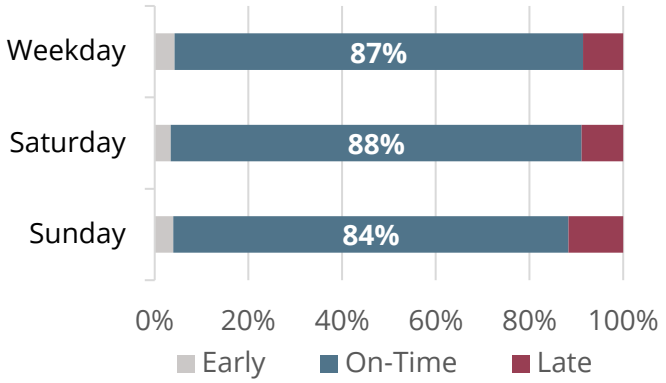
Route 9 travels north from the Downtown Transit Center along Broadway Street, Cherry Avenue, and River Road and serves the Cherriots garage and operations headquarters located on Del Webb Avenue. It runs every 30 minutes on weekdays and every 60 minutes on Saturdays and Sundays.

Ridership

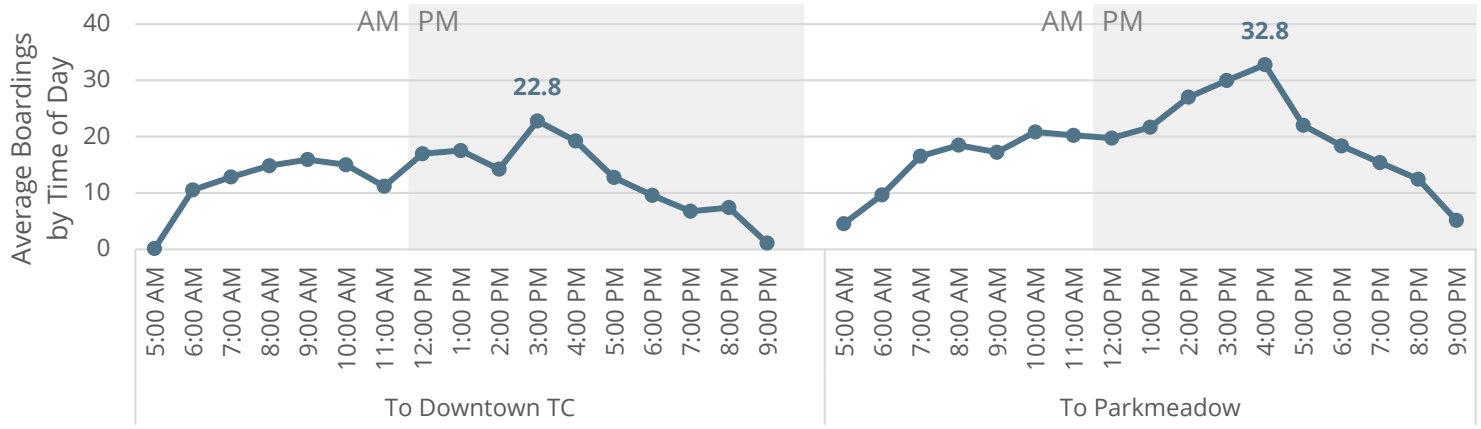
Average Daily Boardings	
Day	Count
Weekday	442
Saturday	200
Sunday	185

Average Boardings per Revenue Hour	
Day	Count
Weekday	14
Saturday	13
Sunday	14

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

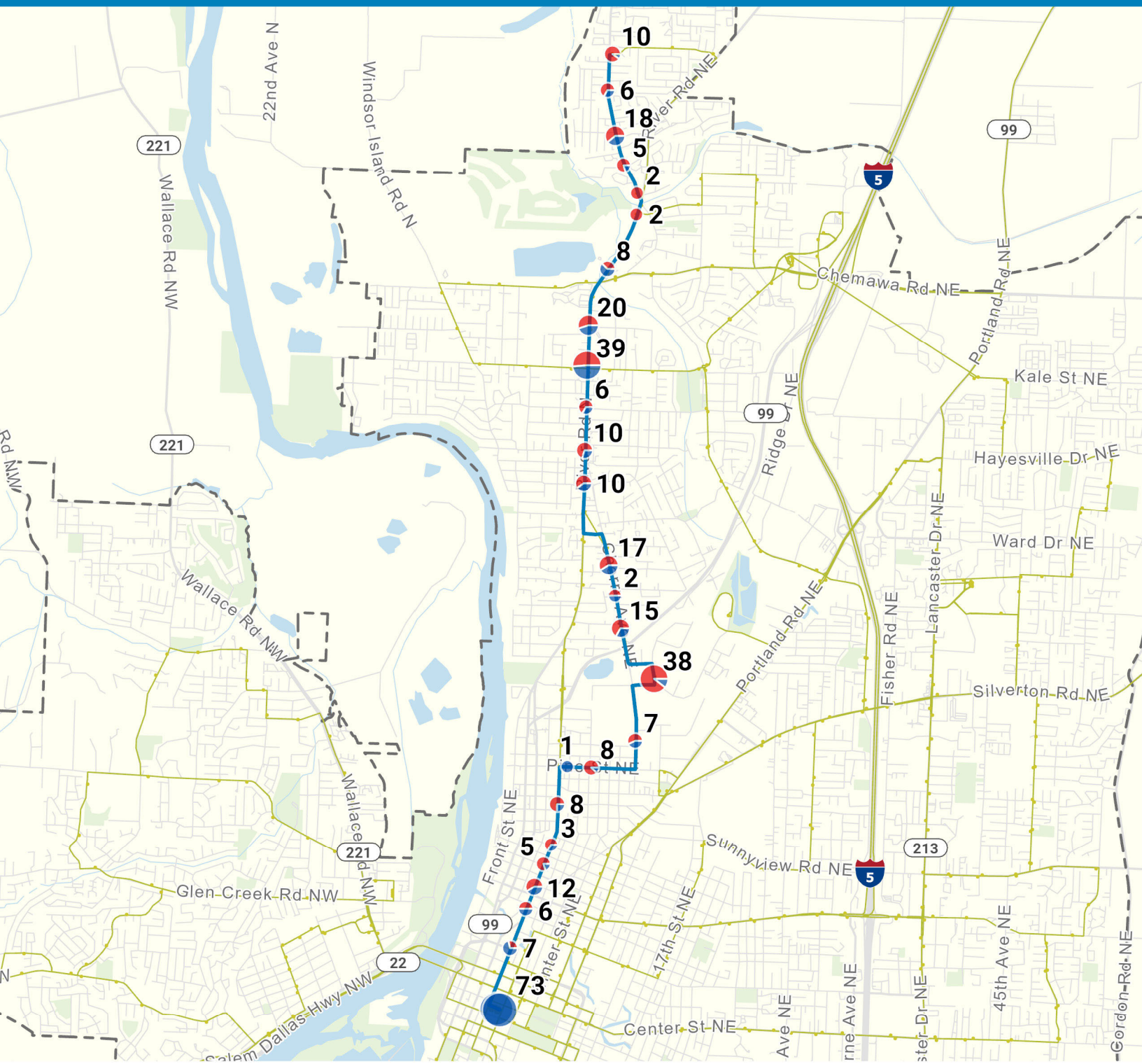
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	30	2	5:46 AM–9:29 PM
Saturday	60	1	6:16 AM–9:29 PM
Sunday	60	1	7:15 AM–8:29 PM

Top Boarding Locations
Downtown Transit Center - Bay Q
Del Webb @ Salem Industrial
River Rd @ Chemawa (southbound)
River Rd @ Chemawa (northbound)
River Rd @ Northrup

Source: October 2025

CHERRIOTS Local

Route 9
Cherry/River Road



To Downtown TC

Daily Boardings

Daily Alightings

○ Ridership < 1

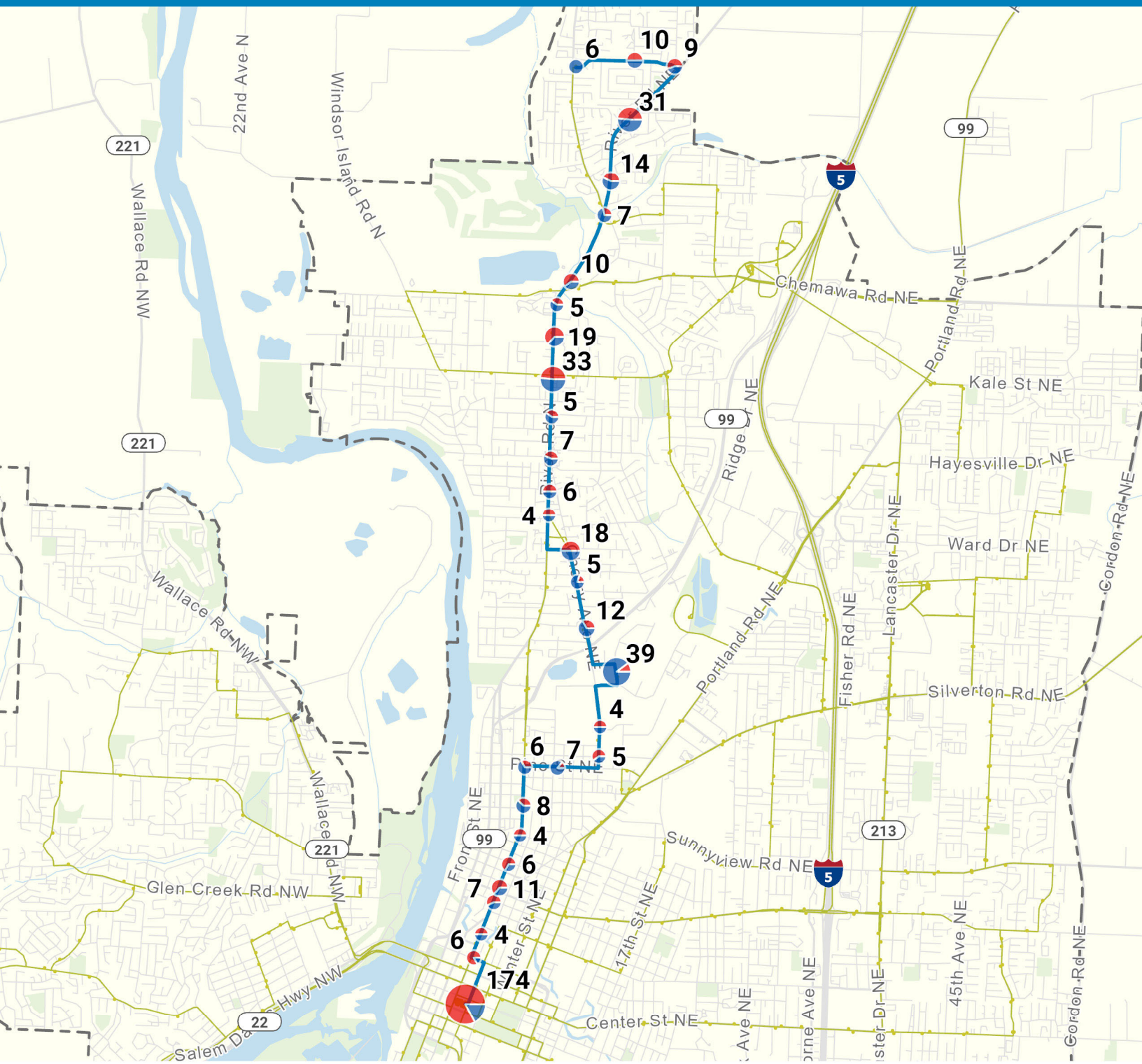
0 0.9 Miles

Average Weekday Activity

CHERRIOTS Local

Route 9

Cherry/River Road



To Parkmeadow

Daily Boardings

Daily Alightings

Ridership < 1

0 1 Miles

Average Weekday Activity

CHERRIOTS Local

Route 9
Cherry/River Road

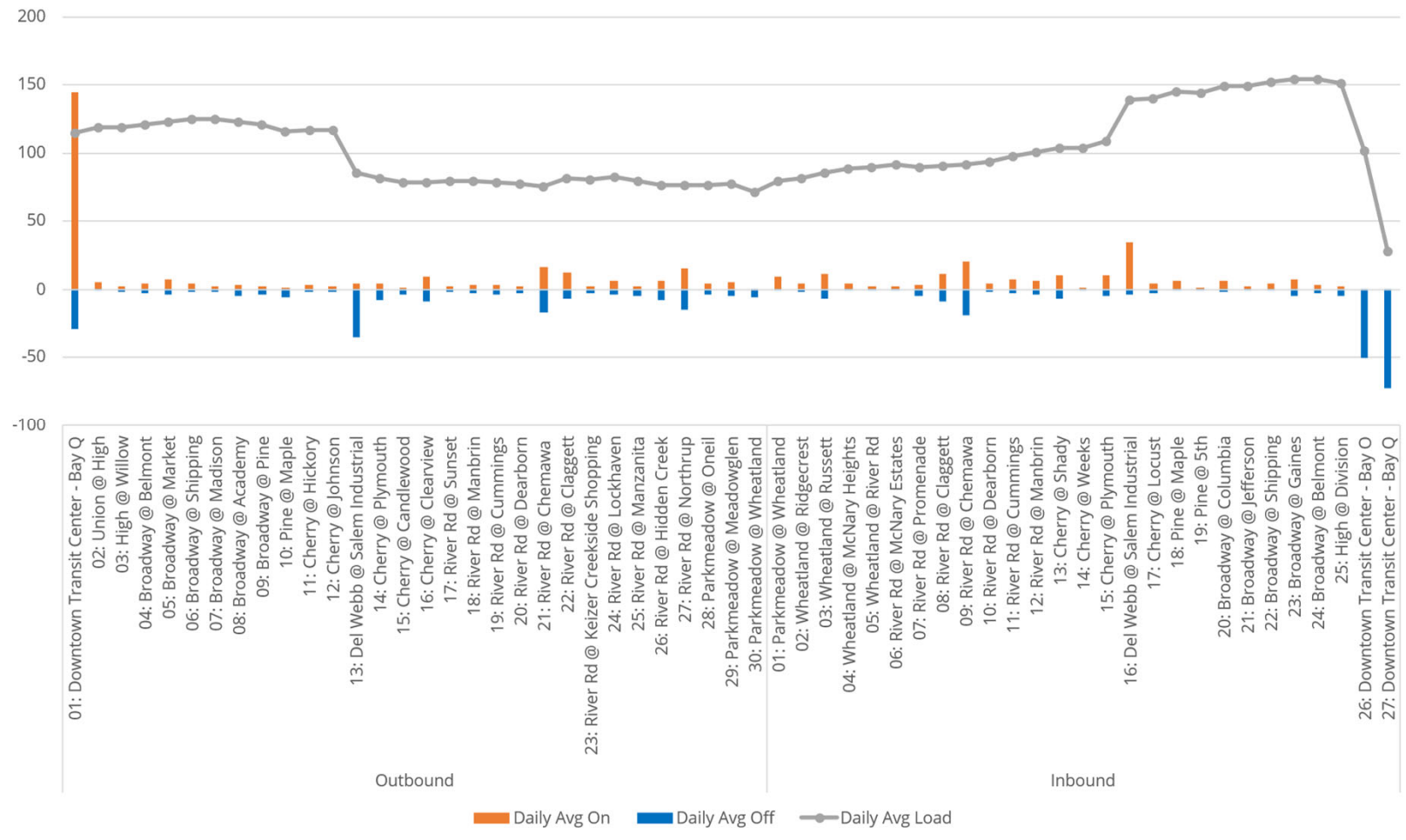
Strengths

- Route 9 is a mostly linear route that supplements service on Route 19.
- The route provides an important connection from downtown Salem to the Cherriots garage and operations headquarters.

Opportunities

- Route 9 has the third lowest productivity of any corridor route, with 14.4 riders/revenue hour compared to a target of 20 riders/revenue hour.
- On-time departures meet standards on weekdays (87%) and Saturdays (88%) but not Sundays (84%).
- Route 9 does not have a strong anchor at the north end with a terminal loop through residential neighborhoods. On the River Road portion of the terminal loop, access is particularly limited, as most of the neighborhoods are oriented away from River Road.
- For much of the route, service is duplicated with Route 19. Stop-level ridership is generally low at stops shared with Route 19.

Average Weekday Passenger Loads



CHERRIOTS Local

Route 13
Silverton Road

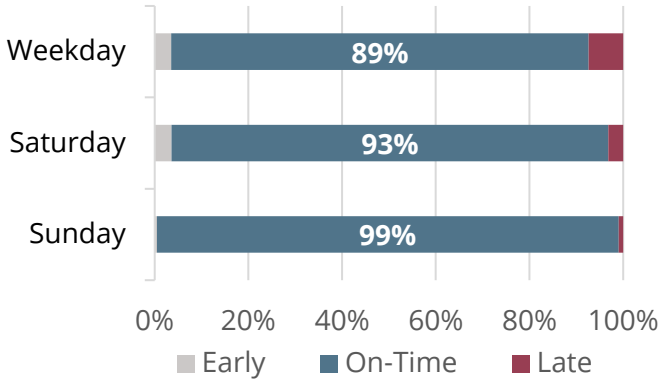
Route 13 connects the Downtown Transit Center with Chemeketa Community College via the Capitol Street NE / Sumner Street NE couplet, Silverton Road NE and Lancaster Drive. It operates daily with 30-minute headways on weekdays and 60-minute headways on Saturdays and Sundays.

Ridership

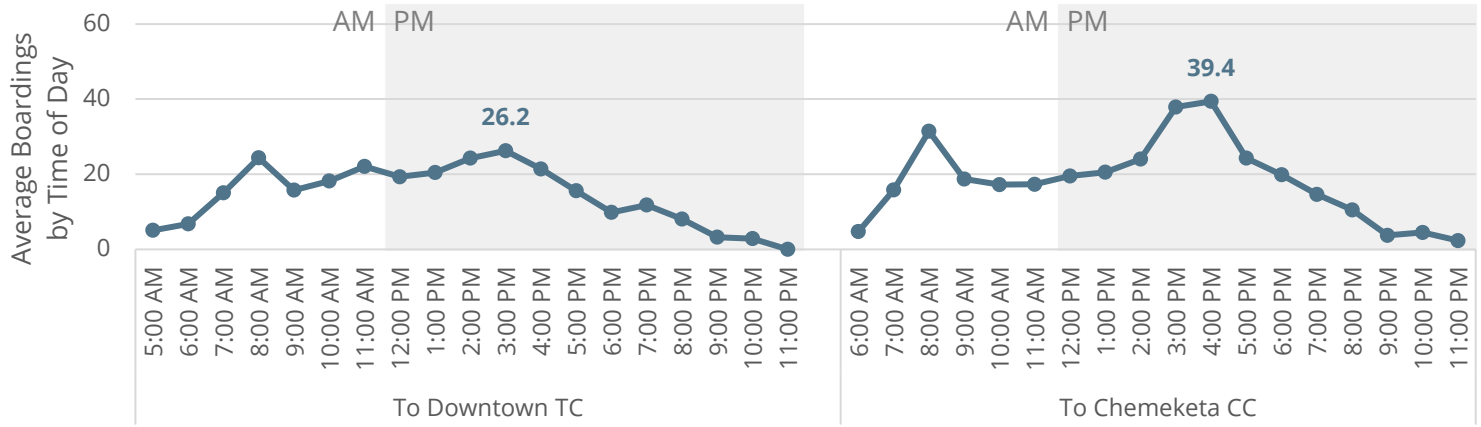
Average Daily Boardings	
Day	Count
Weekday	530
Saturday	205
Sunday	160

Average Boardings per Revenue Hour	
Day	Count
Weekday	16
Saturday	15
Sunday	13

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

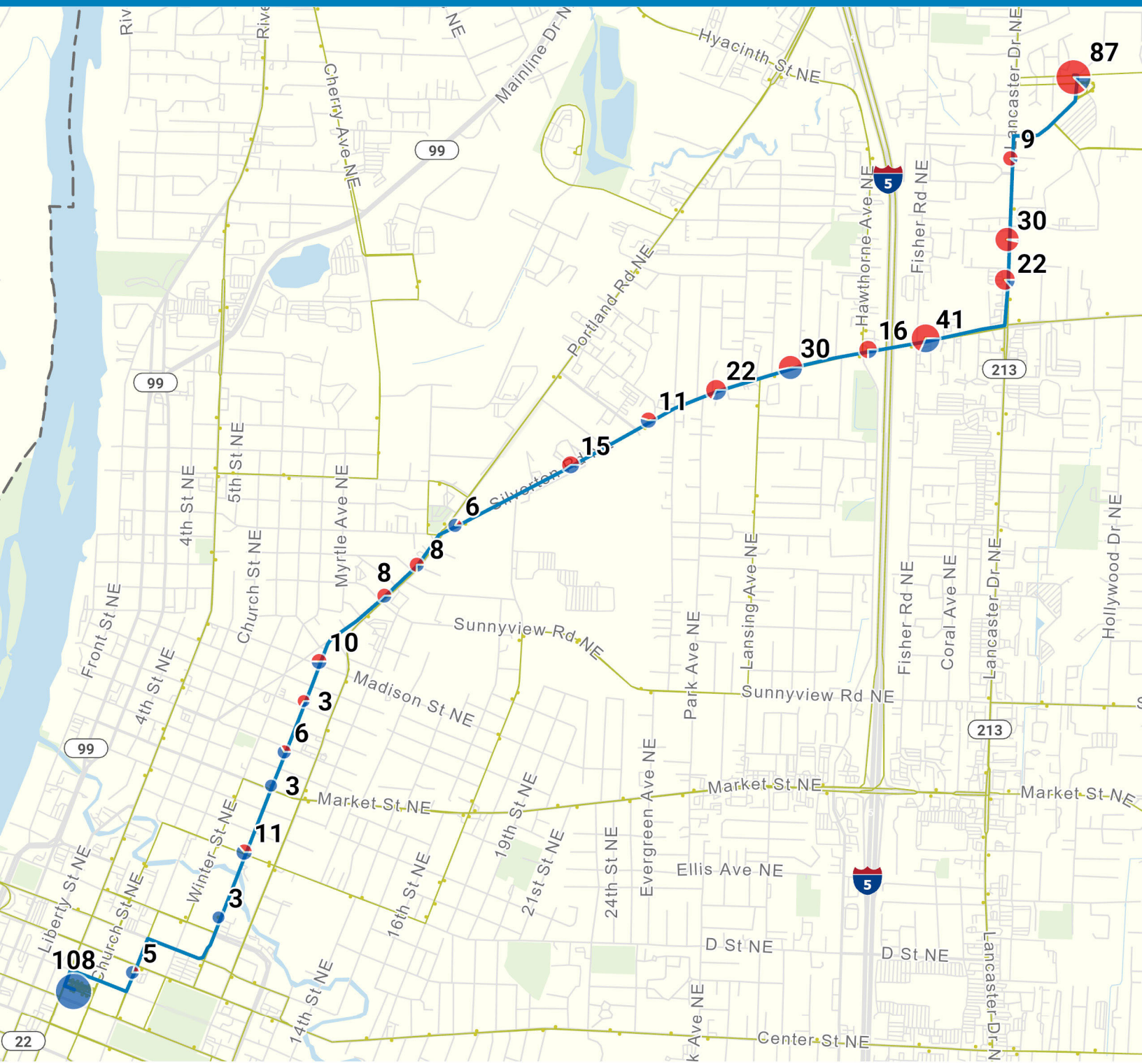
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	30	2	5:42 AM–11:17 PM
Saturday	60	1	6:57 AM–8:47 PM
Sunday	60	1	7:27 AM–8:17 PM

Top Boarding Locations
Downtown Transit Center - Bay B
Chemeketa College - Bldg 2 - Bay E
Lancaster @ Winema
Silverton Rd @ Fisher
Silverton Rd @ 30th

Source: October 2025

CHERRIOTS Local

Route 13
Silverton Road



To Downtown TC

Daily Boardings

Daily Alightings

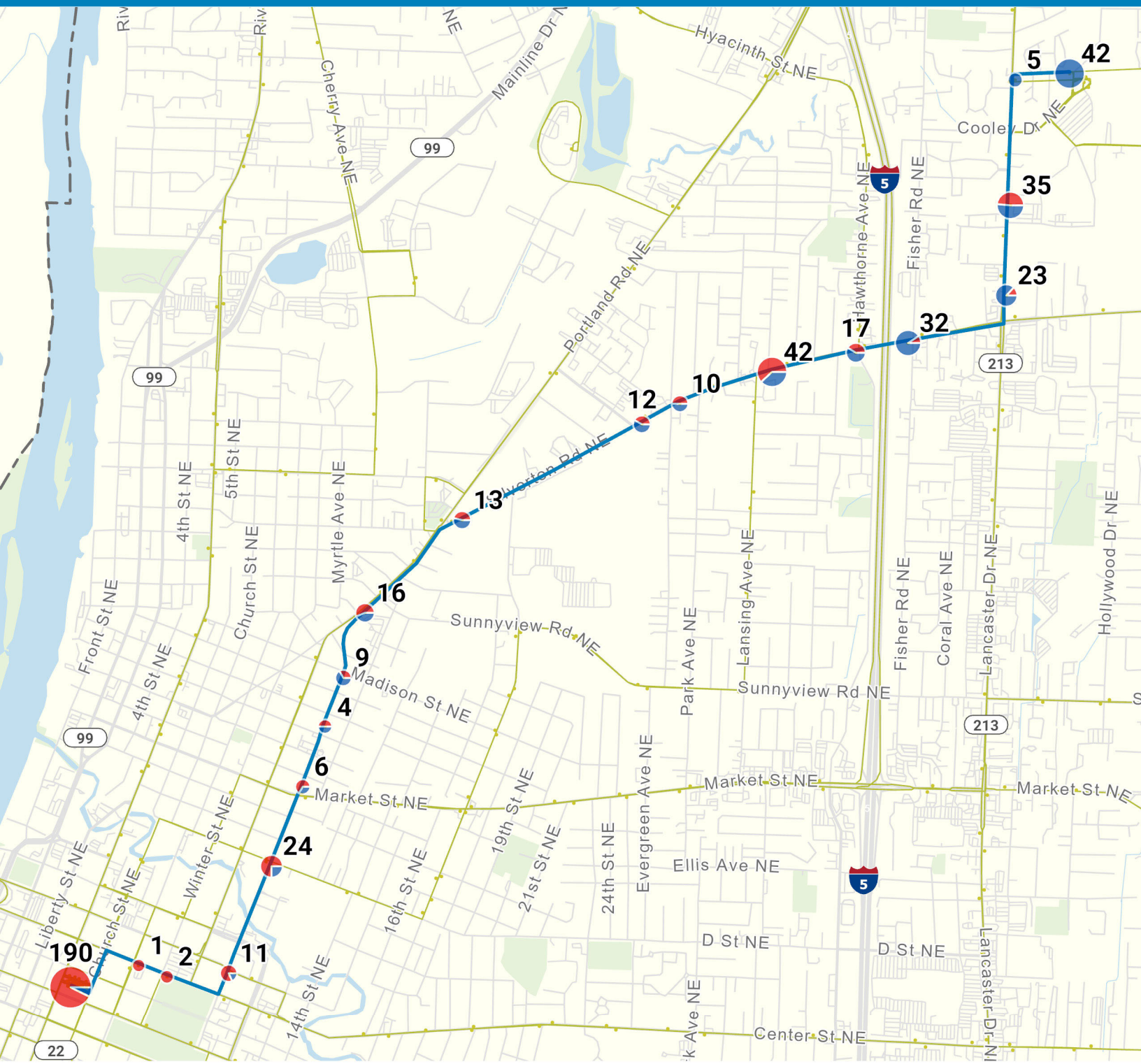
○ Ridership < 1

0 0.4 Miles

Average Weekday Activity

CHERRIOTS Local

Route 13
Silverton Road



To Chemeketa CC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.4 Miles

Average Weekday Activity

CHERRIOTS Local

Route 13
Silverton Road

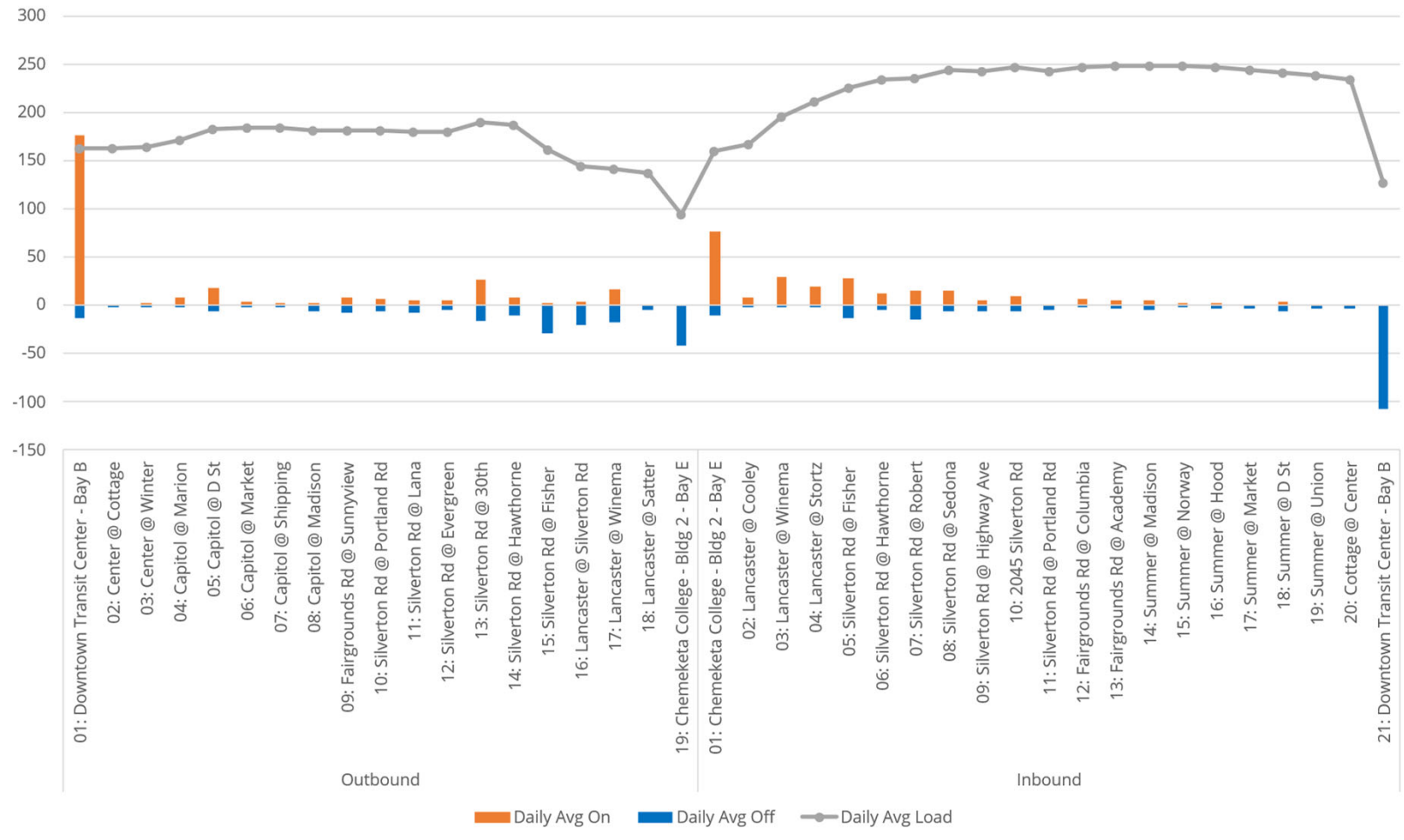
Strengths

- Route 13 has major anchors on either end of the route: Chemeketa Community College and Downtown Transit Center.
- Route 13 meets the on-time performance target for all days, with higher on-time performance on Saturdays and Sundays than on weekends (93% and 99% compared to 89%).

Opportunities

- With 16.5 riders/revenue hour on weekdays, Route 13 does not meet the weekday productivity target of 20 riders/revenue hour on corridor routes.
- The southern portion of the route travels on one-way residential streets, and stretches of Silverton Road have few destinations and limited pedestrian infrastructure. Stop-level ridership is low on these sections of the route.
- Routes 3 and 13 are designed to offer 15-minute weekday service on Capital and Summer Streets. However, they have different departure bays at the Downtown Transit Center that are not adjacent to each other.

Weekday Passenger Loads



CHERRIOTS Local

Route 14
Windsor Island Road

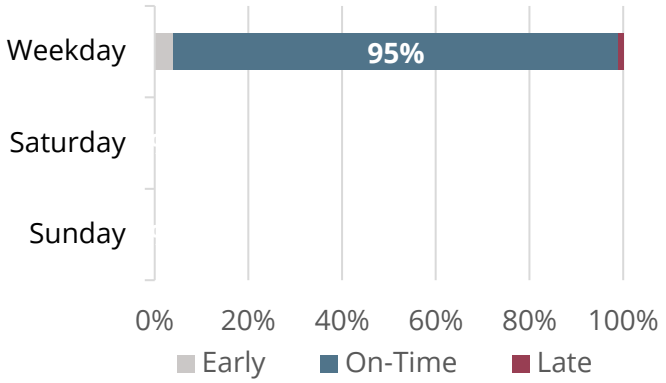
Route 14 is a one-way loop starting and ending in at the Keizer Transit Center serving Keizer via Lockhaven Drive N, Windsor Island Road N, and Chemawa Road NE. It runs Monday through Friday with 30-minute headways.

Ridership

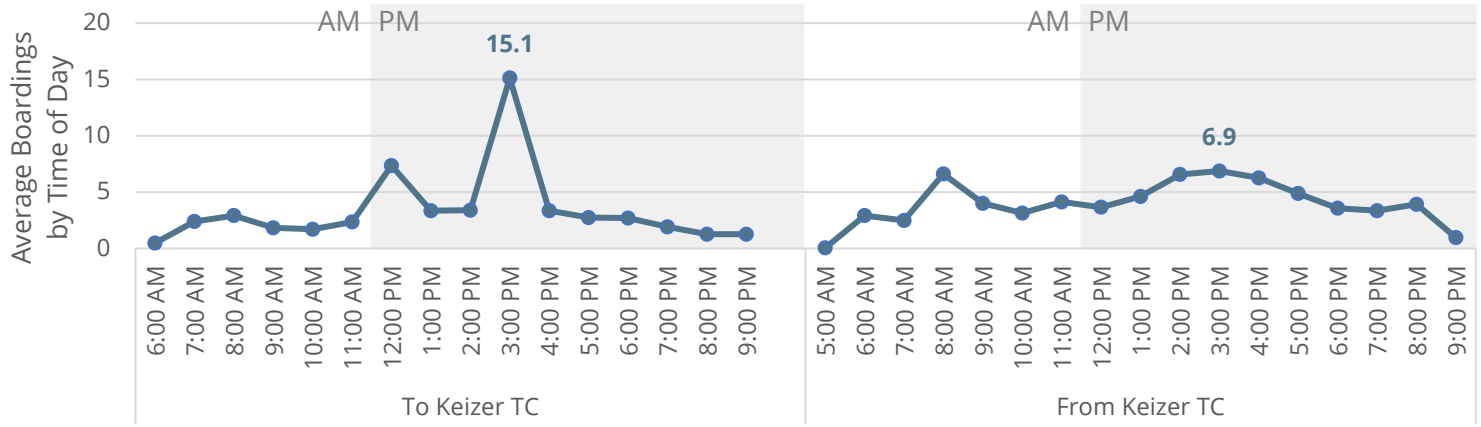
Average Daily Boardings	
Day	Count
Weekday	142
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	9
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

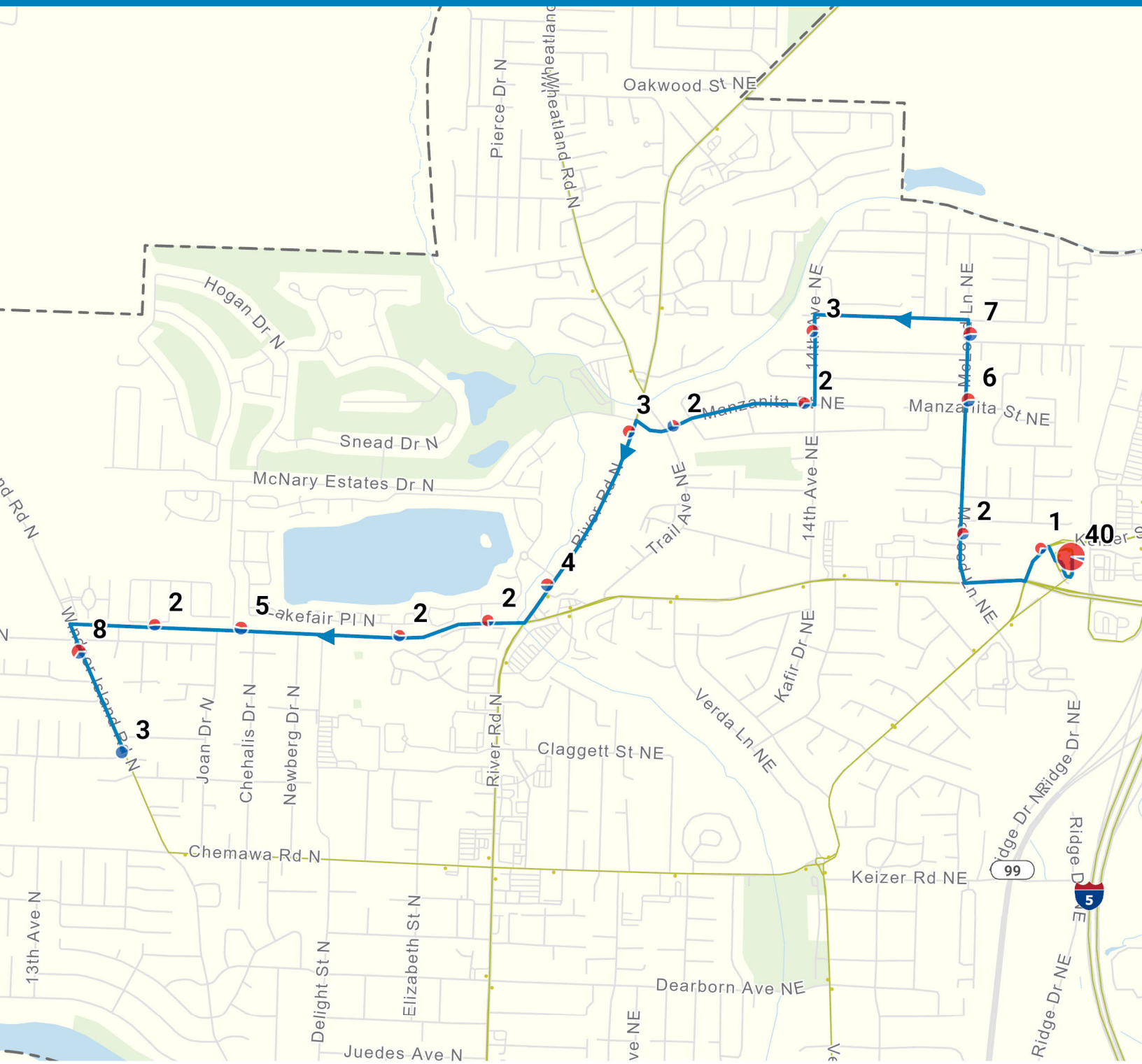
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	30	1	6:00 AM–9:22 PM
Saturday	No service		
Sunday	No service		

Top Boarding Locations
Keizer Transit Center - Bay D
Chemawa @ Delight
Windsor Island @ Willow Lake
Chemawa @ Shoreline
Ulali @ Keizer Station Blvd

Source: October 2025

CHERRIOTS Local

Route 14
Windsor Island Road



To Keizer TC

Daily Boardings

Daily Alightings

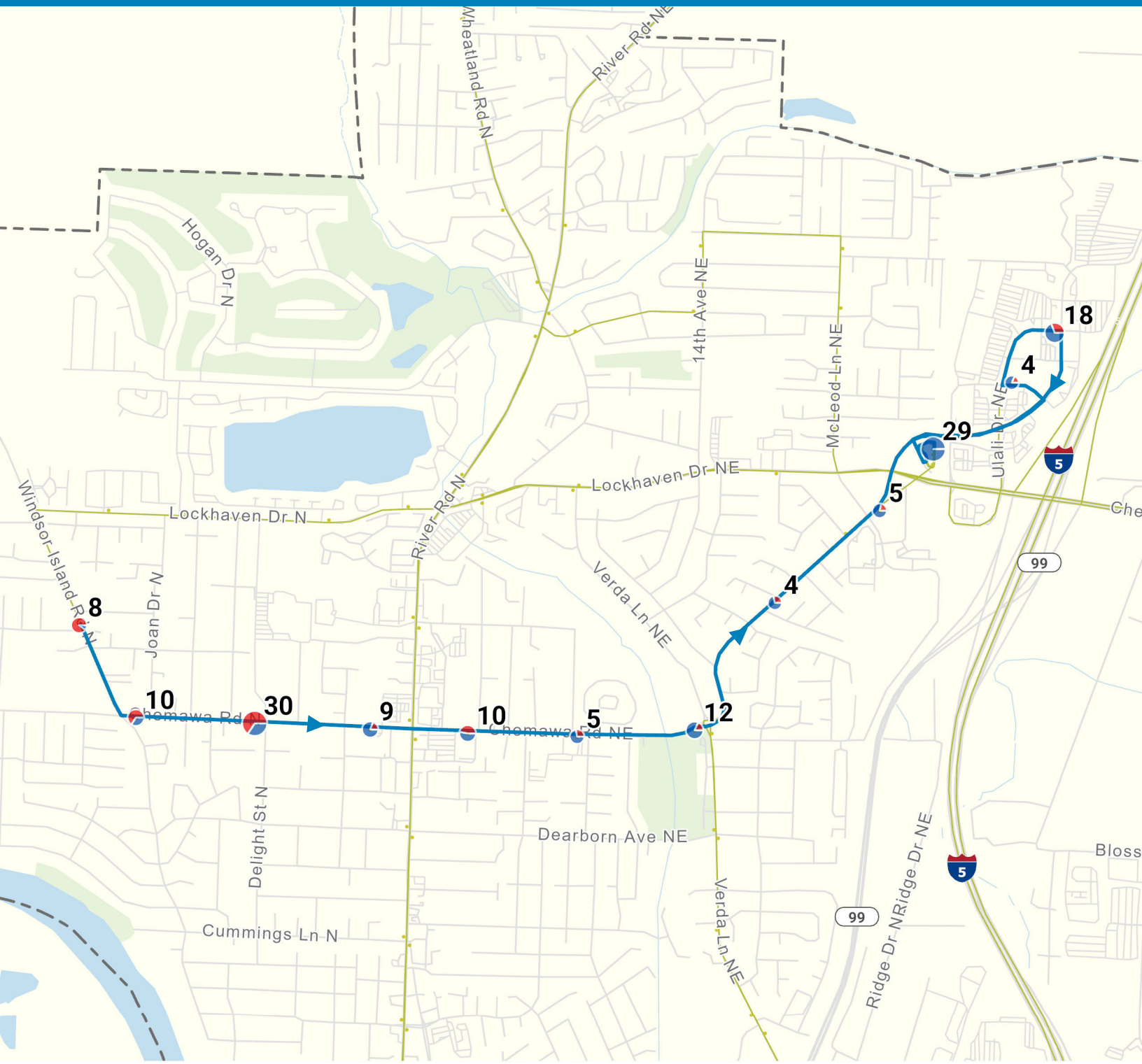
○ Ridership < 1

0 0.3 Miles

Average Weekday Activity

CHERRIOTS Local

Route 14
Windsor Island Road



To Keizer TC

Daily Boardings

Daily Alightings

○ Ridership < 1

0 0.35 Miles

Average Weekday Activity

CHERRIOTS Local

Route 14
Windsor Island Road

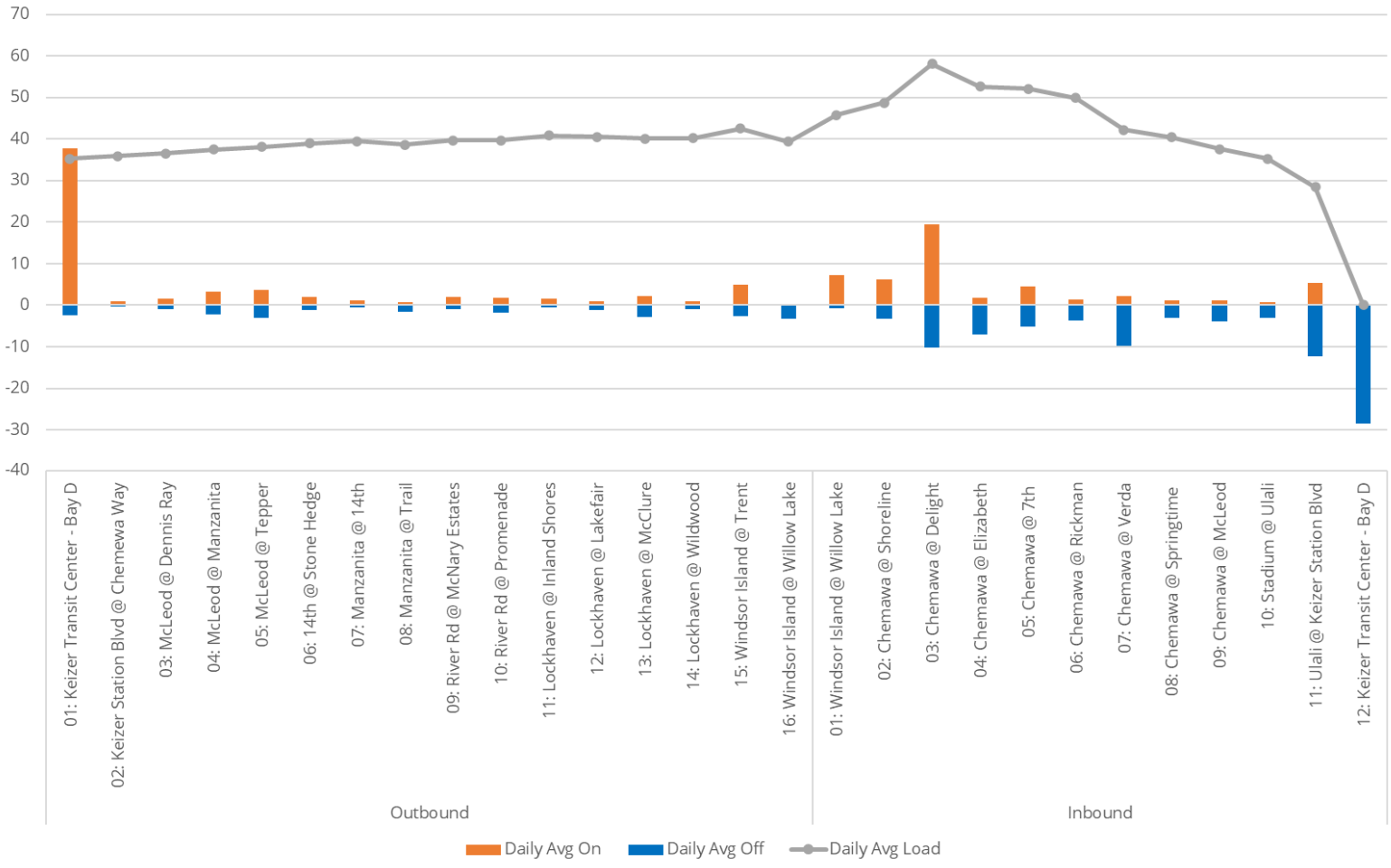
Strengths

- Route 14 has strong on-time performance, with 95% of buses leaving on time.
- Route 14 serves McNary High School. The stop south of McNary High School is the highest ridership stop on the route.

Opportunities

- With 9.3 riders per revenue hour on weekdays, Route 14 is close to meeting the coverage route productivity target (10 riders/revenue hour).
- Like Routes 11 and 19, Route 14 only serves Keizer Station in one direction. Route 14 serves Keizer Station as the bus is returning to Keizer Transit Center. Passengers continuing their trip from Keizer Station must wait through the layover at the transit center.
- Route 14 duplicates Route 11 on the portion of Chemawa Road to Keizer Transit Center.
- The service frequency on this route is not commensurate with demand, except at certain times of the day, especially in the afternoon when McNary High School lets out.

Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 6
Fairview Industrial

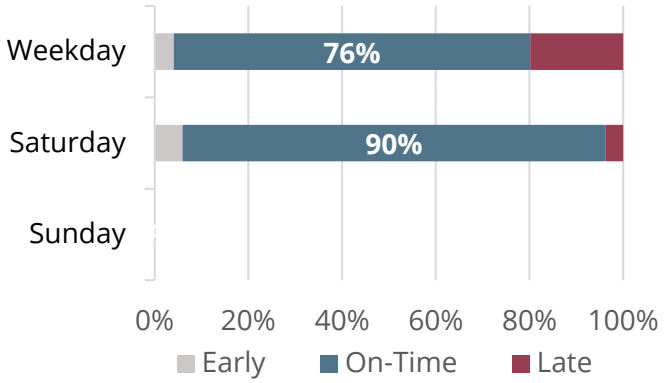
Route 6 connects the Downtown Transit Center with the Fairview Industrial Area in south Salem via an indirect route that also serves Walmart, Costco, and Safeway. It runs once an hour Monday through Saturday. Route 6 is interlined with Route 16.

Ridership

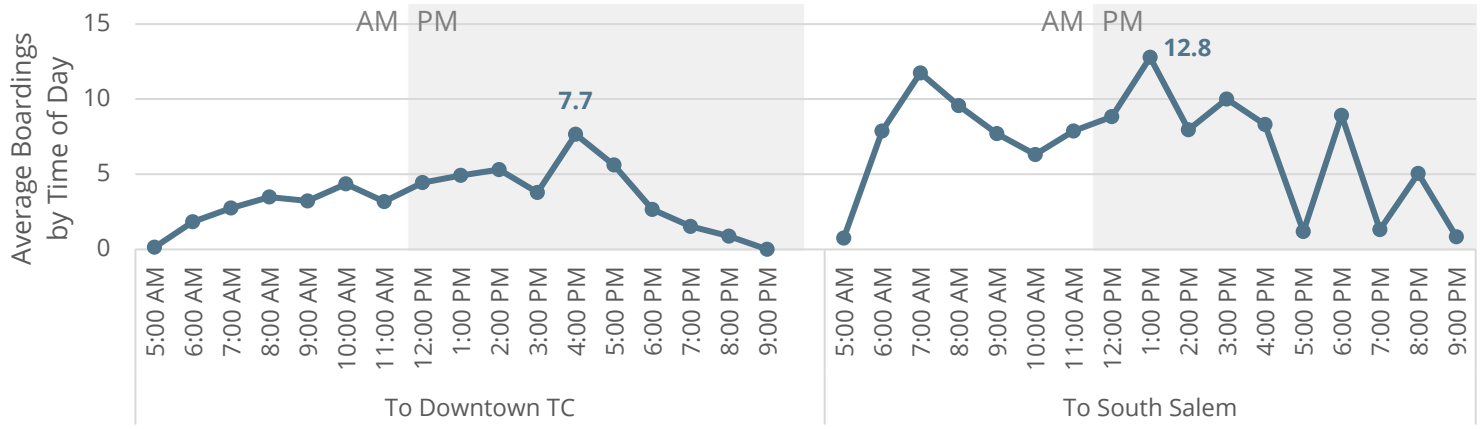
Average Daily Boardings	
Day	Count
Weekday	193
Saturday	107
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	9
Saturday	5
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

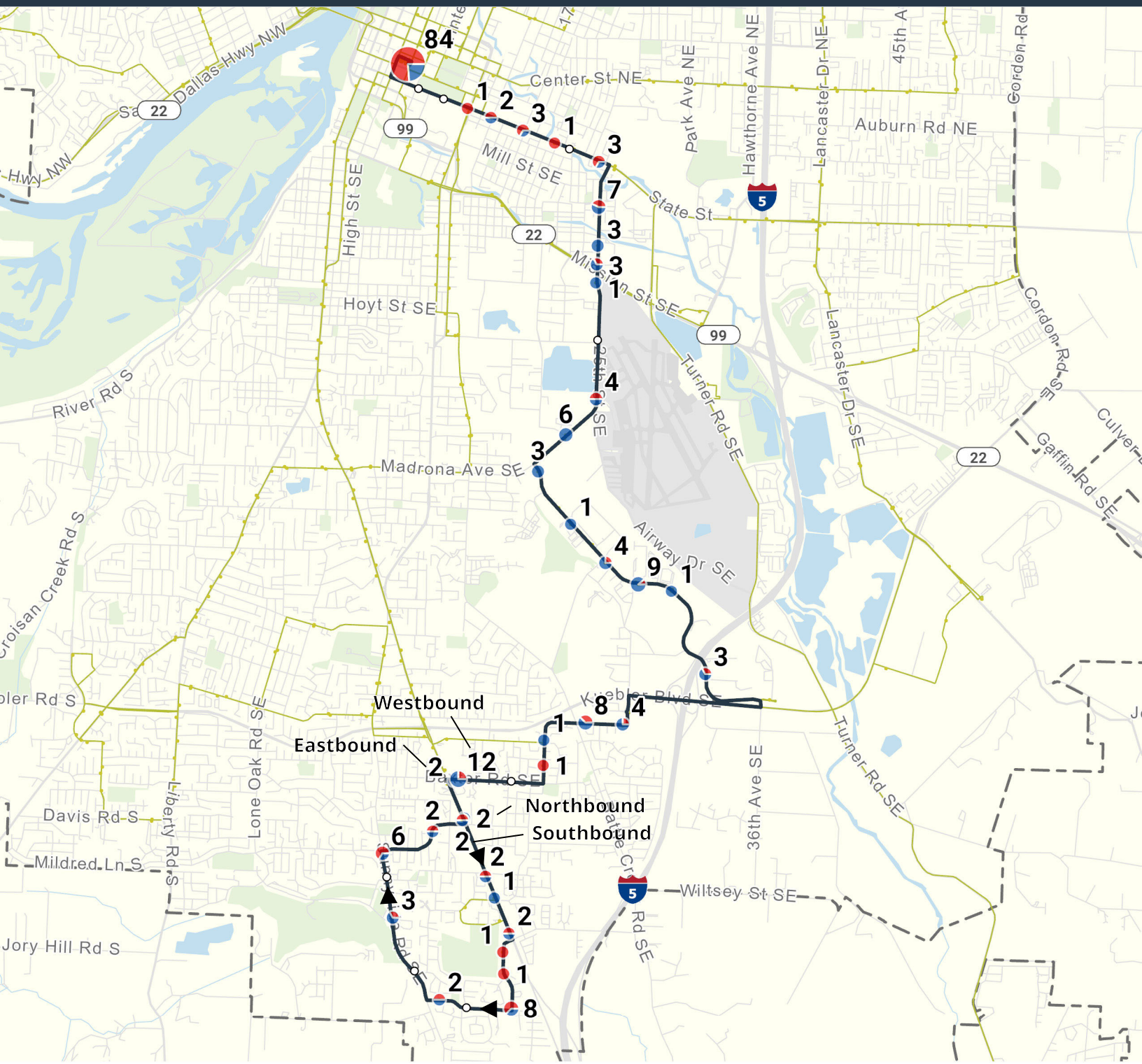
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	2	5:30 AM–9:38 PM
Saturday	60	2	6:24 AM–9:38 PM
Sunday	No service		

Top Boarding Locations
Downtown Transit Center - Bay E
Fairview Industrial @ 27th
25th @ Lee
Fairway @ Rees Hill
Baxter @ Commercial

Source: October 2025

CHERRIOTS Local

Route 6
Fairview Industrial



To South Salem

Daily Boardings

Daily Alightings

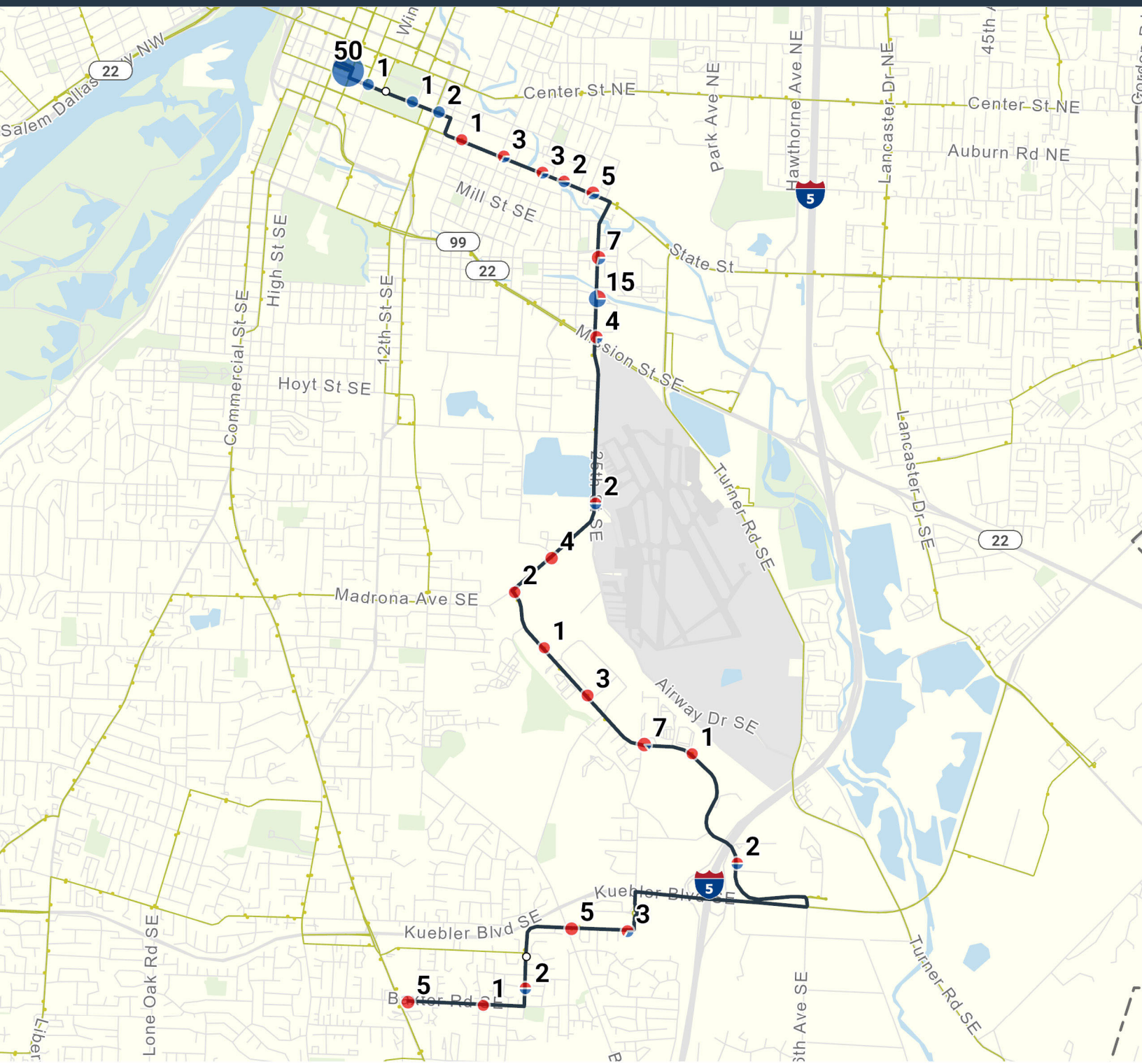
Ridership < 1

0 1 Miles

Average Weekday Activity

CHERRIOTS Local

Route 6
Fairview Industrial



To Downtown TC

Daily Boardings

Daily Alightings

○ Ridership < 1

0 0.7 Miles

Average Weekday Activity

CHERRIOTS Local

Route 6
Fairview Industrial

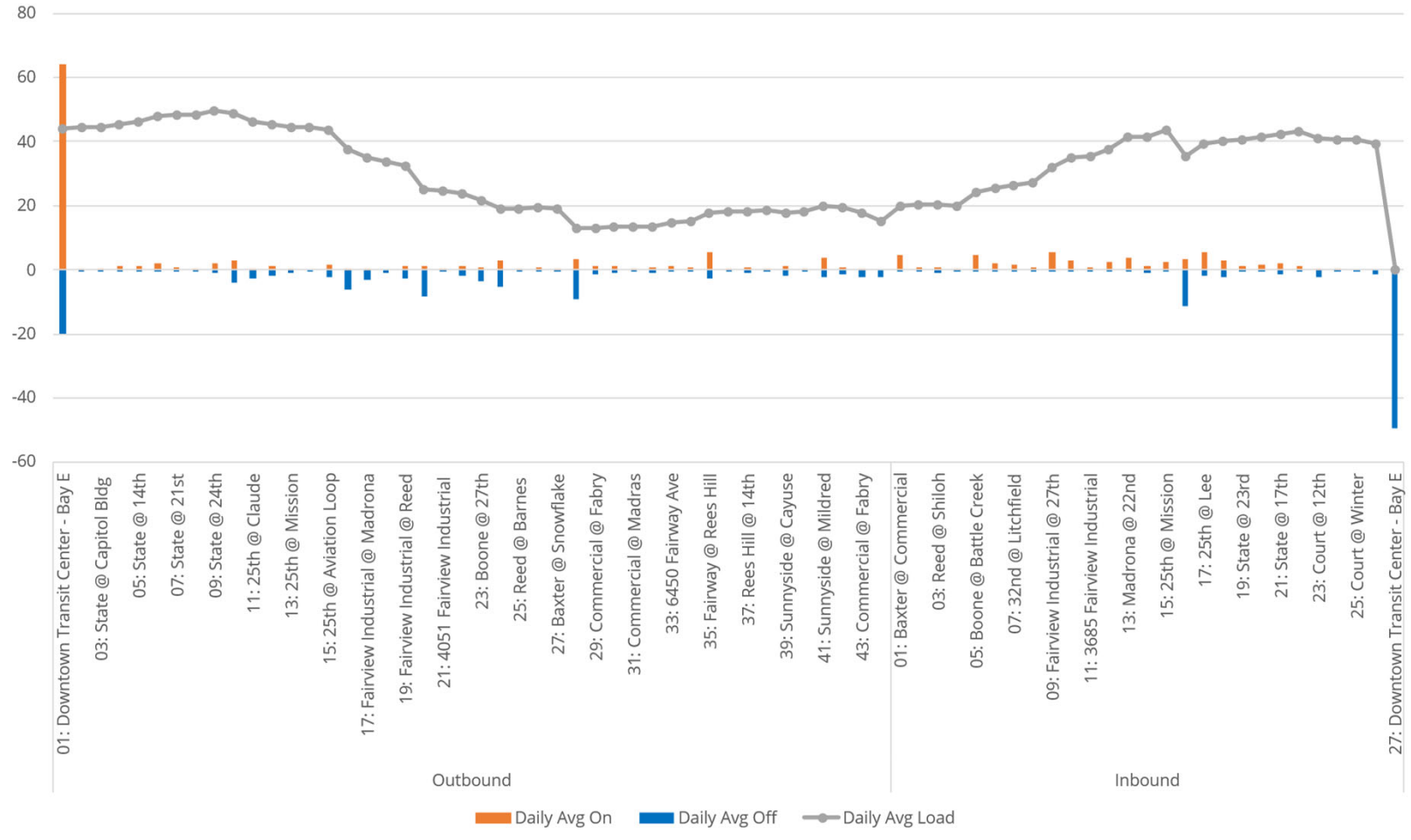
Strengths

- Route 6 provides job access to low-density industrial areas as well as residential coverage to isolated neighborhoods in south Salem.

Opportunities

- With 8.6 riders per weekday on average, Route 6 operates below weekday productivity targets (10 riders/revenue hour for coverage routes).
- Route 6 has the second lowest weekday on-time performance of all local routes, with a fifth of buses departing late, 76% of buses leaving on time, and 4% leaving early. On weekends, on-time performance is substantially better, with 90% of buses departing on time. This indicates that schedules could be adjusted to account for weekday congestion.
- There are few high-ridership stops, including the Walmart on Commercial Street.
- The route ends in a large terminal loop with no anchor destination.
- The 75-minute cycle time requires multiple buses to operate hourly, necessitating an interline with Route 16.

Average Weekday Passenger Loads



CHERRIOTS Local

Route 8
12th/Liberty

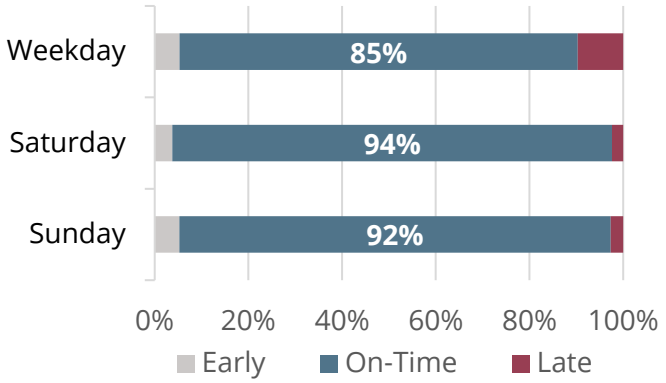
Route 8 connects South Salem to the Downtown Transit Center, with service to multiple schools. It operates hourly seven days a week, with one afternoon trip that deviates to Sprague High School in the afternoon on school days only (to Downtown Transit Center only). On Sundays, Route 8 only operates a shortened alignment between the Downtown Transit Center and Skyline Road at Kuebler Boulevard. Route 8 is interlined with Route 18 on weekdays and Saturdays.

Ridership

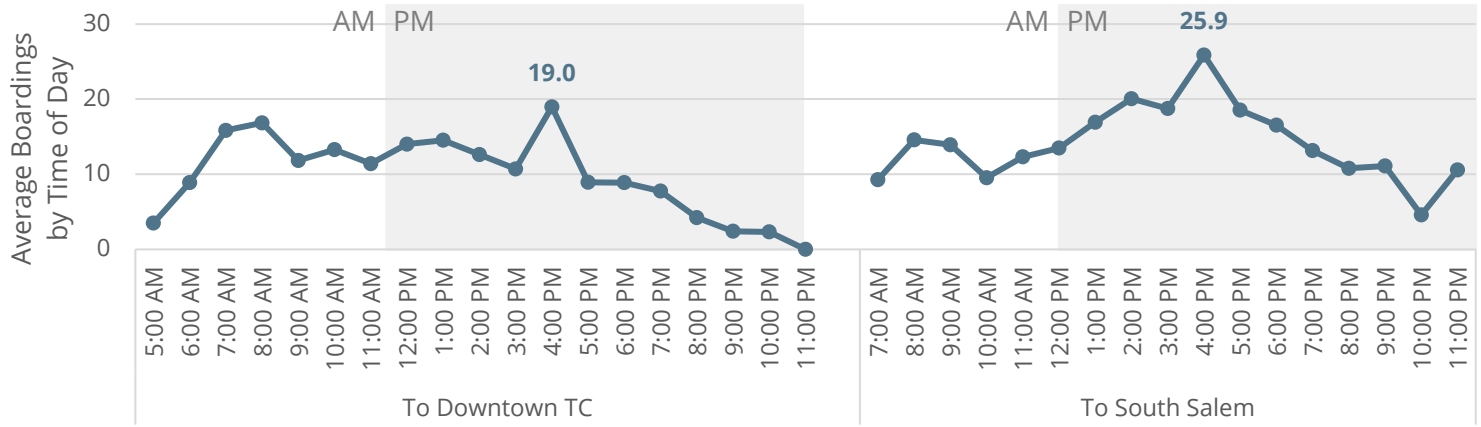
Average Daily Boardings	
Day	Count
Weekday	384
Saturday	220
Sunday	189

Average Boardings per Revenue Hour	
Day	Count
Weekday	15
Saturday	10
Sunday	15

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

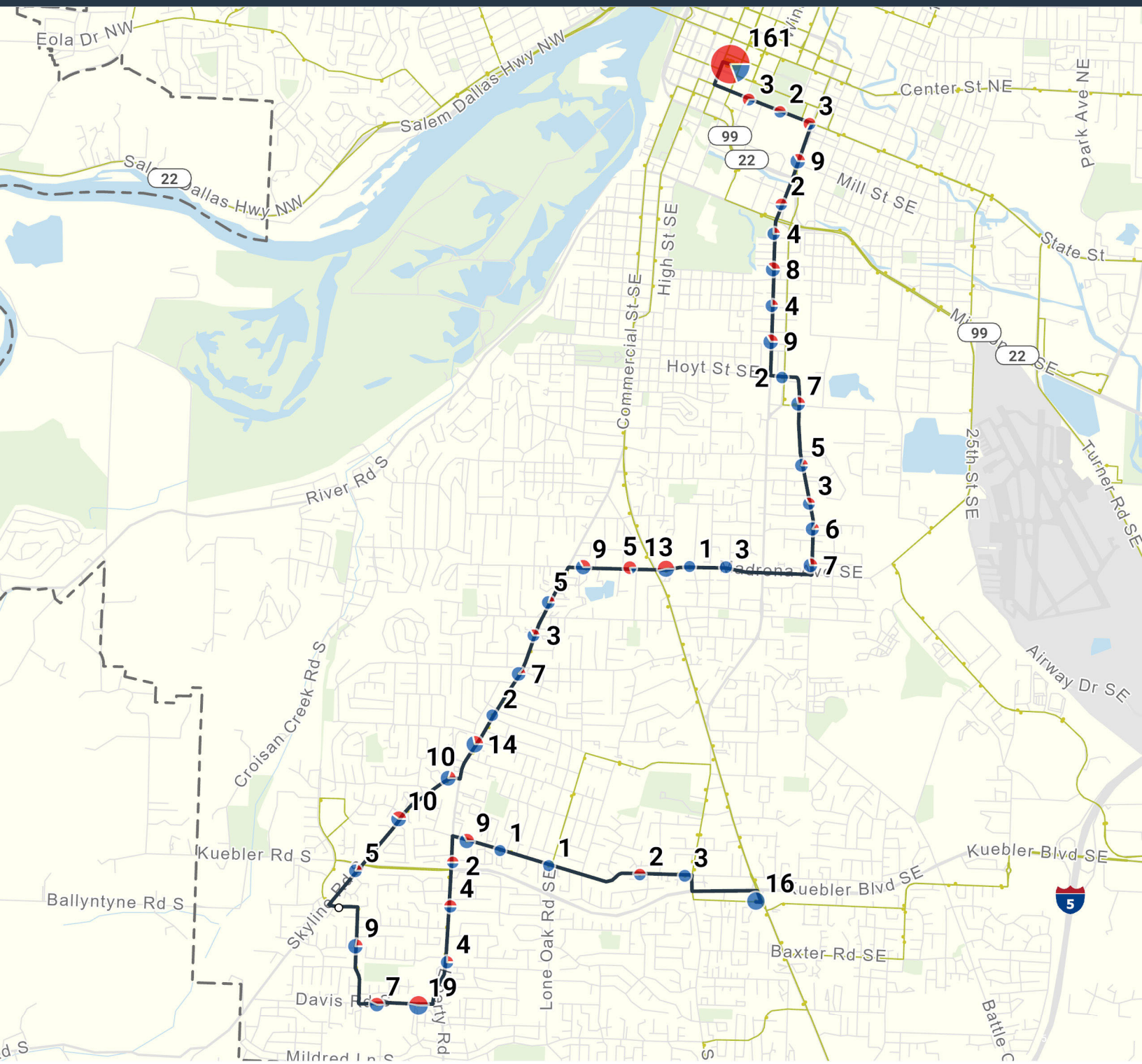
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	1	5:54 AM–11:34 PM
Saturday	60	1	6:41 AM–9:34 PM
Sunday	60	1	7:24 AM–8:24 PM

Top Boarding Locations
Downtown Transit Center - Bay I
Barnes @ Commercial
13th @ Hines
Davis @ Joynak
Skyline @ Joseph

Source: October 2025

CHERRIOTS Local

Route 8
12th/Liberty



To South Salem

Daily Boardings

Daily Alightings

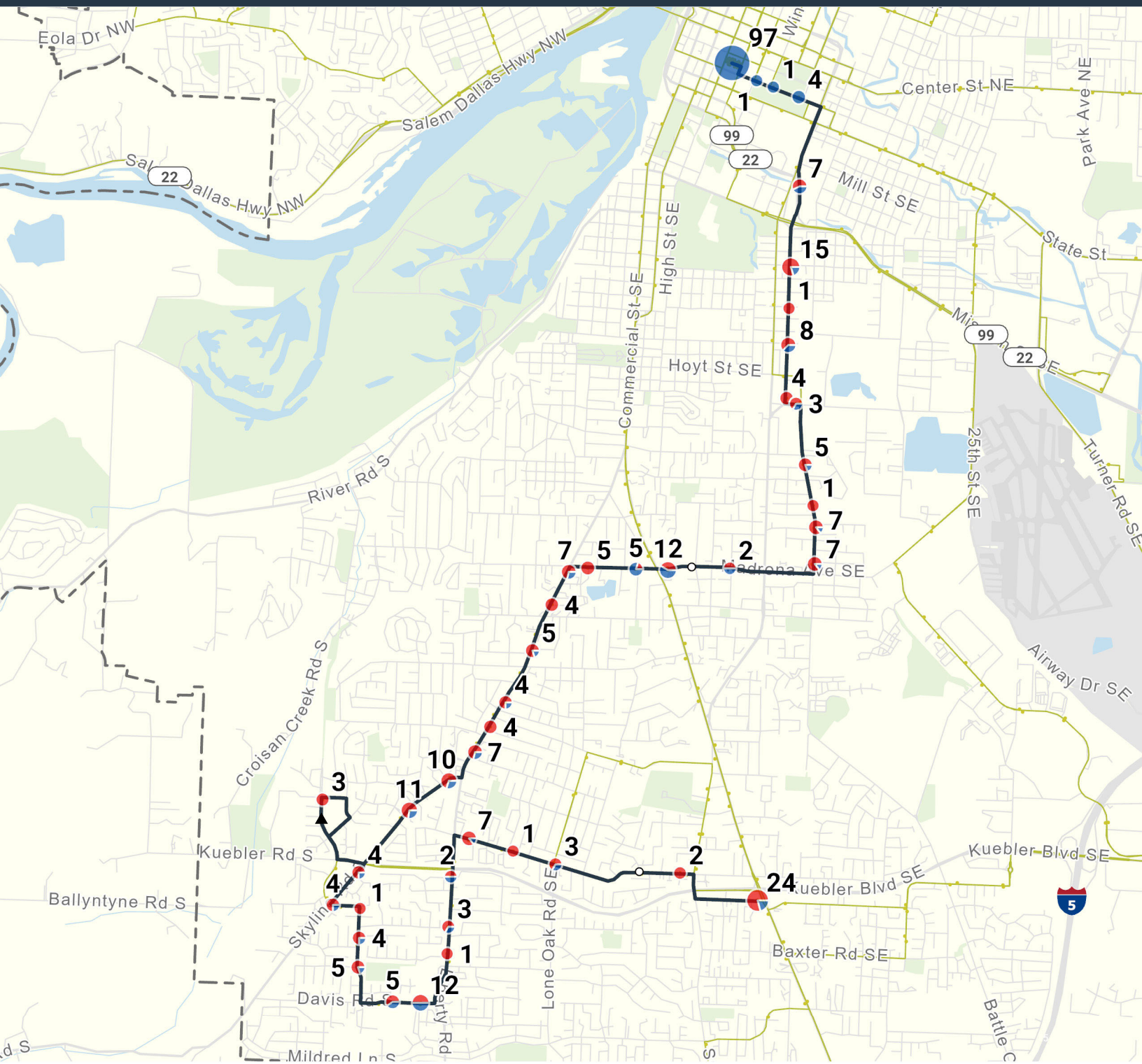
Ridership < 1

0 0.7 Miles

Average Weekday Activity

CHERRIOTS Local

Route 8
12th/Liberty



To Downtown TC

Daily Boardings

Daily Alightings

○ Ridership < 1

0 0.7 Miles

Average Weekday Activity

CHERRIOTS Local

Route 8
12th/Liberty

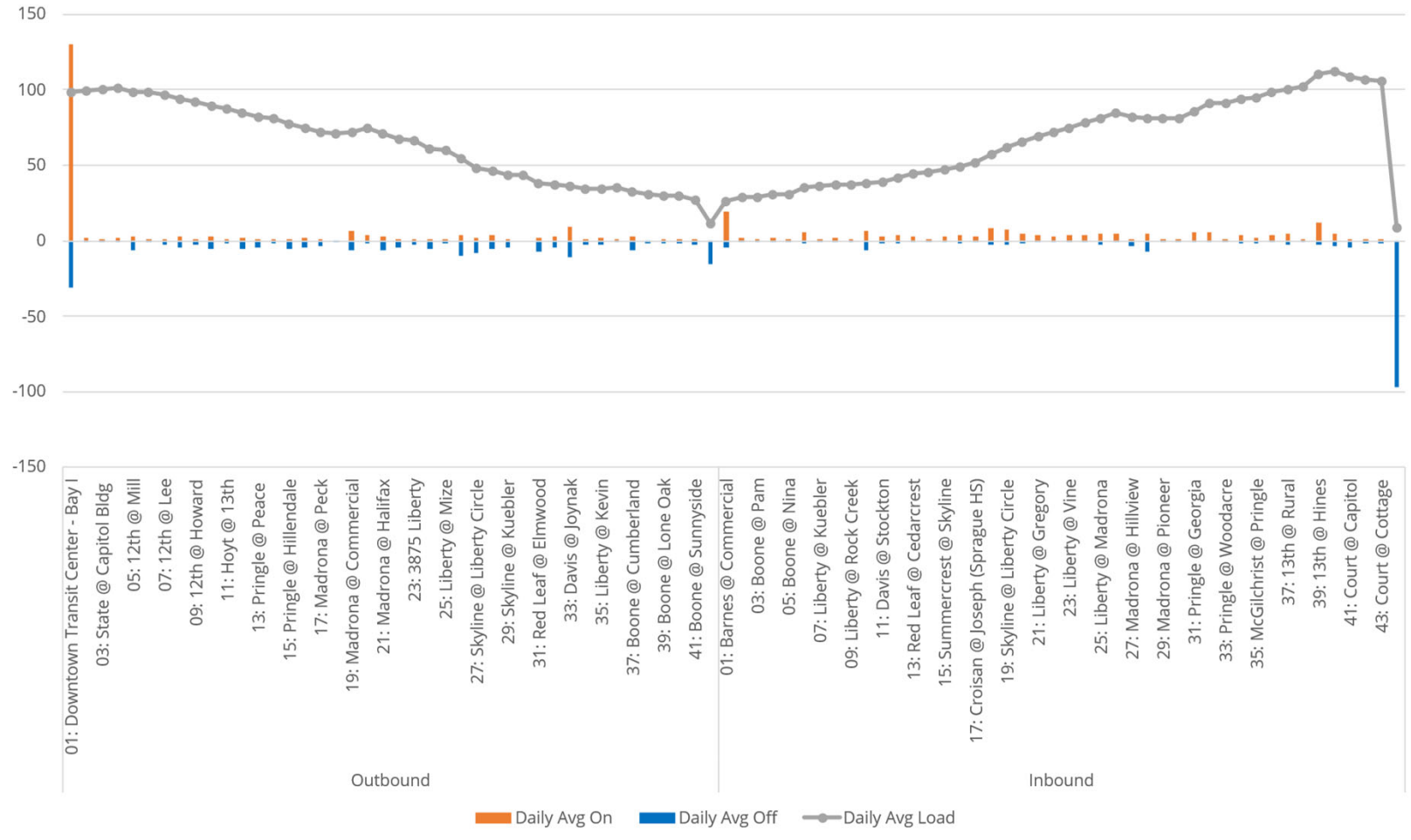
Strengths

- Route 8 meets on-time performance targets.
- Route 18 and 8 serve the same alignment for much of the route, with schedules offset to create half-hourly service on the shared segment. Of the two routes, Route 8 has higher ridership and productivity.

Opportunities

- Route 8's 14.9 riders per revenue hour on weekdays fall short of productivity targets (20 riders/revenue hour for corridor routes).
- Productivity is higher on weekdays and Sundays (about 15 riders per hour) than on Saturdays (10 riders per hour). The higher Sunday ridership is likely because Route 18 does not operate on Sundays.
- The deviation to Sprague High School (one trip only on school day afternoons) adds seven minutes to the schedule and sees only three daily riders on average.
- The 2024 Needs Assessment noted that rider demand for better weekday frequency is the highest on this route (as well as Route 18).

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 12
Hayesville Drive

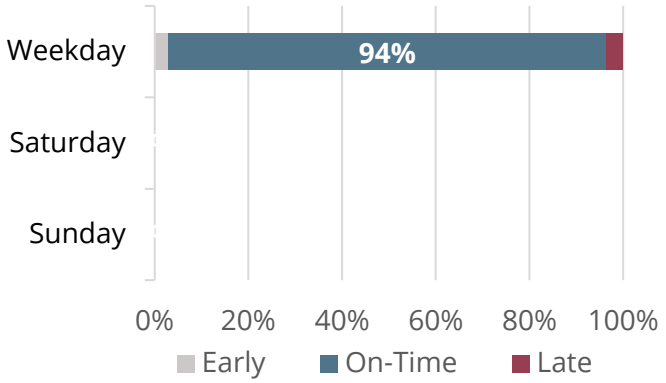
Route 12 connects the Keizer Transit Center with Chemeketa Community College and serves the Hayesville and Northgate neighborhoods. It operates Monday through Friday with hourly headways. This route serves Keizer Station only in one direction (to Chemeketa Community College).

Ridership

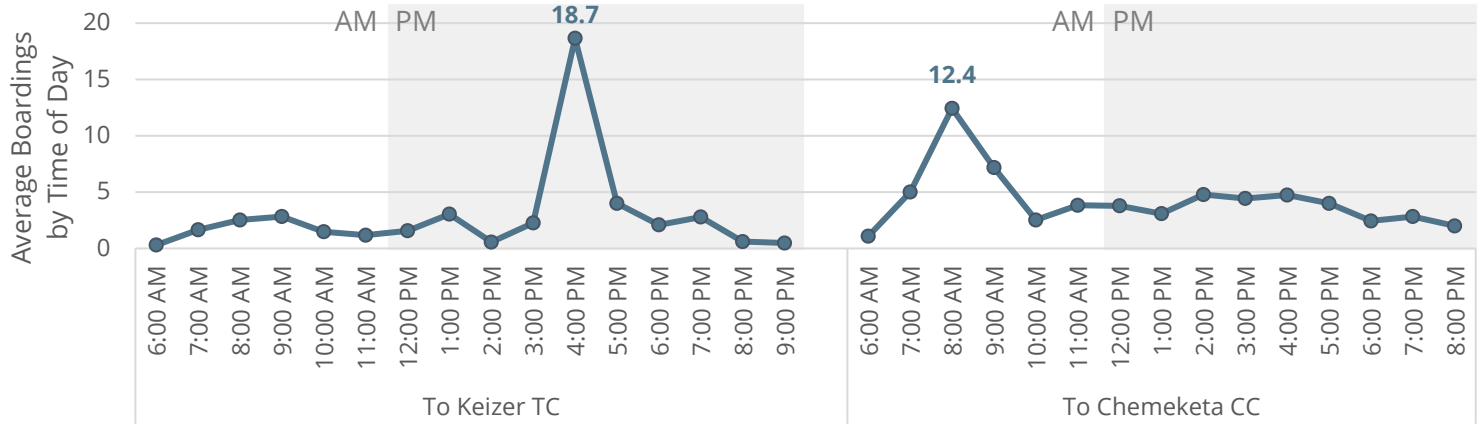
Average Daily Boardings	
Day	Count
Weekday	142
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	10
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

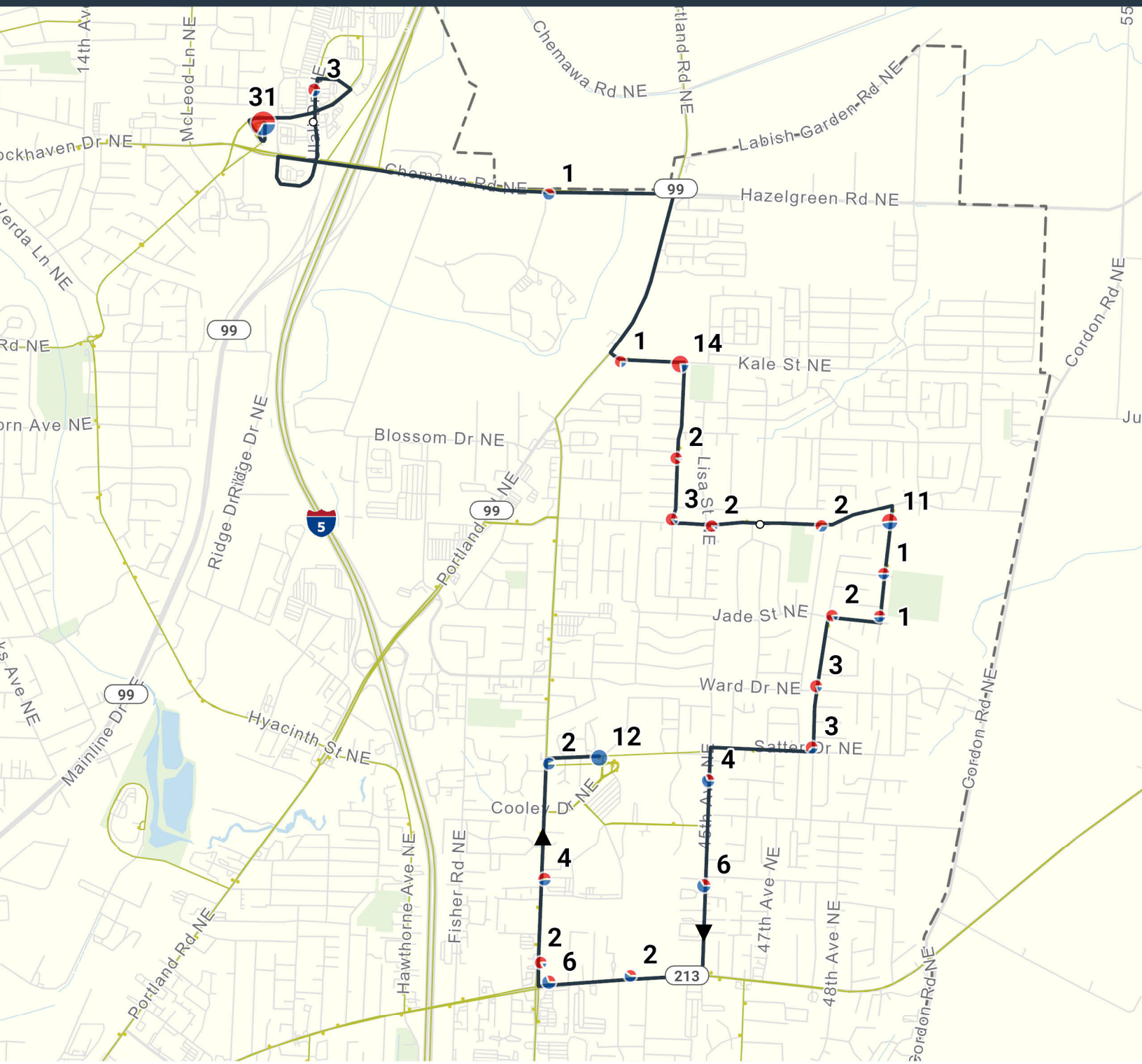
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	1	6:30 AM–9:17 PM
Saturday	No service		
Sunday	No service		

Top Boarding Locations
Keizer Transit Center - Bay C
Chemeketa College - Bldg 2 - Bay E
Fuhrer @ Hayesville
Kale @ Happy
Fuhrer @ Bohannon

 Source: October 2025

CHERRIOTS Local

Route 12
Hayesville Drive



To Chemeketa CC

Daily Boardings

Daily Alightings

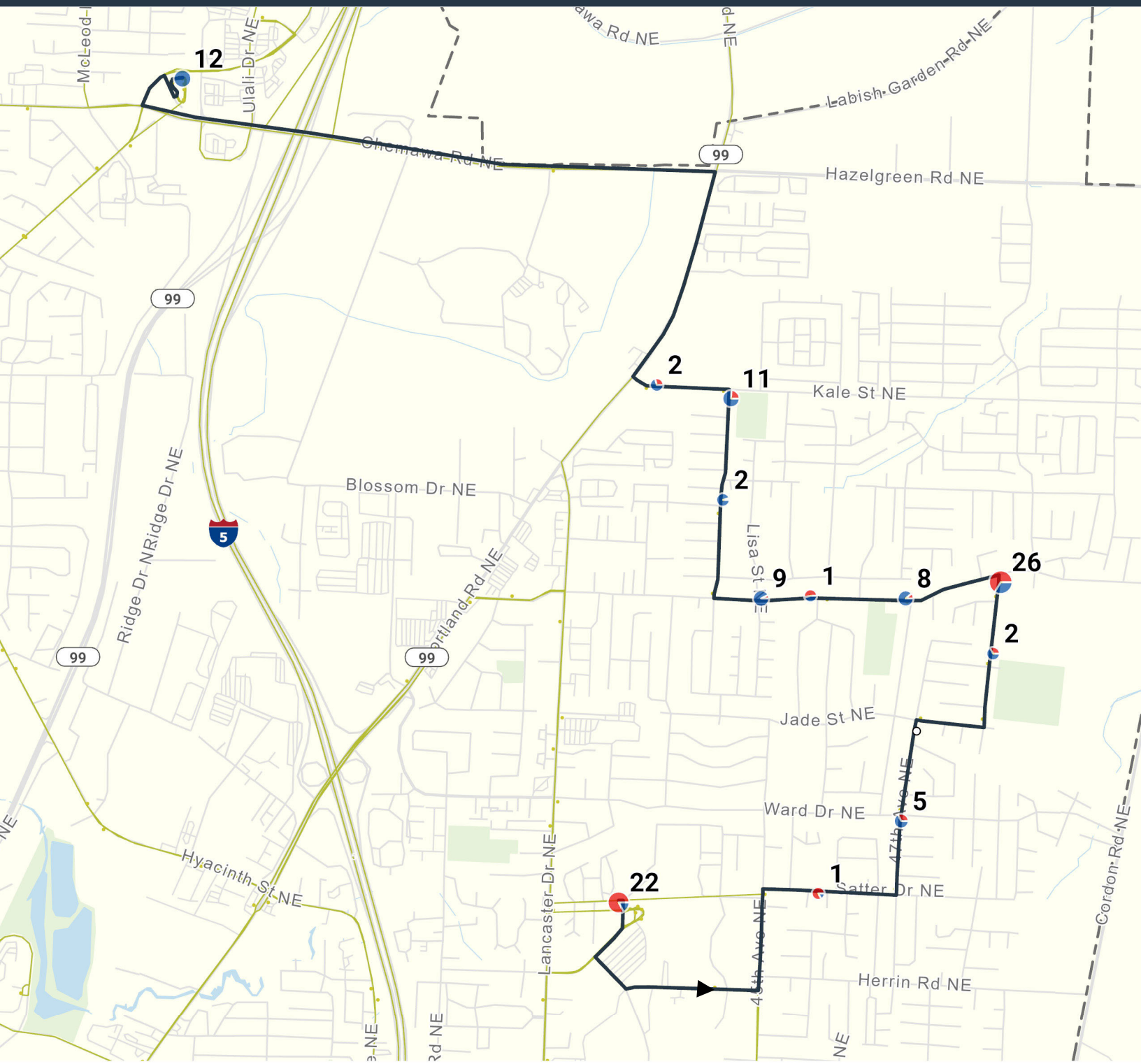
Ridership < 1

0 0.45 Miles

Average Weekday Activity

CHERRIOTS Local

Route 12
Hayesville Drive



To Keizer TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.35 Miles

Average Weekday Activity

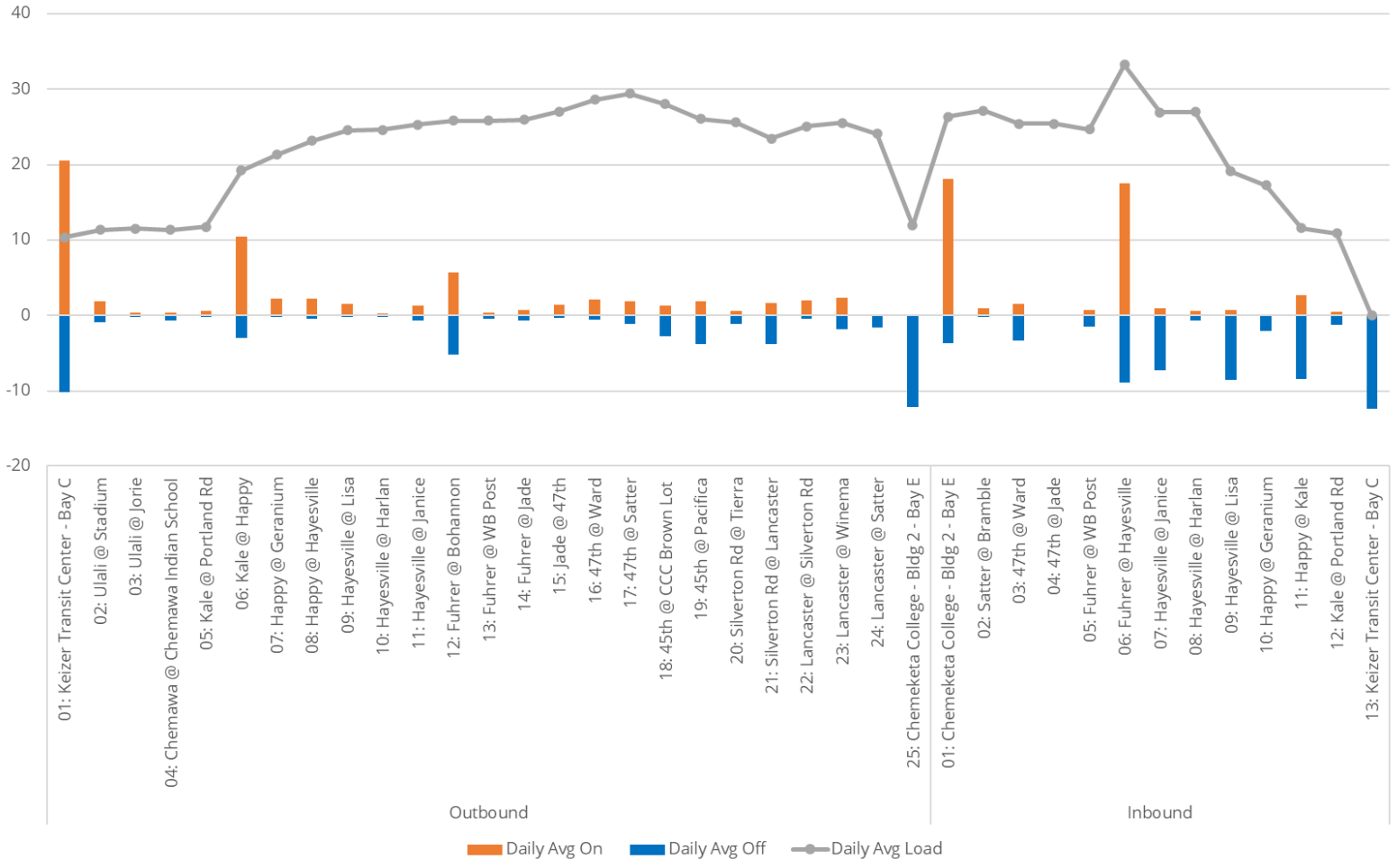
CHERRIOTS Local

Route 12
Hayesville Drive

Strengths
- Route 12 meets on-time performance standards, with 94% of buses departing on time.
- The highest ridership stops are located at Adam Stephens Middle School and Chemeketa Community College.

Opportunities
- With 9.6 riders per revenue hour, Route 12 is close the meeting its productivity target (10 riders/revenue hour).
- Ridership at Chemeketa Community College is low compared to other routes serving the college.
- Service may be justified to the new high-density development between Kale Street NE and Hazelgreen Road NE along Lunar Street NE.

Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 16
Wallace Road

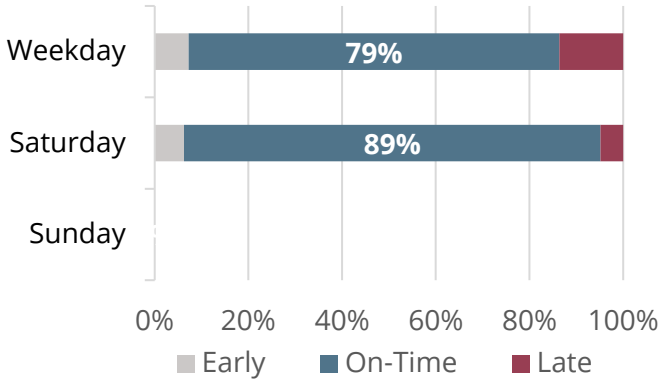
Route 16 departs from the Downtown Transit Center and serves the northern part of West Salem. It operates along Wallace Road NW and then a terminal loop via Doaks Ferry Road NW and Orchard Heights Road NW. It operates hourly service Monday through Saturday. Route 16 is interlined with Route 6.

Ridership

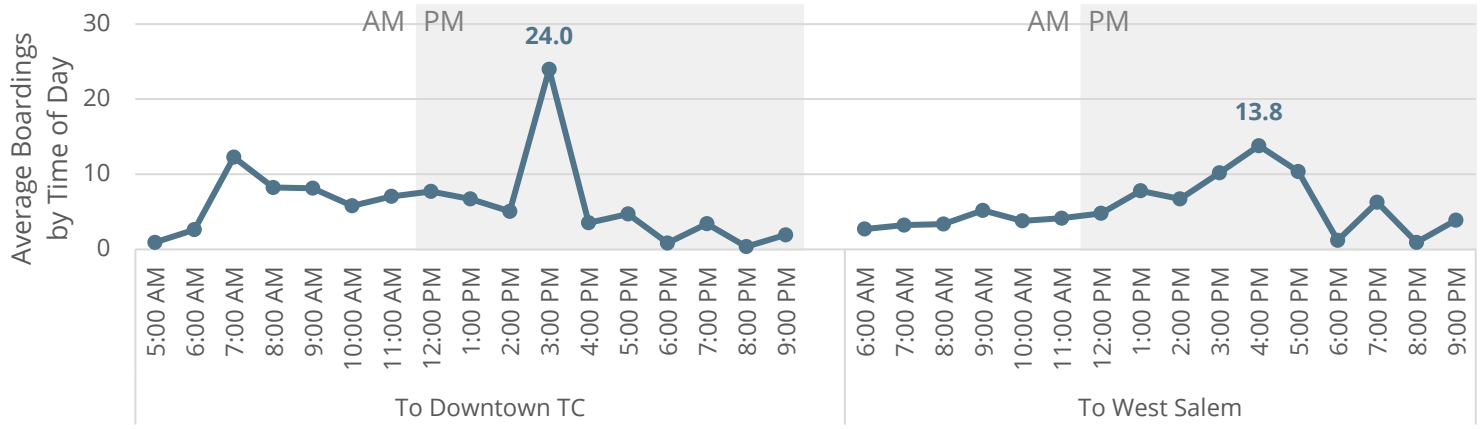
Average Daily Boardings	
Day	Count
Weekday	202
Saturday	145
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	21
Saturday	17
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

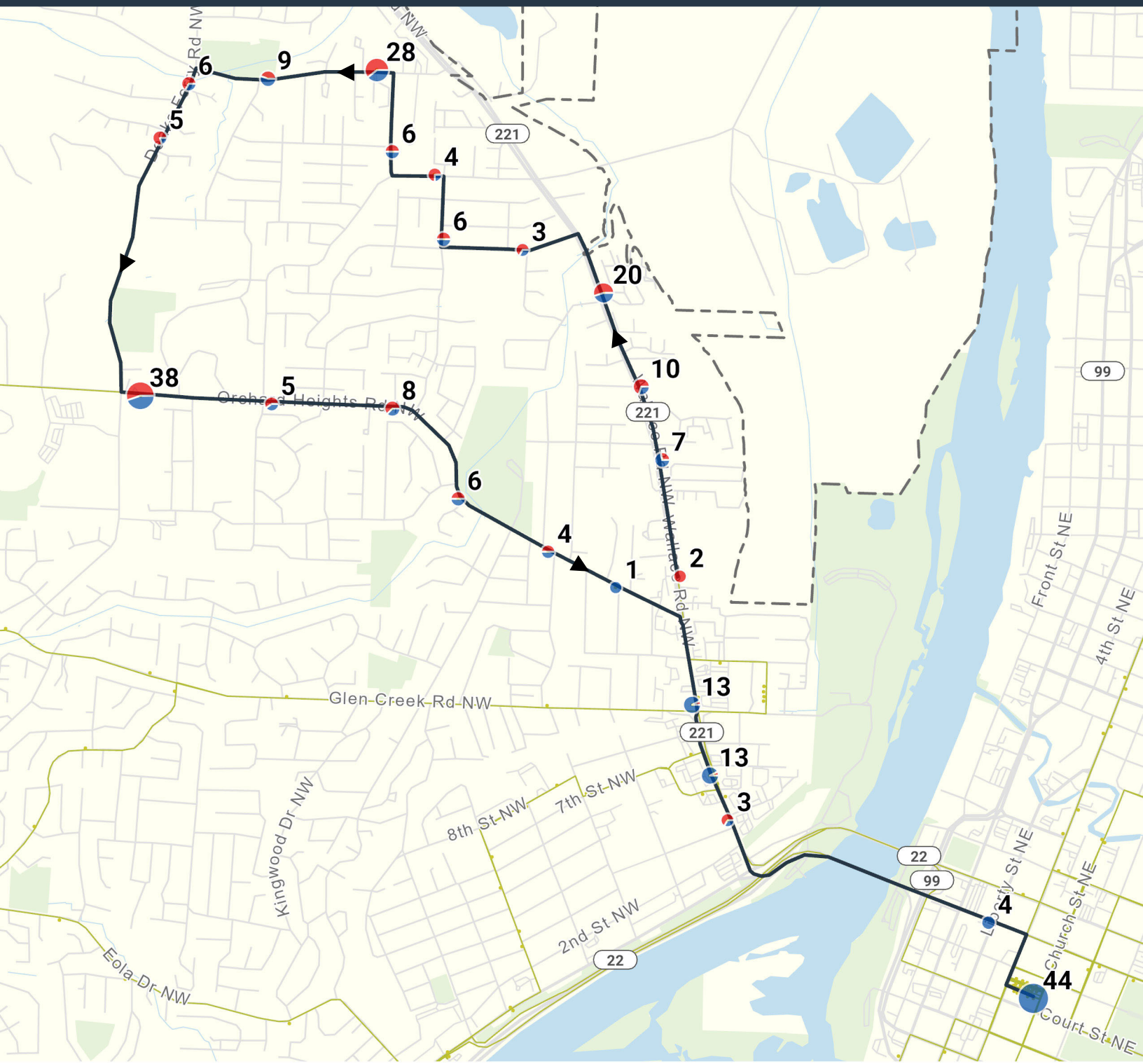
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	2	5:30 AM–9:54 PM
Saturday	60	2	6:31 AM–8:54 PM
Sunday	No service		

Top Boarding Locations
Downtown Transit Center - Bay E
Orchard Heights @ Doaks Ferry
Brush College @ Wintergreen
Wallace @ Glen Creek
Wallace @ Harritt

 Source: October 2025

CHERRIOTS Local

Route 16
Wallace Road



To Downtown TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.35 Miles

Average Weekday Activity

CHERRIOTS Local

Route 16
Wallace Road

To West Salem

Daily Boardings

Daily Alightings

Ridership < 1

0 0.15 Miles

Average Weekday Activity

CHERRIOTS Local

Route 16
Wallace Road

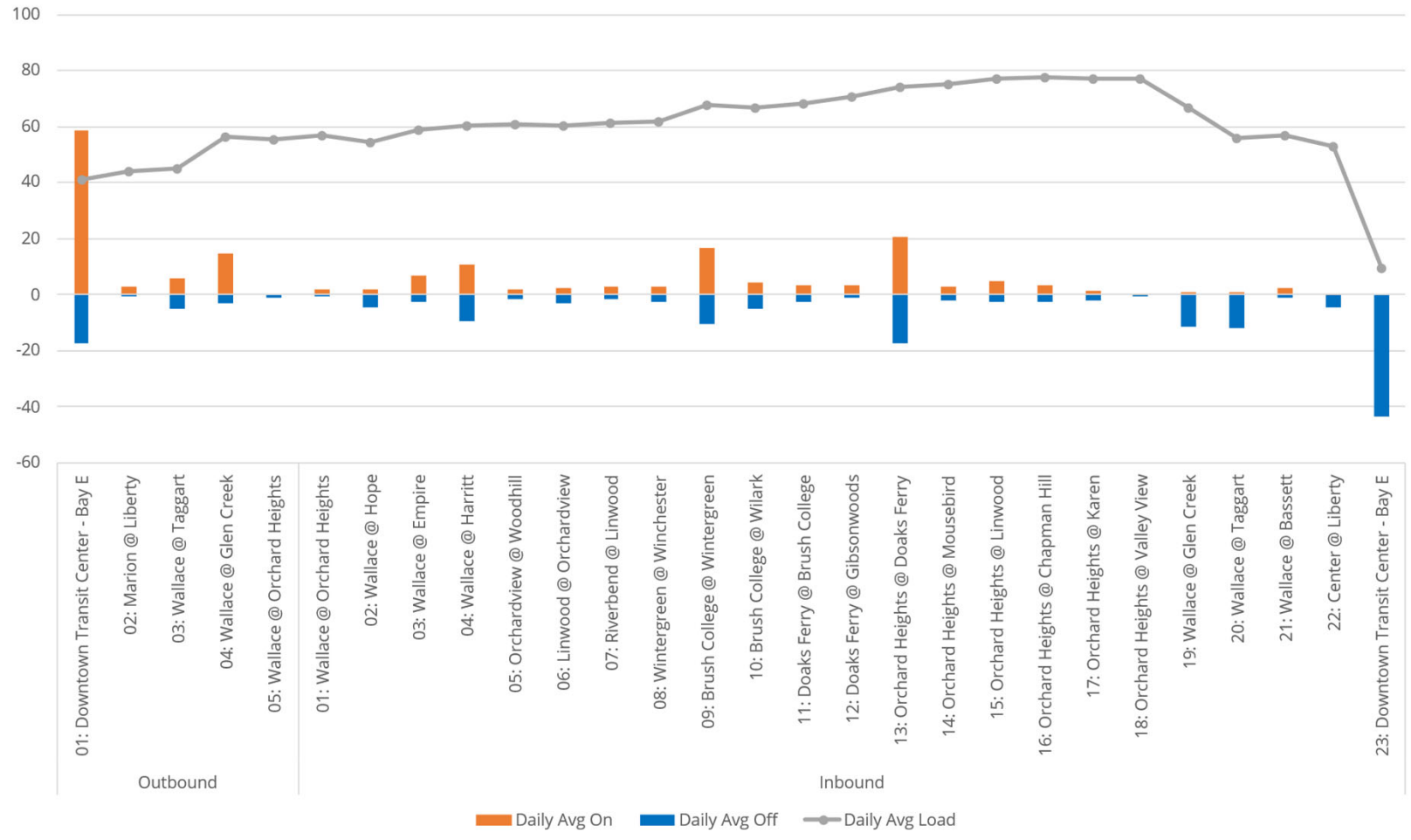
Strengths

- With 20.5 boardings per revenue hour on weekdays, Route 16 far exceeds the coverage route productivity target of 10 boardings per revenue hour. Route 16 is the only hourly route to exceed 20 boardings per revenue hour. Ridership from Straub Middle School and/or West Salem High school contributes to the high ridership.

Opportunities

- The high boardings per revenue hour suggests there may be demand for increased frequency and Sunday service.
- Route 16 does not meet on-time performance targets on weekdays: 79% of buses depart on time, 7% depart early, and 14% depart late. On Saturdays, on-time performance is substantially higher, with 89% of buses departing on time. In 2026, a multi-year project to seismically upgrade the Center Street Bridge will begin, which will include periodic lane closures for eastbound traffic across the Willamette River, including Route 16. There may be an opportunity to operate Route 16 only in West Salem to improve service reliability and also provide more frequent service on this route.
- The one-way terminal loop in West Salem is circuitous but also has good ridership at the schools and apartment complexes.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 18
12th/Liberty

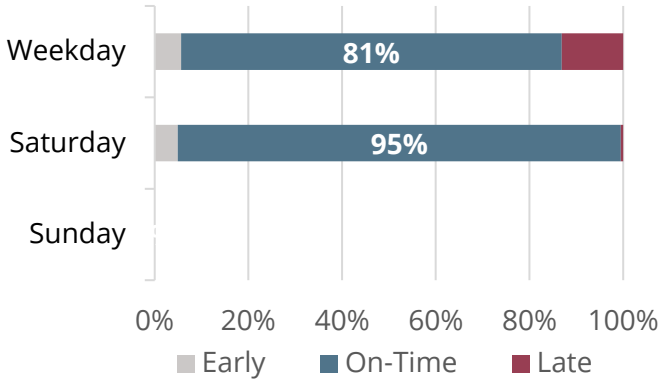
Route 18 connects the Downtown Transit Center with South Salem via 12th Street SE, Madrona Avenue SE, and Liberty Street S. It operates Monday through Saturday with hourly headways. Route 8 and 18 are interlined on weekdays and Saturdays.

Ridership

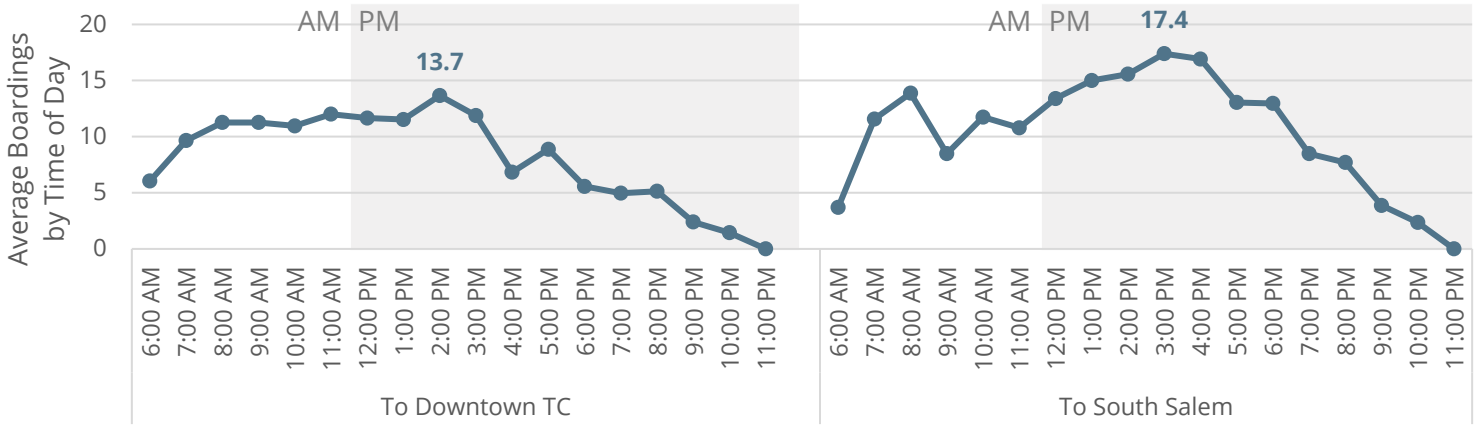
Average Daily Boardings	
Day	Count
Weekday	338
Saturday	184
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	13
Saturday	8
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

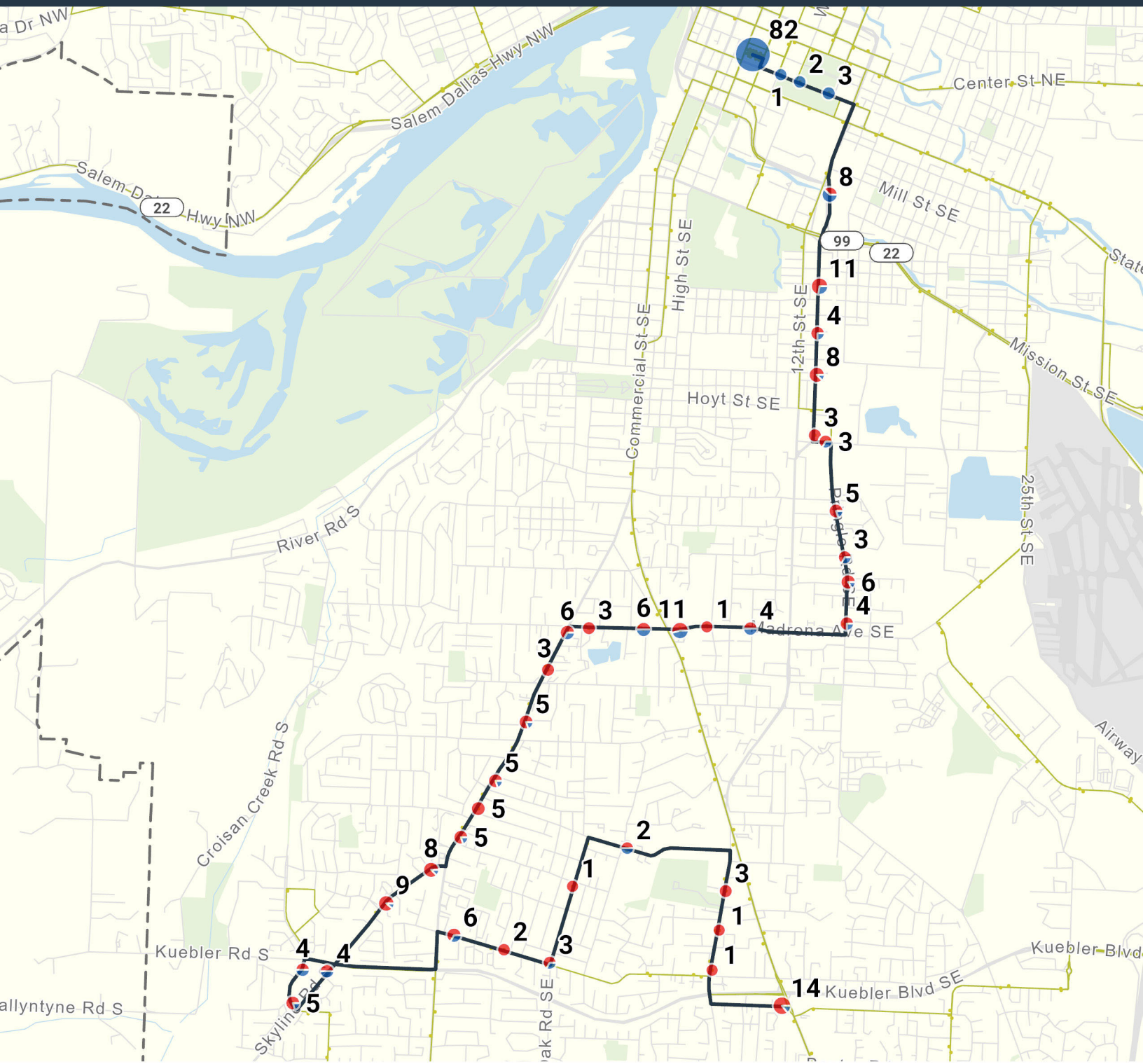
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	1	6:10 AM–11:06 PM
Saturday	60	1	6:10 AM–9:06 PM
Sunday	No service		

Top Boarding Locations
Downtown Transit Center - Bay I
Barnes @ Commercial
State @ Capitol Bldg
Skyline @ Joseph
13th @ Hines

Source: October 2025

CHERRIOTS Local

Route 18
12th/Liberty



To Downtown TC

Daily Boardings

Daily Alightings

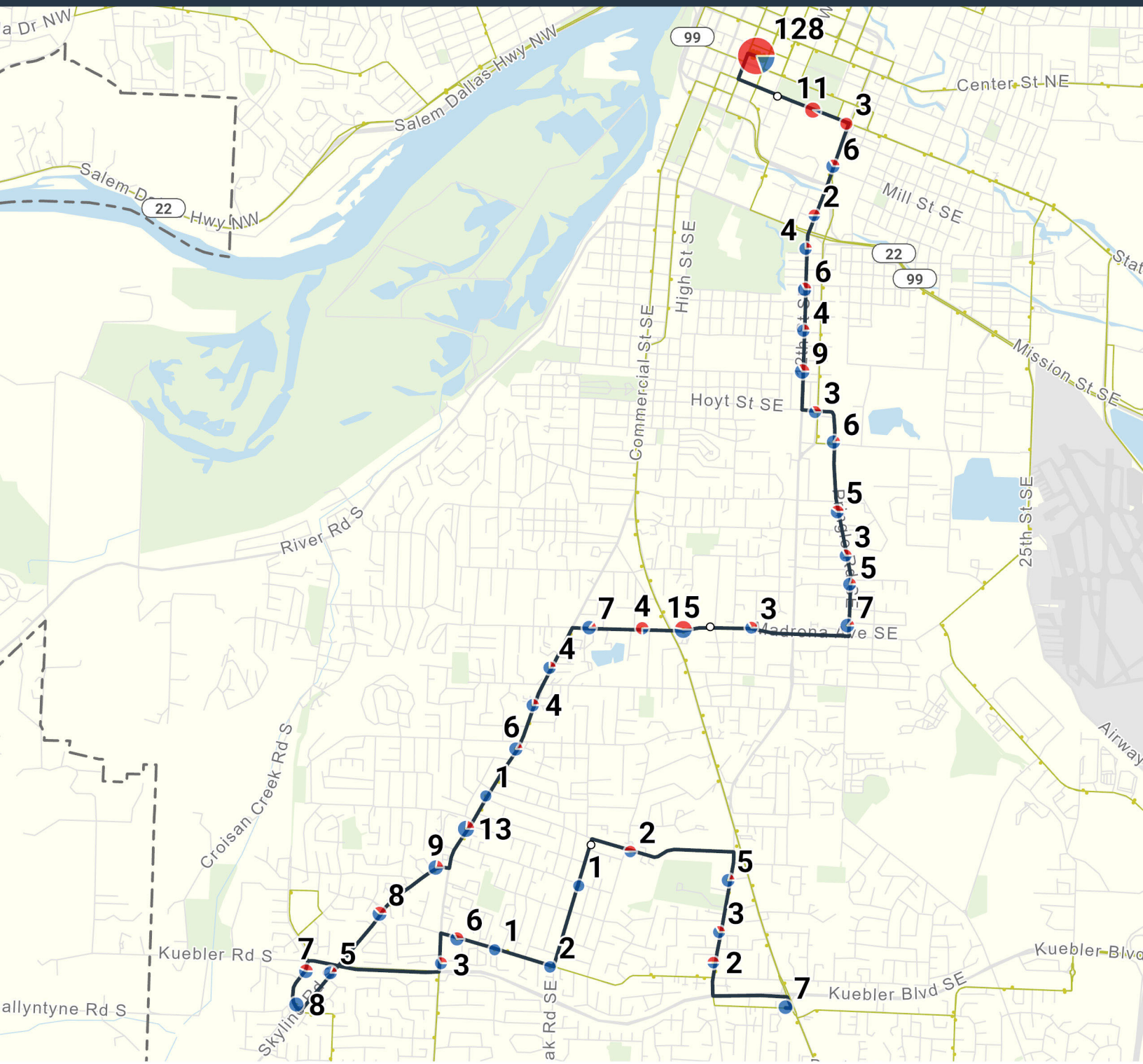
Ridership < 1

0 0.65 Miles

Average Weekday Activity

CHERRIOTS Local

Route 18
12th/Liberty



To South Salem

Daily Boardings

Daily Alightings

Ridership < 1

0 0.65 Miles

Average Weekday Activity

CHERRIOTS Local

Route 18
12th/Liberty

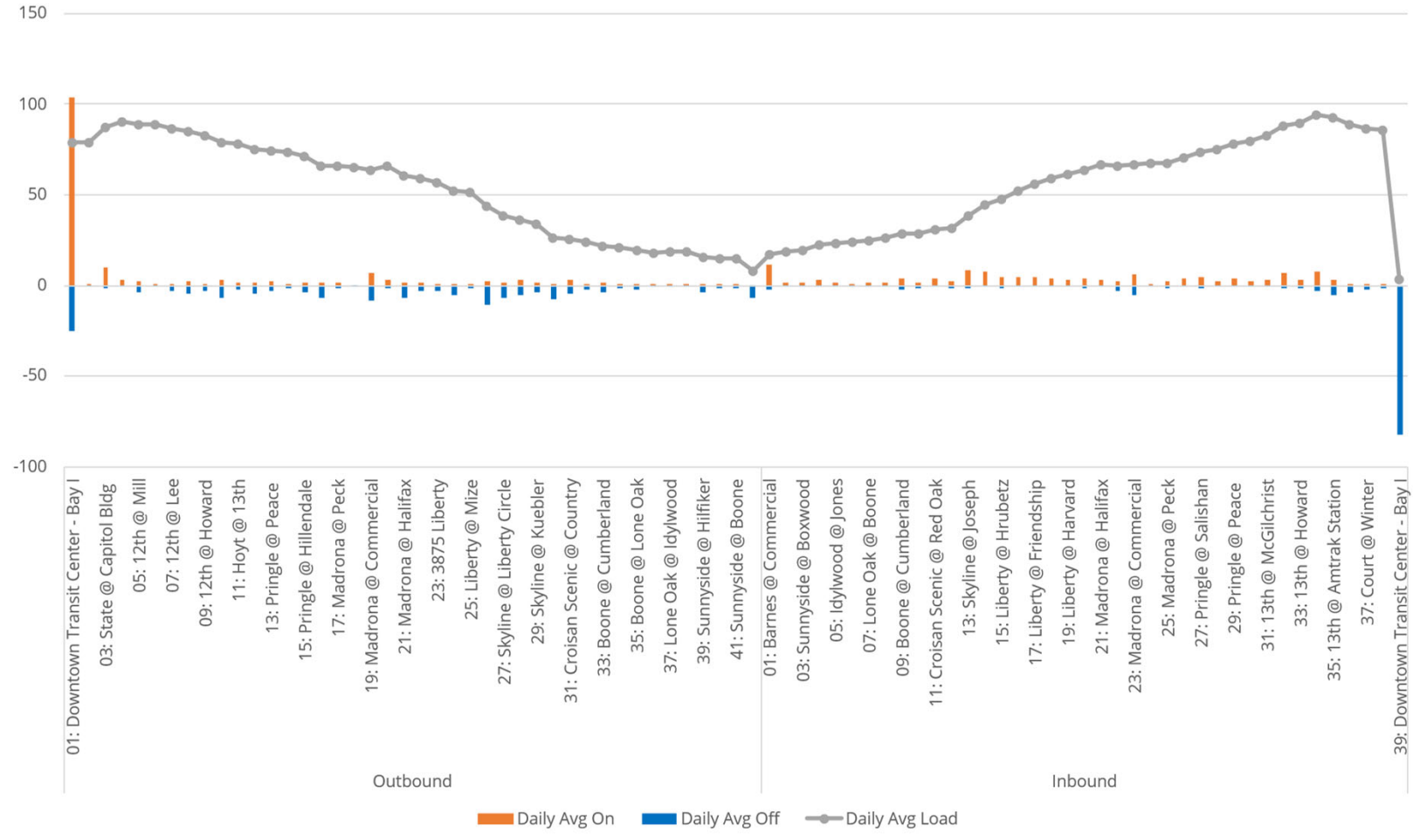
Strengths

- Routes 18 and 8 serve the same alignment for much of the route, with schedules offset to create half-hourly service on the shared segment. Of the two routes, Route 8 has higher ridership and productivity.

Opportunities

- Route 18 has the second lowest productivity of any corridor route (13.3 boardings per revenue hour).
- It does not meet on-time performance targets on weekdays; 81% of buses depart on time, 6% depart early, and 13% depart late. On Saturdays, 95% of buses depart on time.
- Route 18 makes a large deviation from Boone Road SE to serve Judson Middle School and Woodmansee Park. Daily boardings and lightings are low along this deviation (7 in one direction and 13 in the other).
- Route 18 and 8 serve the same alignment for much of the route, with schedules offset to create half-hourly service. Of the two routes, Route 18 has lower productivity and ridership.
- Route 18 does not have any stops with more than 15 combined daily boardings and alightings.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 23
Lansing/Hawthorne

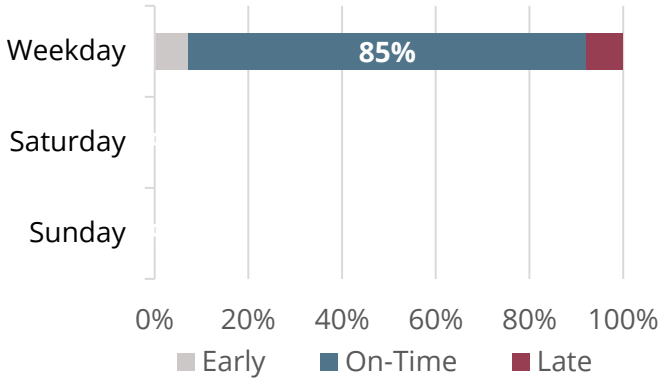
Route 23 connects the Downtown Transit Center with the Kroc Center serving the Northeast Neighbors neighborhood. It operates Monday through Friday with hourly headways.

Ridership

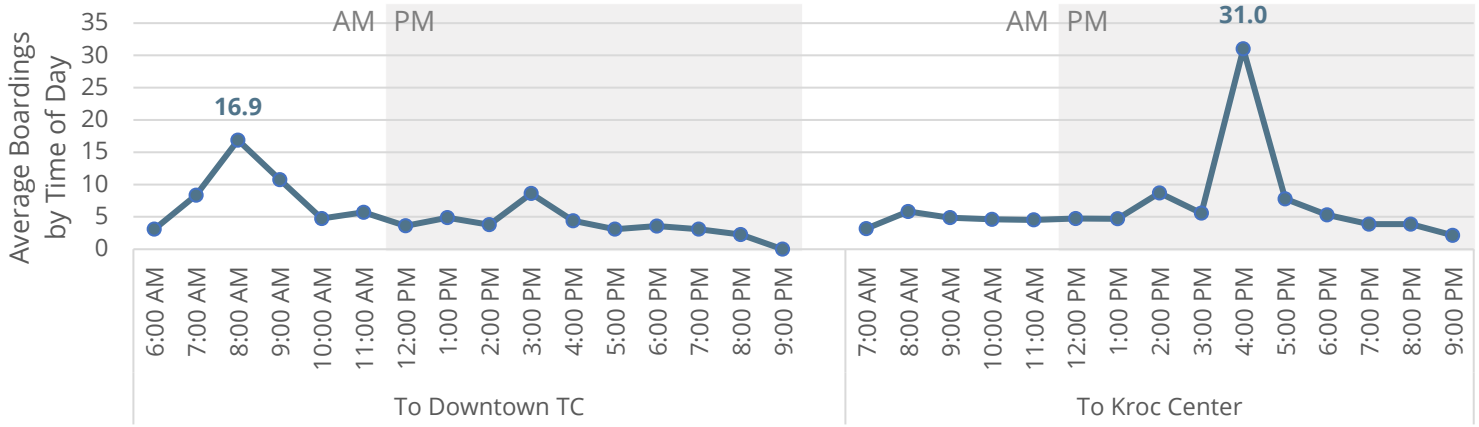
Average Daily Boardings	
Day	Count
Weekday	241
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	16
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	1	6:25 AM–9:20 PM
Saturday	No service		
Sunday	No service		

Top Boarding Locations
Downtown Transit Center - Bay N
D St @ 14th
Hawthorne @ Felina
Hawthorne @ Northgate Park
D St @ 14th

Source: October 2025

CHERRIOTS Local

Route 23
Lansing/Hawthorne

To Kroc Center

Daily Boardings

Daily Alightings

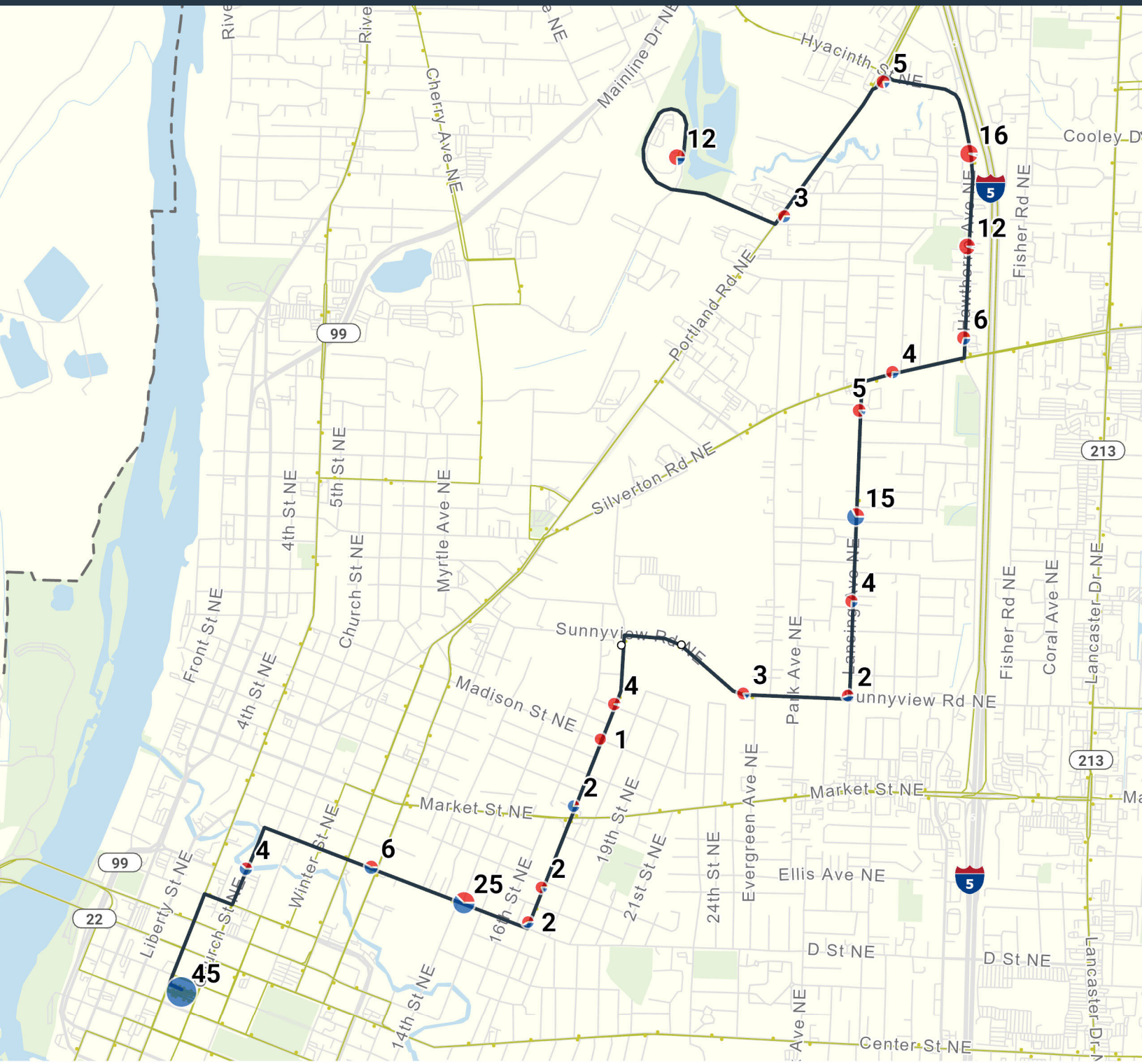
Ridership < 1

0 0.4 Miles

Average Weekday Activity

CHERRIOTS Local

Route 23
Lansing/Hawthorne



To Downtown TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.4 Miles

Average Weekday Activity

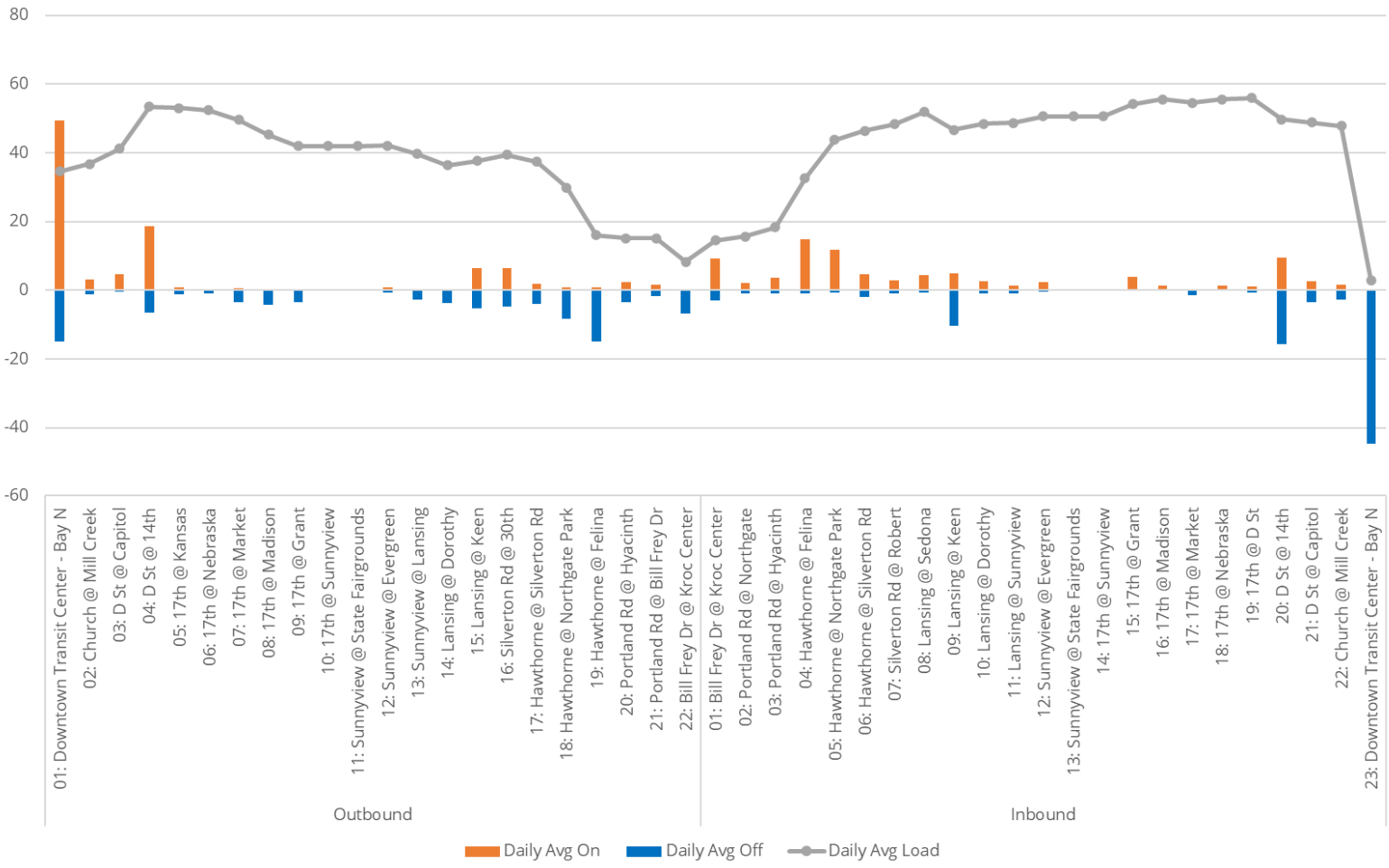
CHERRIOTS Local

Route 23
Lansing/Hawthorne

Strengths
- With 16.2 boardings per revenue hour on weekdays, Route 23 exceeds the coverage route weekday productivity target of 10 boardings per revenue hour.
- Route 23 provides coverage to residential neighborhoods and employment destinations that are just outside of easy walks from established higher frequency routes.
- North Salem High School is the highest ridership destination on the route.

Opportunities
- Route 23 does not operate on weekends, when demand to reach the State Fairgrounds and Kroc Center may be higher.

Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 26
Glen Creek/Orchard Heights

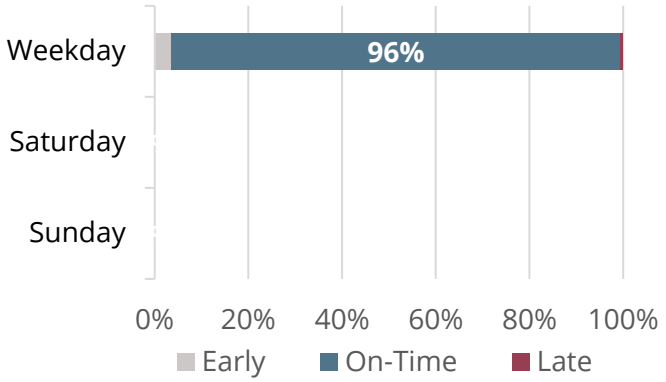
Route 26 forms a clockwise loop from the West Salem Transit Center through West Salem via Glen Creek Road NW, Titan Drive NW, and Orchard Heights Road NW. It operates Monday through Friday with hourly headways. Route 26 is interlined with Route 27.

Ridership

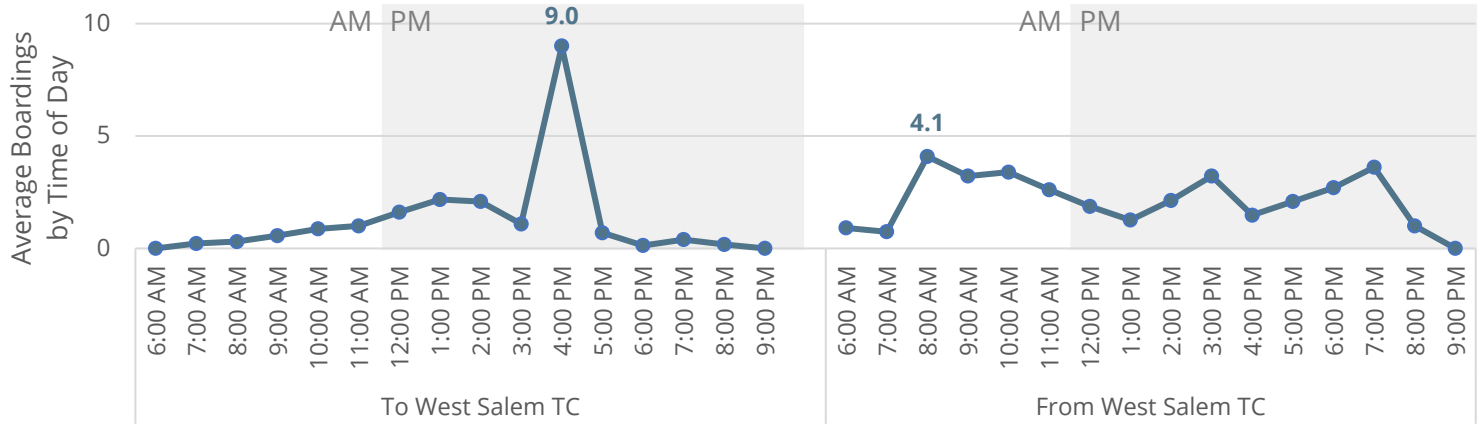
Average Daily Boardings	
Day	Count
Weekday	44
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	6
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	1	6:00 AM–9:03 PM
Saturday	No service		
Sunday	No service		

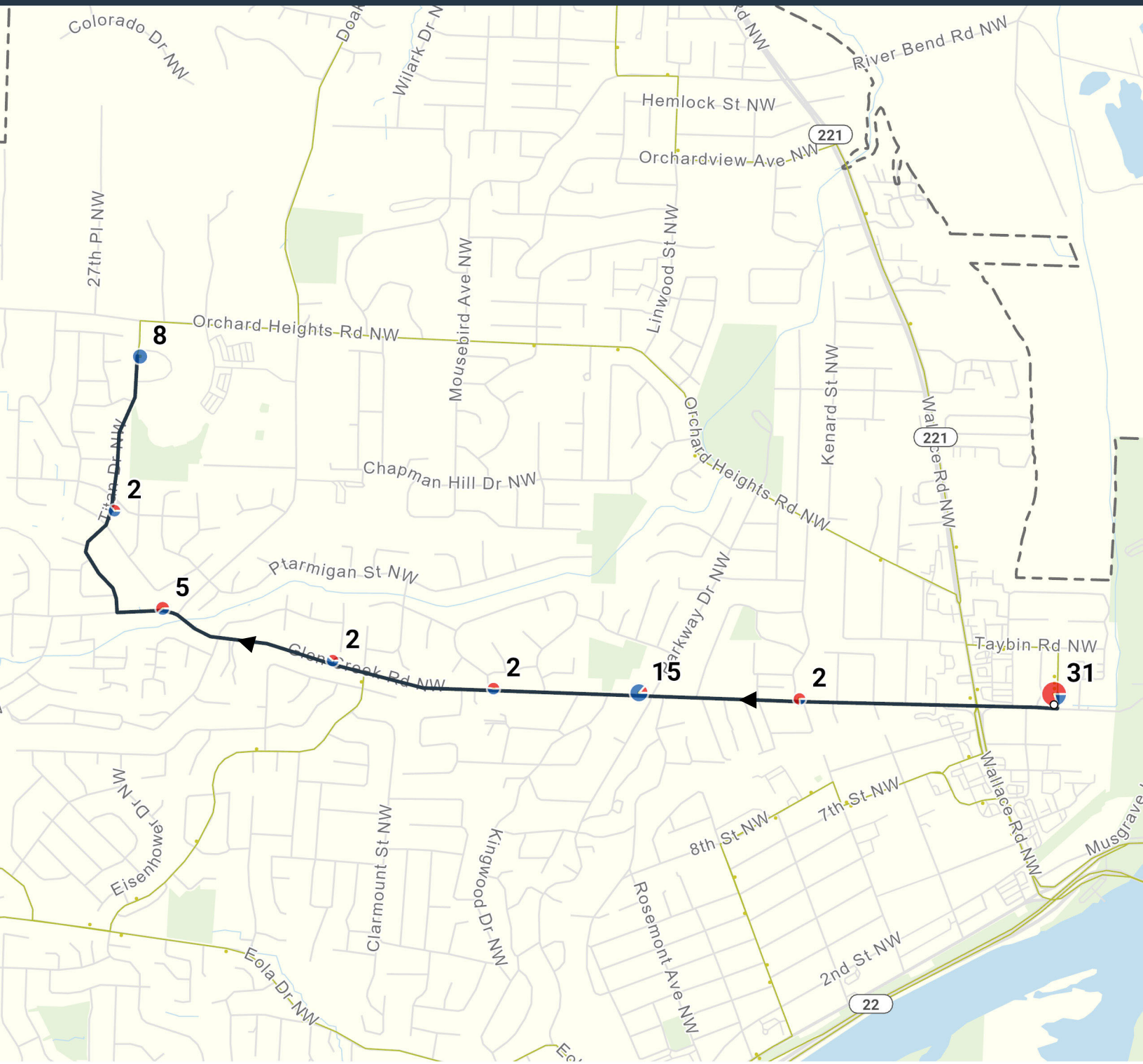
Top Boarding Locations
West Salem Transit Center - Bay G
Titan @ Orchard Heights
Orchard Heights @ Doaks Ferry
Orchard Heights @ Mousebird
Glen Creek @ Doaks Ferry

Source: October 2025

CHERRIOTS Local

Route 26

Glen Creek/Orchard Heights



To West Salem TC

Daily Boardings

Daily Alightings

Ridership < 1

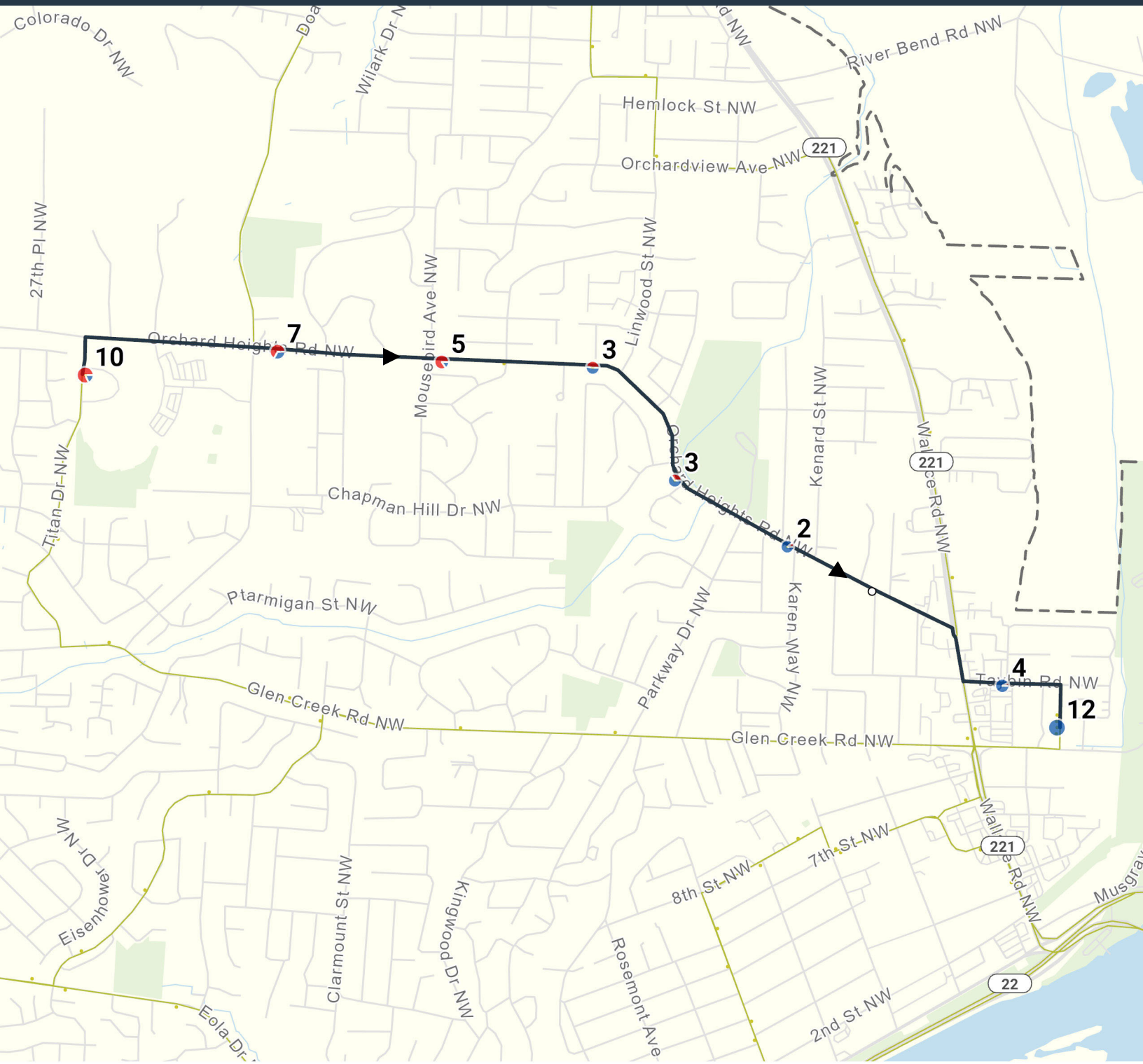
0 0.3 Miles

Average Weekday Activity

CHERRIOTS Local

Route 26

Glen Creek/Orchard Heights



To West Salem TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.25 Miles

Average Weekday Activity

CHERRIOTS Local

Route 26
Glen Creek/Orchard Heights

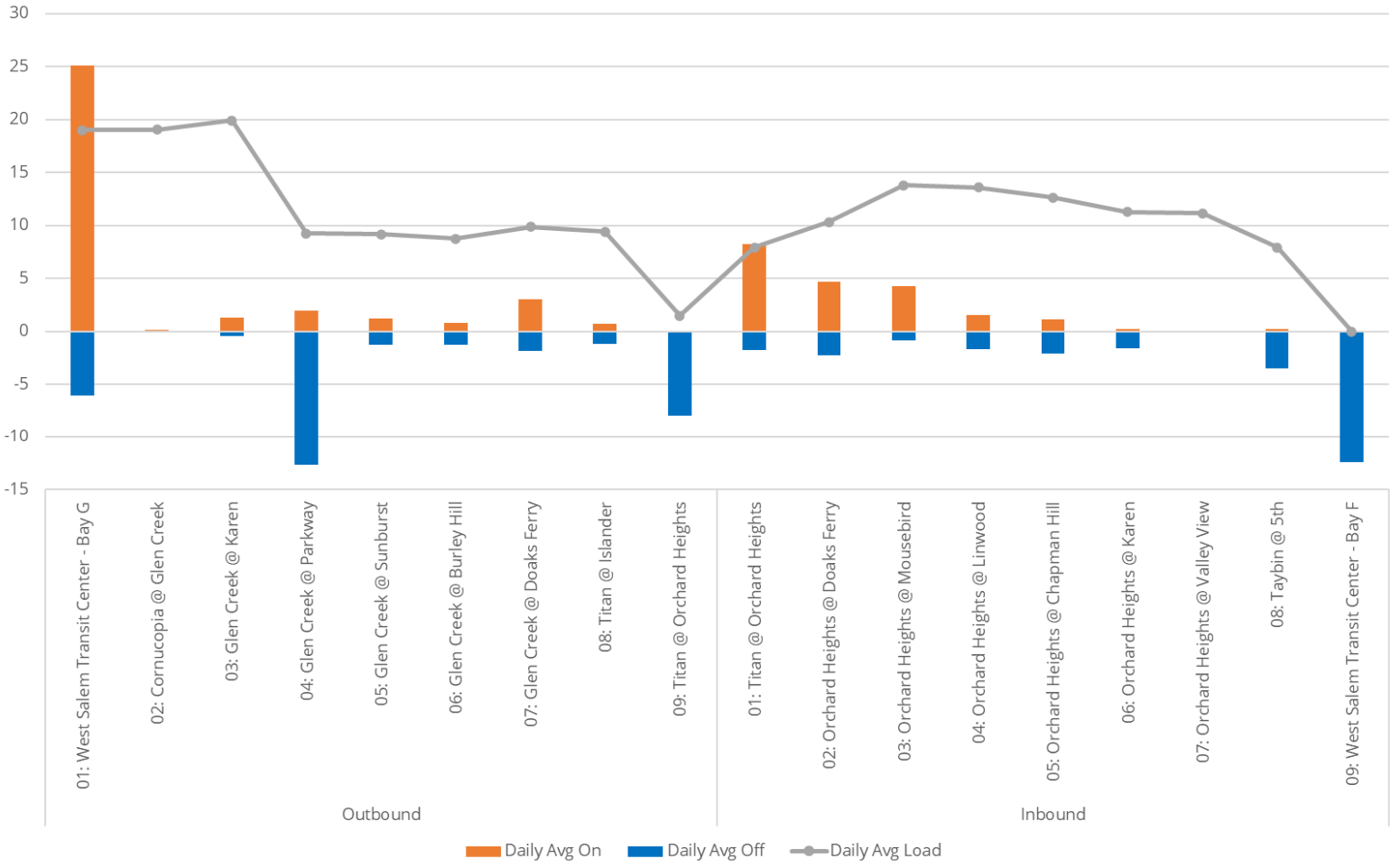
Strengths

- Route 26 has strong on-time performance, with 96% of buses leaving on time.

Opportunities

- With just 44 riders on average each weekday, Route 26 has the lowest ridership of any local route. Route 26 carries 5.7 riders per revenue hour on weekdays, which falls well short of the 10 riders/revenue hour target for coverage routes.
- Route 26 is a large, one-way loop with significant overlap with other routes. The southern portion of the loop shares an alignment with Route 27, and the northern portion of the loop shares an alignment with Route 16. While duplicative, the schedules are offset to provide a combined 30-minute frequency on the portion of the alignment shared between Routes 16 and 26 and between 26 and 27.
- Traveling between the part of West Salem served by Route 26 and destinations east of the river requires two transfers: one from Route 26 to Route 17 or Route 16 to travel to the Downtown Transit Center and another to reach their final destinations.
- There are only three stops with significant ridership, two of which directly serve the middle and high schools.

Weekday Passenger Loads



Link to contents

CHERRIOTS Local

Route 27
Glen Creek/Eola

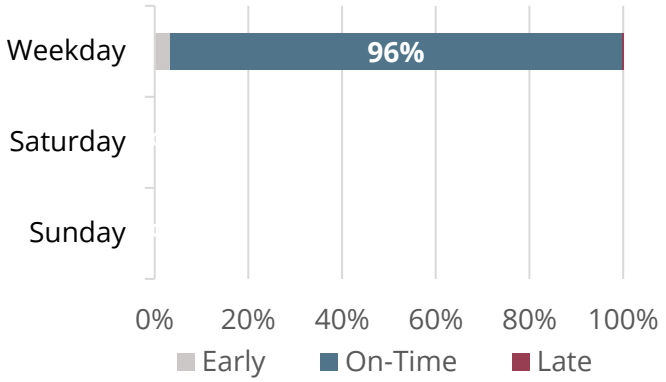
Route 27 operates as a one-way loop from the West Salem Transit Center through the southern portion of West Salem via Eola Drive NW and Glen Creek Road NW. It operates Monday through Friday with hourly headways. Route 27 is interlined with Route 26.

Ridership

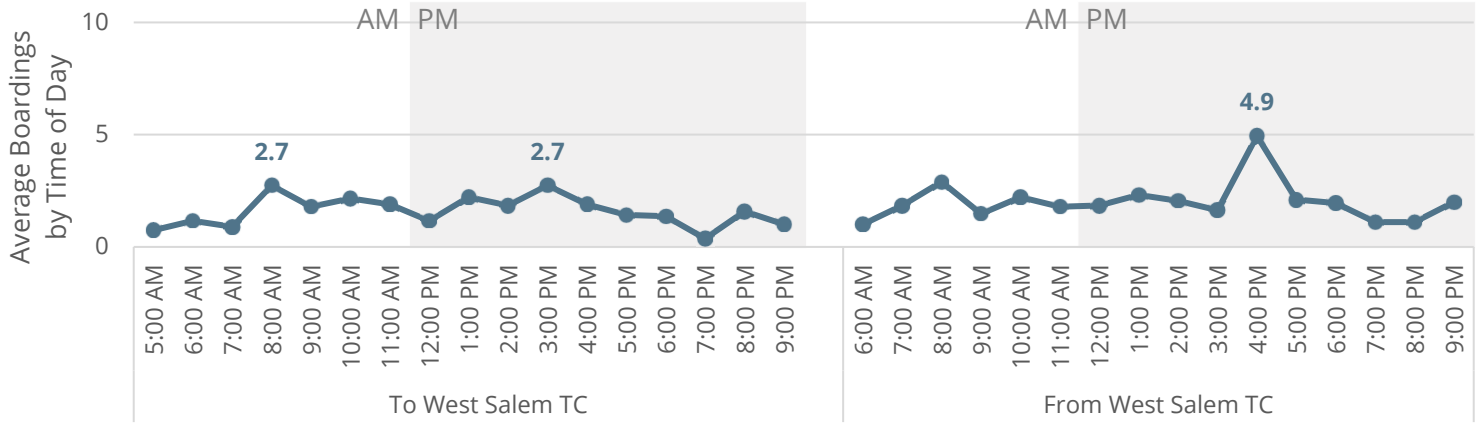
Average Daily Boardings	
Day	Count
Weekday	67
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	8
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

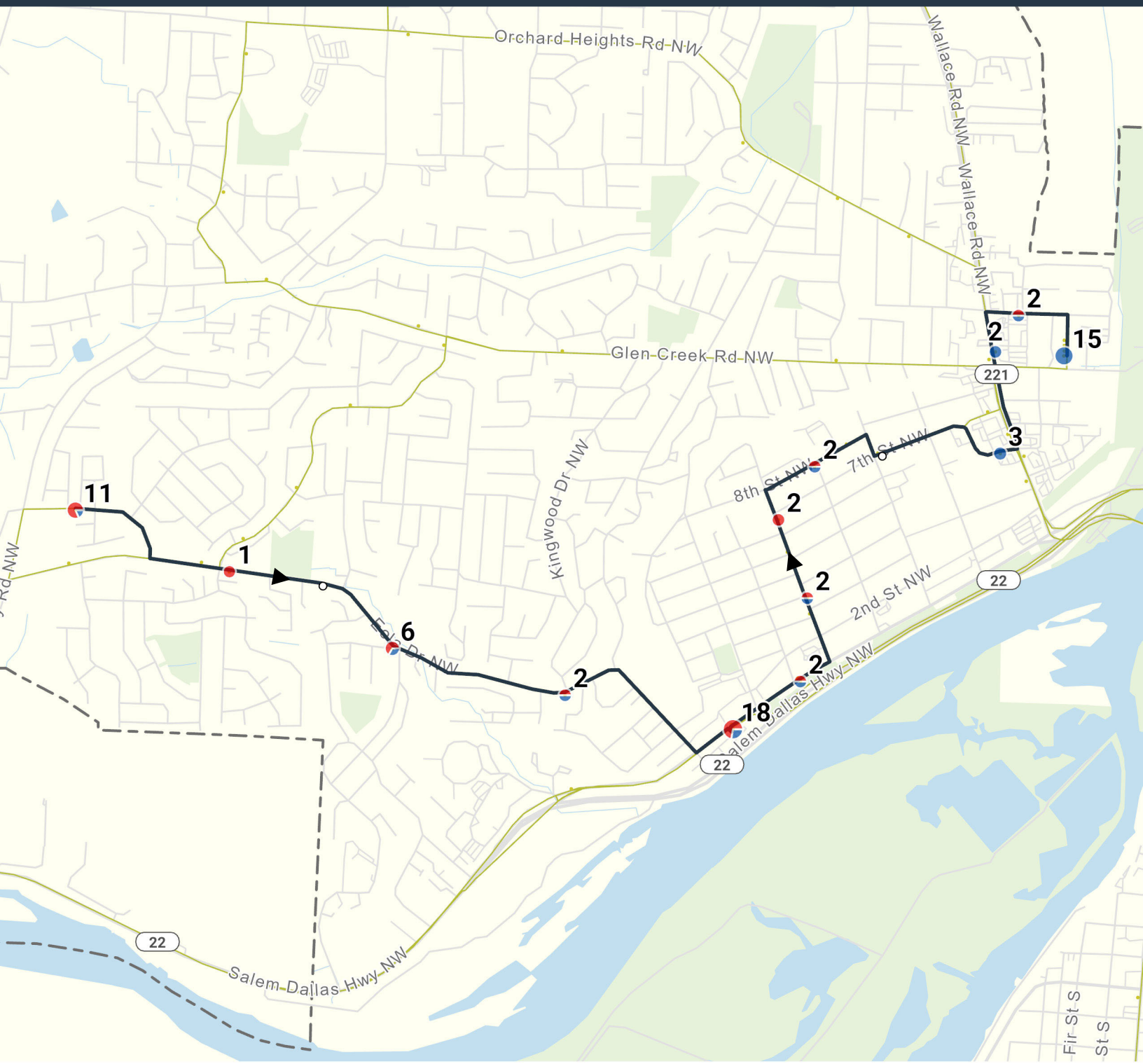
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60	1	5:30 AM–9:37 PM
Saturday	No service		
Sunday	No service		

Top Boarding Locations
West Salem Transit Center - Bay F
Edgewater @ Rosemont
Gehlar @ Crouchen
Eola @ Turnage
Burley Hill @ Deerwind

Source: October 2025, except ridership by time of day, which is November 2025

CHERRIOTS Local

Route 27
Glen Creek/Eola



To West Salem TC

Daily Boardings

Daily Alightings

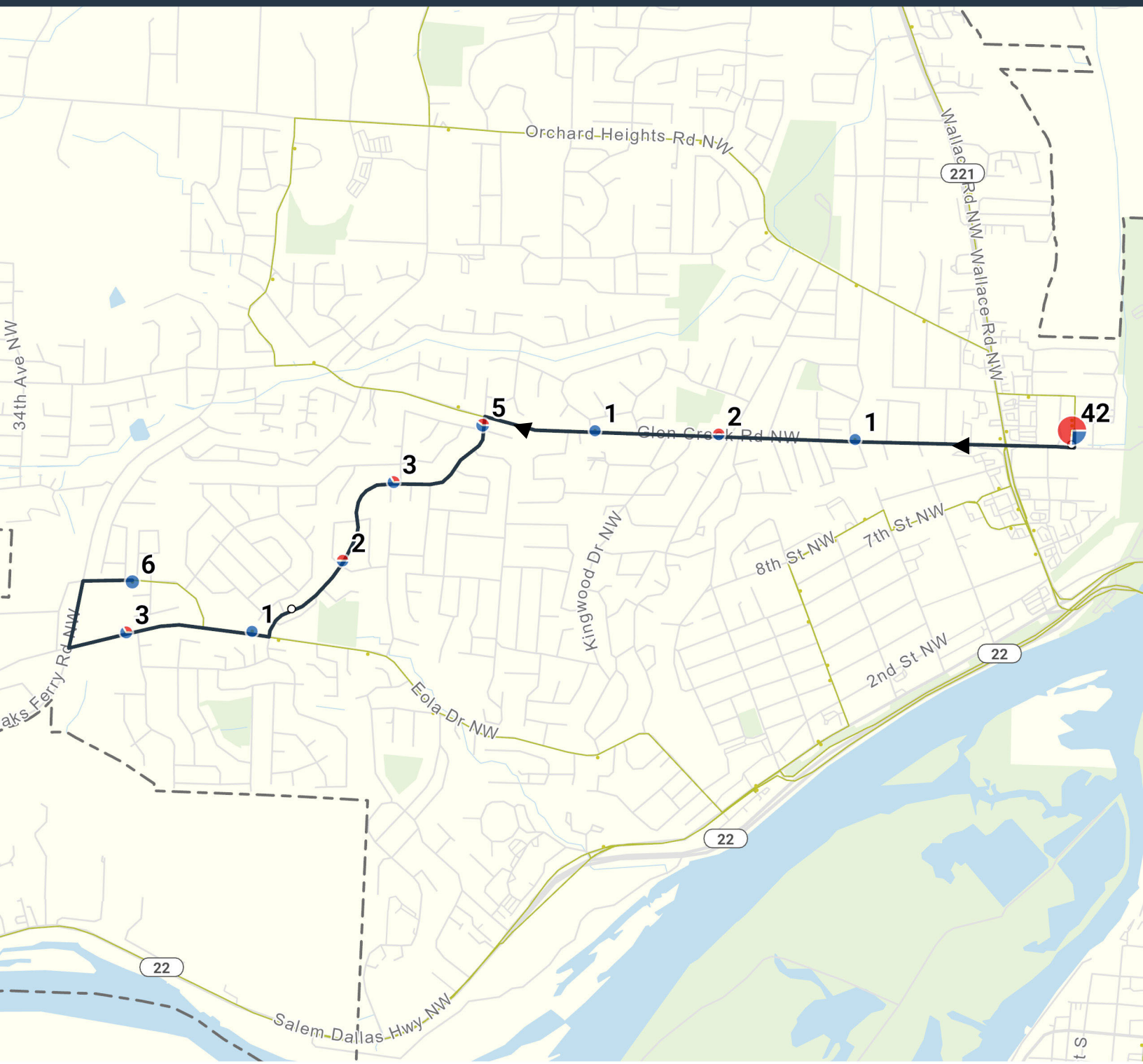
Ridership < 1

0 0.35 Miles

Average Weekday Activity

CHERRIOTS Local

Route 27
Glen Creek/Eola



To West Salem TC

Daily Boardings

Daily Alightings

Ridership < 1

0 0.35 Miles

Average Weekday Activity

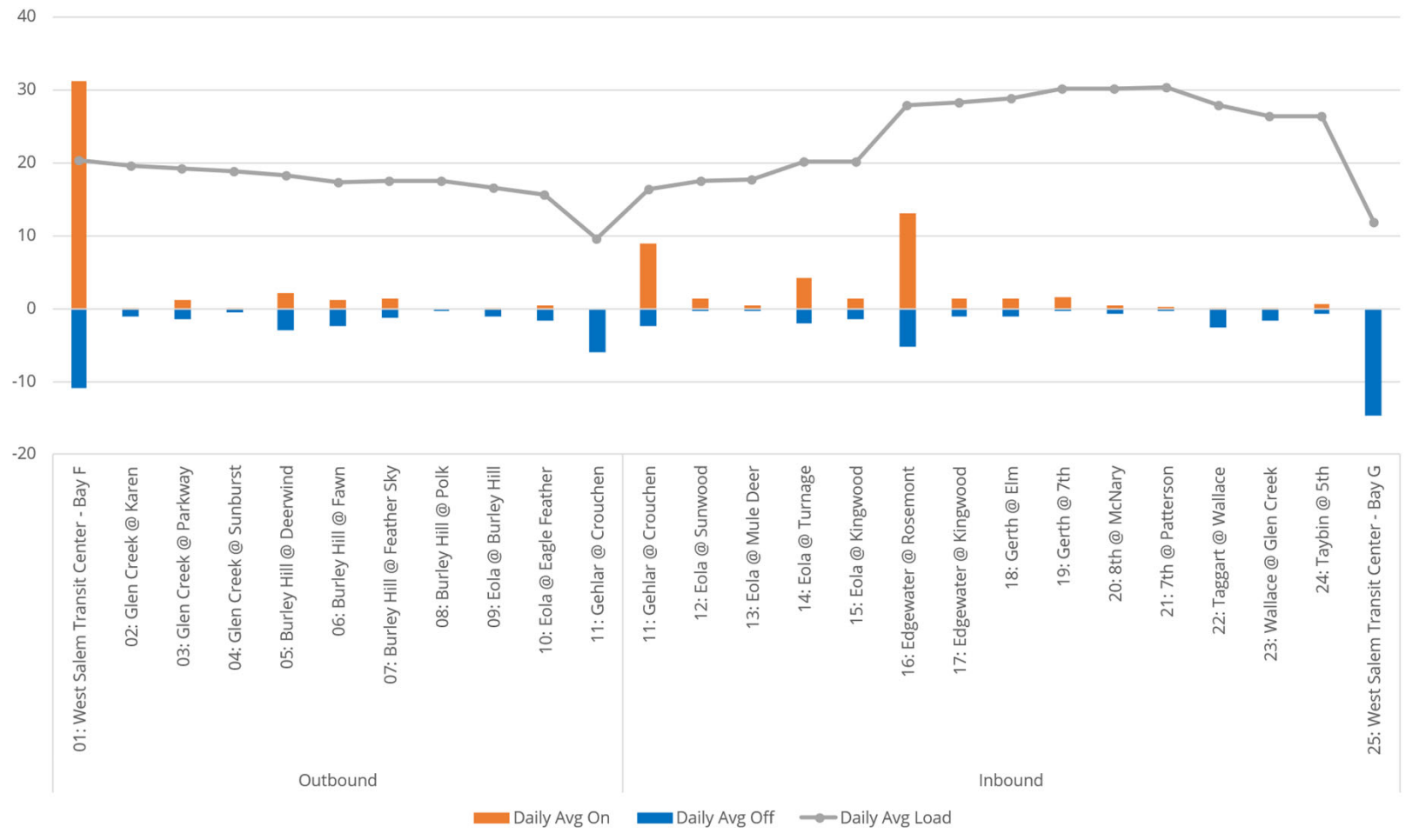
CHERRIOTS Local

Route 27
Glen Creek/Eola

Strengths
- Route 27 is tied for the strongest on-time performance of all routes, with 96% of buses leaving on time.

Opportunities
- Route 27 has the second lowest ridership of the local routes, with an average of 67 riders per weekday. Productivity is also below target, with 8.1 riders per hour on weekdays.
- Route 27 is a large one-way loop. In the main commercial area of West Salem, service is duplicative of Route 17, a frequent service route. On the northern portion of the loop on Glen Creek Road NW, service is duplicative of Route 26, another low-ridership hourly loop. While duplicative, the schedules are offset to provide a combined 30-minute frequency on the portion of the alignment shared between Routes 26 and 27.
- Like Route 26, trips from West Salem to destinations east of the river require three routes and two transfers. Route 26 arrives at the West Salem Transit Center just after Route 17 departs for the Downtown Transit Center, creating a ten-minute wait for passengers.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Regional

Route 1X
Wilsonville/Salem Express

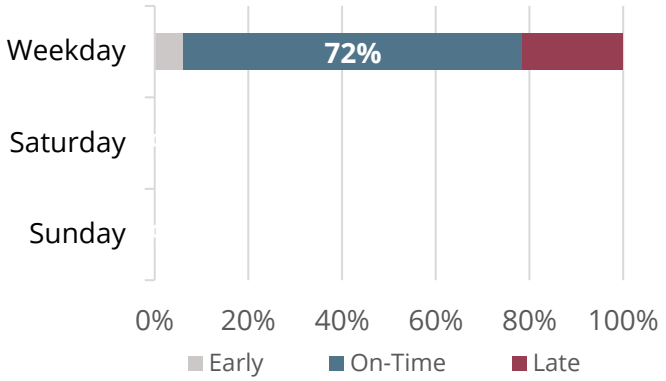
Route 1X is a regional route connecting the Downtown Transit Center and the Wilsonville Transit Center, where riders can transfer to Wilsonville's SMART system or TriMet's Westside Express Service (WES) commuter rail. Route 1X travels on I-5 between Salem and Wilsonville with limited stops. It operates on weekdays only with headways ranging from 25 minutes to 2 hours. This route is jointly operated by Cherriots and SMART. **Data is for Cherriots only unless otherwise specified.**

Ridership

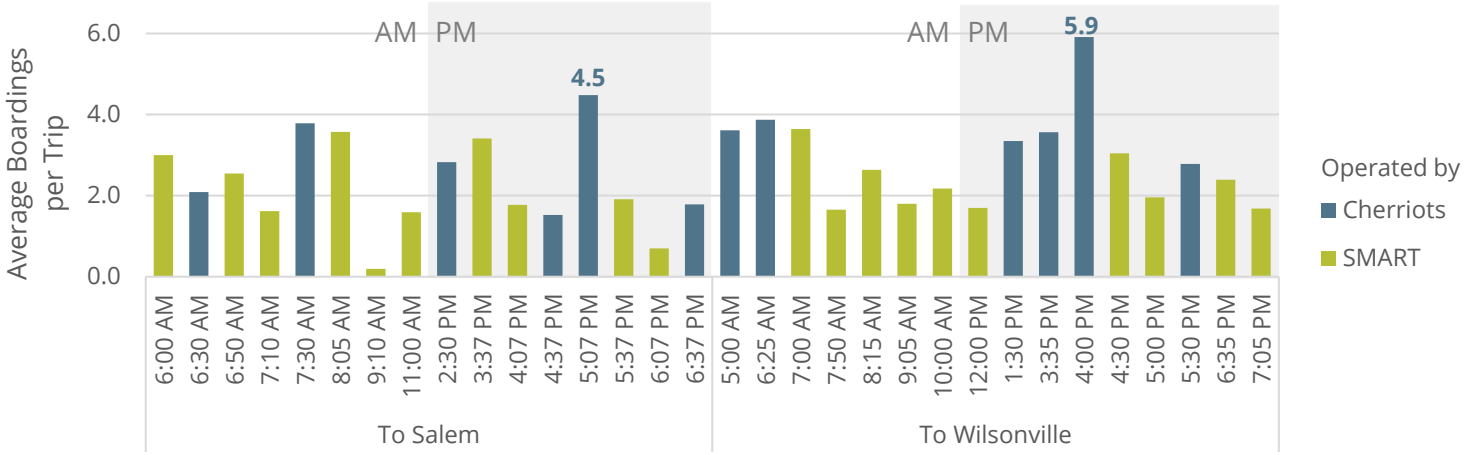
Average Daily Boardings	
Day	Count
Weekday	44
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	4
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Time of Day



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	Variable	2	5:00 AM–7:52 PM
Saturday	No service		
Sunday	No service		

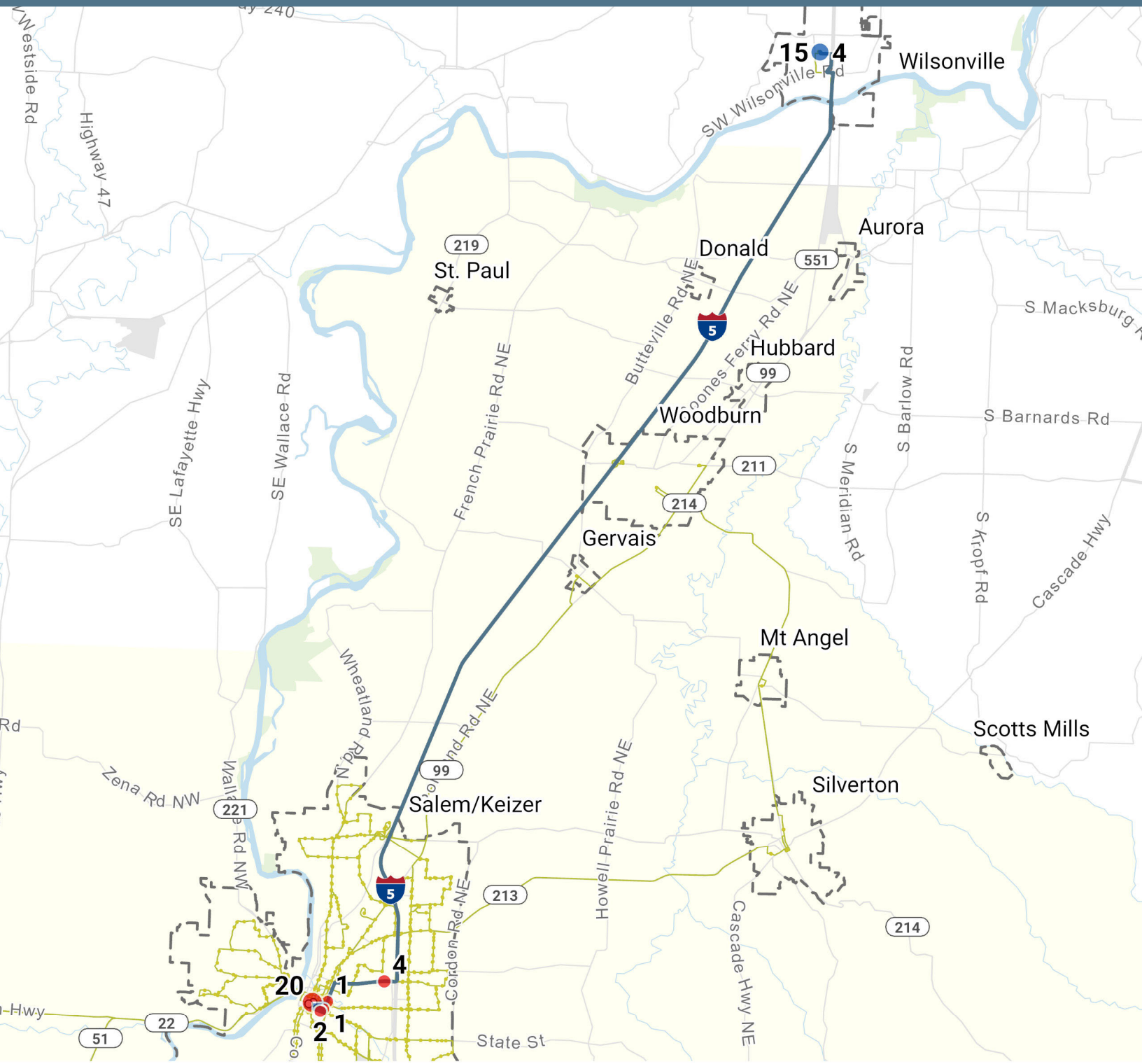
Top Boarding Locations
Wilsonville Transit Center - 1X
Downtown Transit Center - Bay R
Market @ Savage
State @ Capitol Bldg
Capitol @ Marion

Source: October 2025

CHERRIOTS Regional

Route 1X

Wilsonville/Salem Express



To Wilsonville

Daily Boardings

Daily Alightings

○ Ridership < 1

0 4 Miles

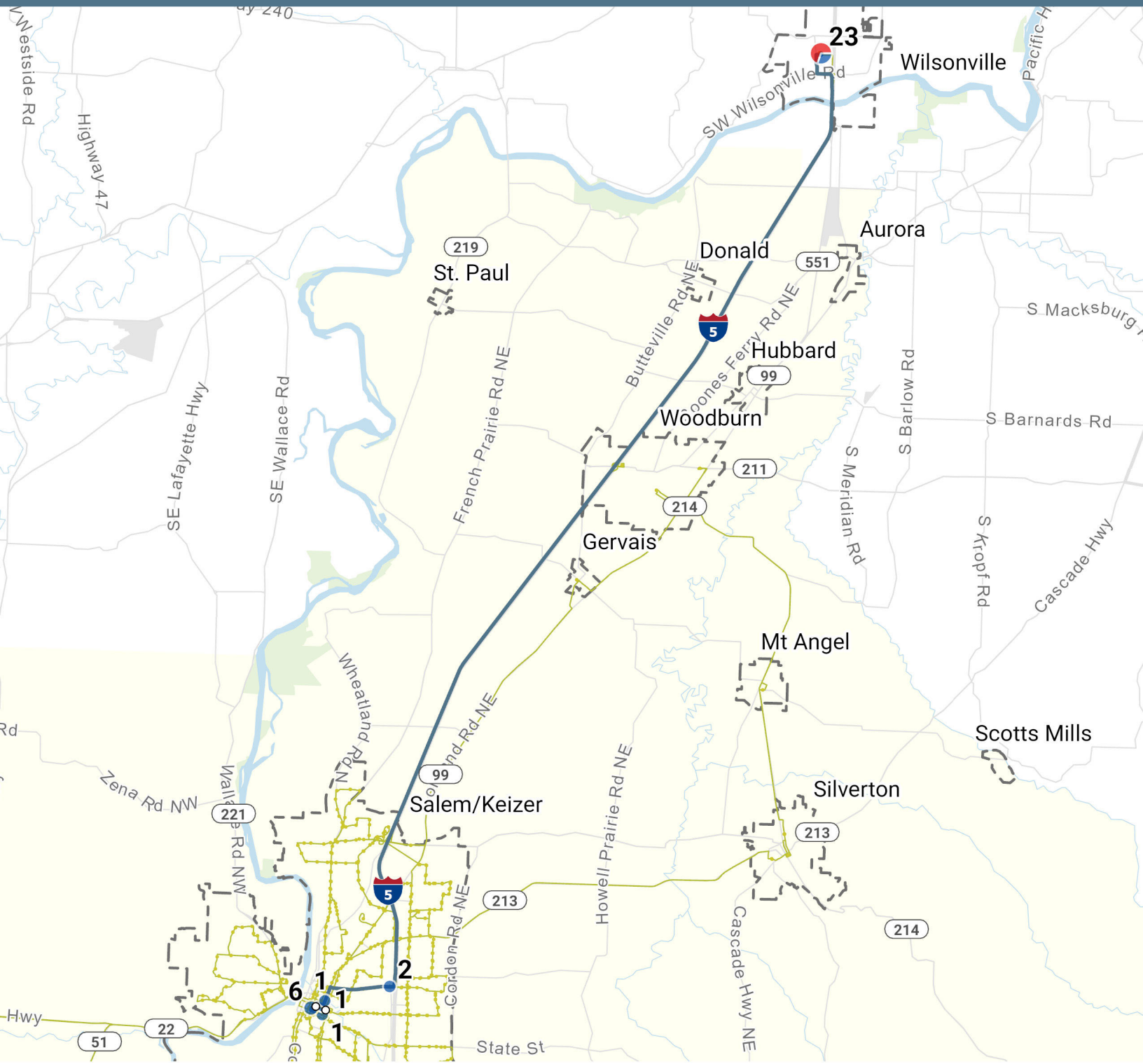
Average Weekday Activity

Route 1X stop-level ridership reflects trips operated by Cherriots only.

CHERRIOTS Regional

Route 1X

Wilsonville/Salem Express



To Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

0 4 Miles

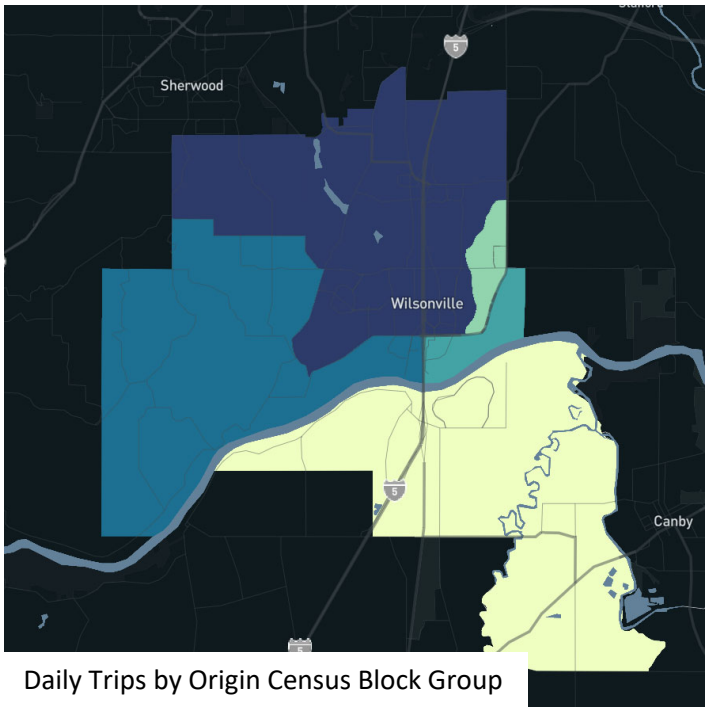
Average Weekday Activity

Route 1X stop-level ridership reflects trips operated by Cherriots only.

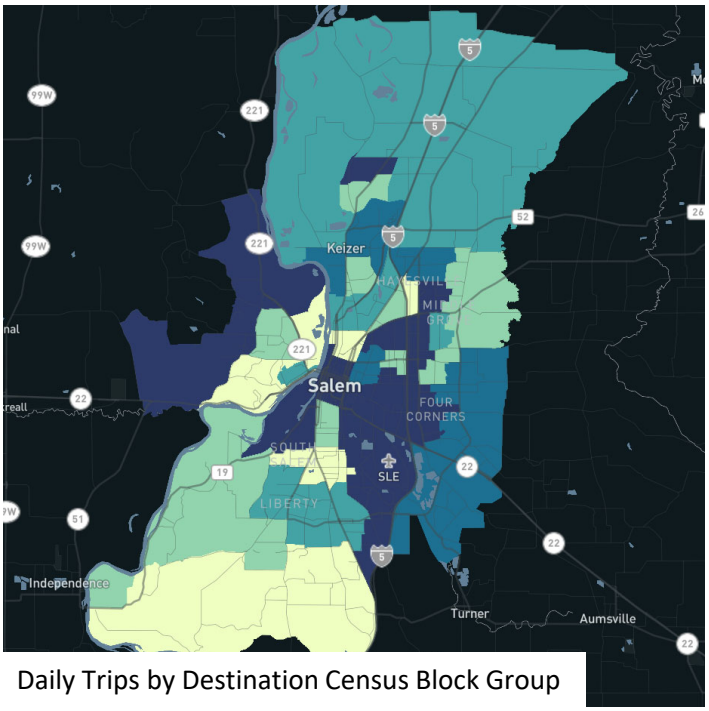
CHERRIOTS Regional

Route 1X
Wilsonville/Salem Express

Overall Market in Salem-Keizer



Daily Trips by Origin Census Block Group



Daily Trips by Destination Census Block Group

LOCUS Analysis

CHERRIOTS Regional

Route 1X
Wilsonville/Salem Express

Key Takeaways

- Trips originating from Wilsonville are mostly local to the area.
  - 7,800 weekday trips to Tualatin.
  - 6,200 weekday trips to Portland.
- Limited market for travel to Salem
  - Total of 3,300 weekday trips destined for greater Salem-Keizer region.
  - 200 weekday trips to Downtown Salem.
  - 100 weekday trips to the Oak Park neighborhood along Lancaster.
  - 100 weekday trips to the tract that includes Oregon State Fair and Exposition Center.

CHERRIOTS Regional

Route 1X
Wilsonville/Salem Express

Strengths

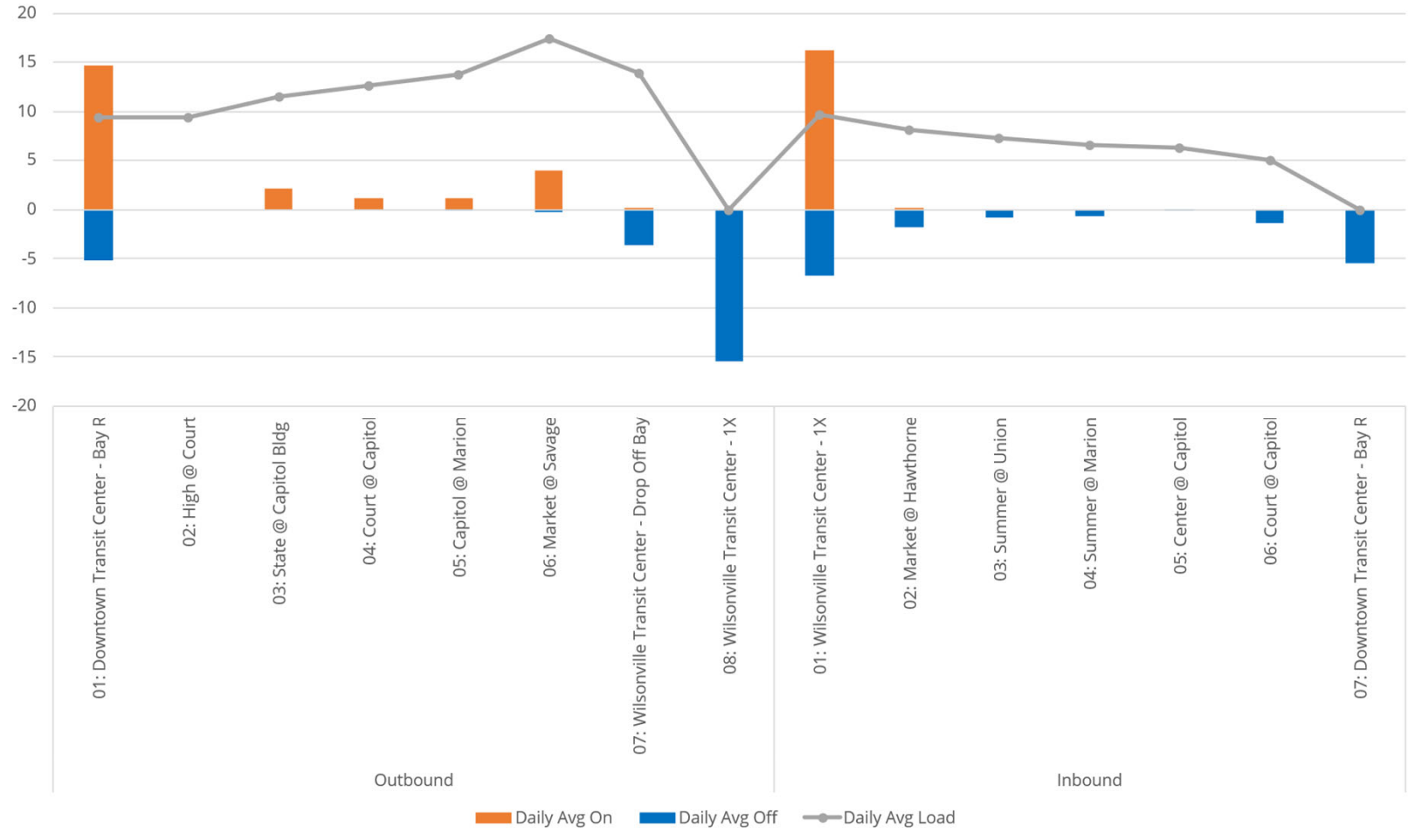
- Route 1X is co-operated by Cherriots and SMART, which allows for higher frequencies connecting Salem to Wilsonville. Six weekday trips are operated by Cherriots, and nine are operated by SMART. Cherriots has outfitted SMART's 1X buses with Umo payment validators to allow for fare integration between the systems.

Opportunities

- Route 1X has the lowest on-time performance of any route (regional or local), with only 72% departing on time, 6% departing early, and 21% leaving late.
- Many of Route 1X's trips carry less than 3 passengers per trip. There may be an opportunity to consolidate some of the morning trips.

Average Weekday Passenger Loads

Route 1X stop-level ridership reflects trips operated by Cherriots only.



CHERRIOTS Regional

Route 10X
Woodburn/Salem Express

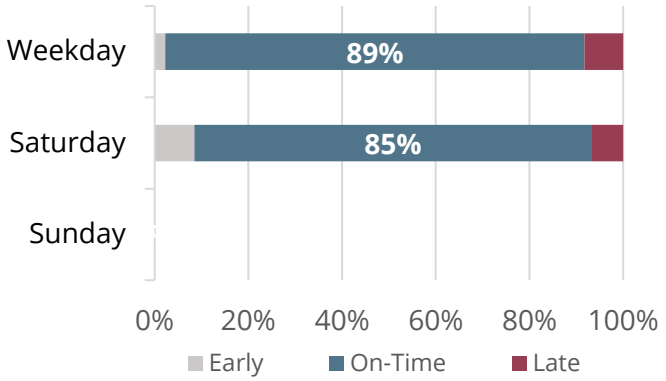
Route 10X is a regional express route connecting the Downtown Transit Center with Woodburn, also serving Brooks and Gervais. The route has limited stops and travels primarily along Highway 99E. It operates Monday through Saturday with eight trips on weekdays and three trips on Saturdays.

Ridership

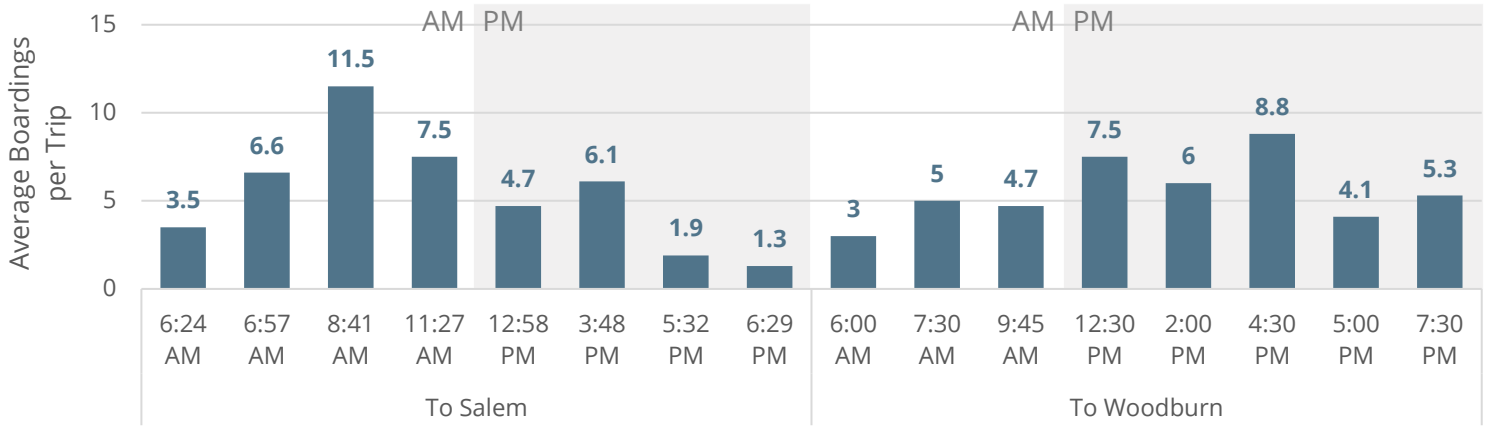
Average Daily Boardings	
Day	Count
Weekday	90
Saturday	22
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	5
Saturday	3
Sunday	No Service

On-Time Performance



Weekday Ridership by Trip



Characteristics

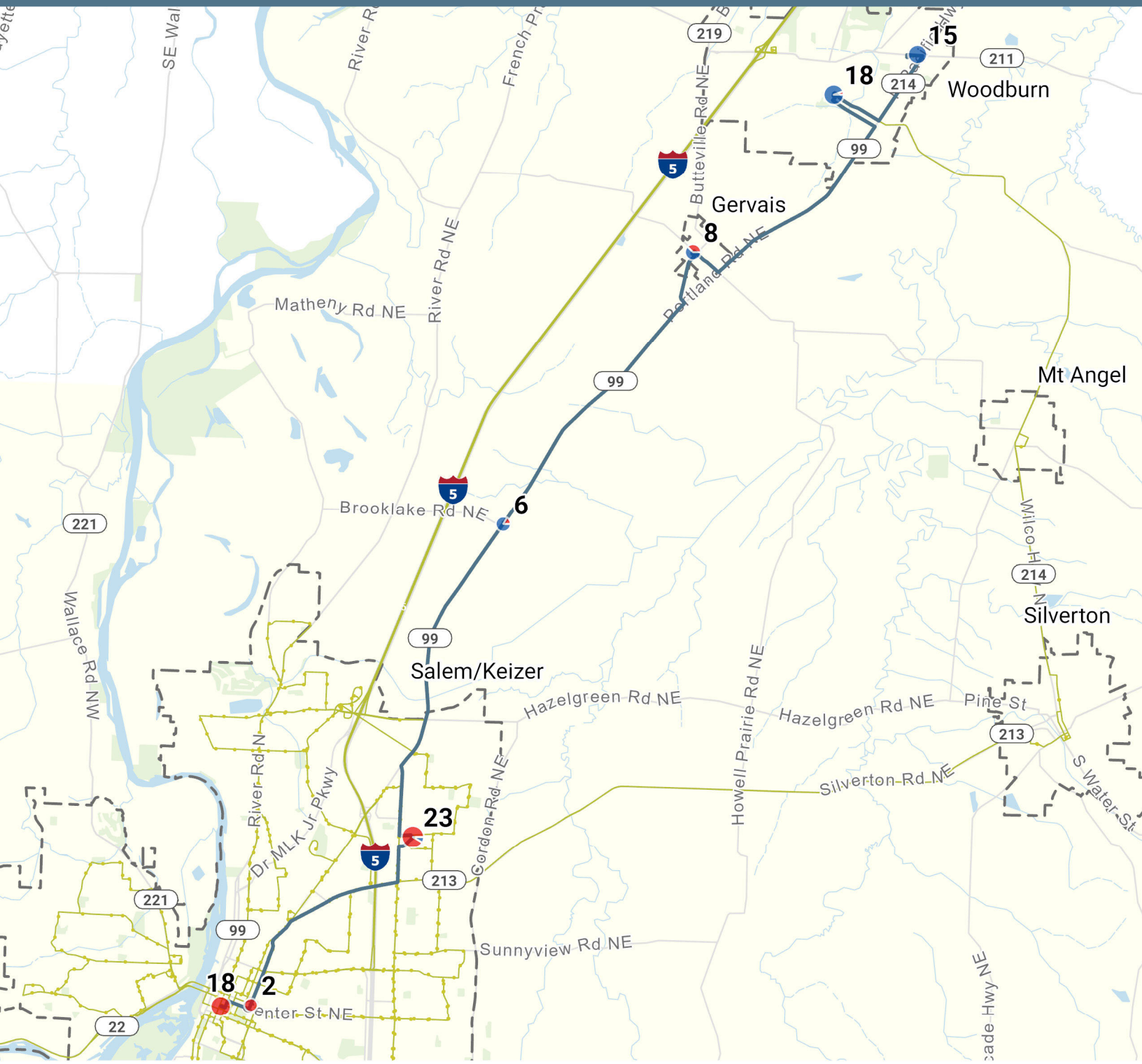
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	Variable	2	6:00 AM–8:17 PM
Saturday	Variable	1	7:26 AM–6:25 PM
Sunday	No service		

Top Boarding Locations
Chemeketa College - Bldg 2 - Bay D
Downtown Transit Center - Bay L
Woodburn Transit Center - 1st @ Arthur
Woodburn Bi-Mart - 1700 Mt Hood Ave
Gervais - 4th @ Douglas

Source: October 2025

CHERRIOTS Regional

Route 10X
Woodburn/Salem Express



To Woodburn

Daily Boardings

Daily Alightings

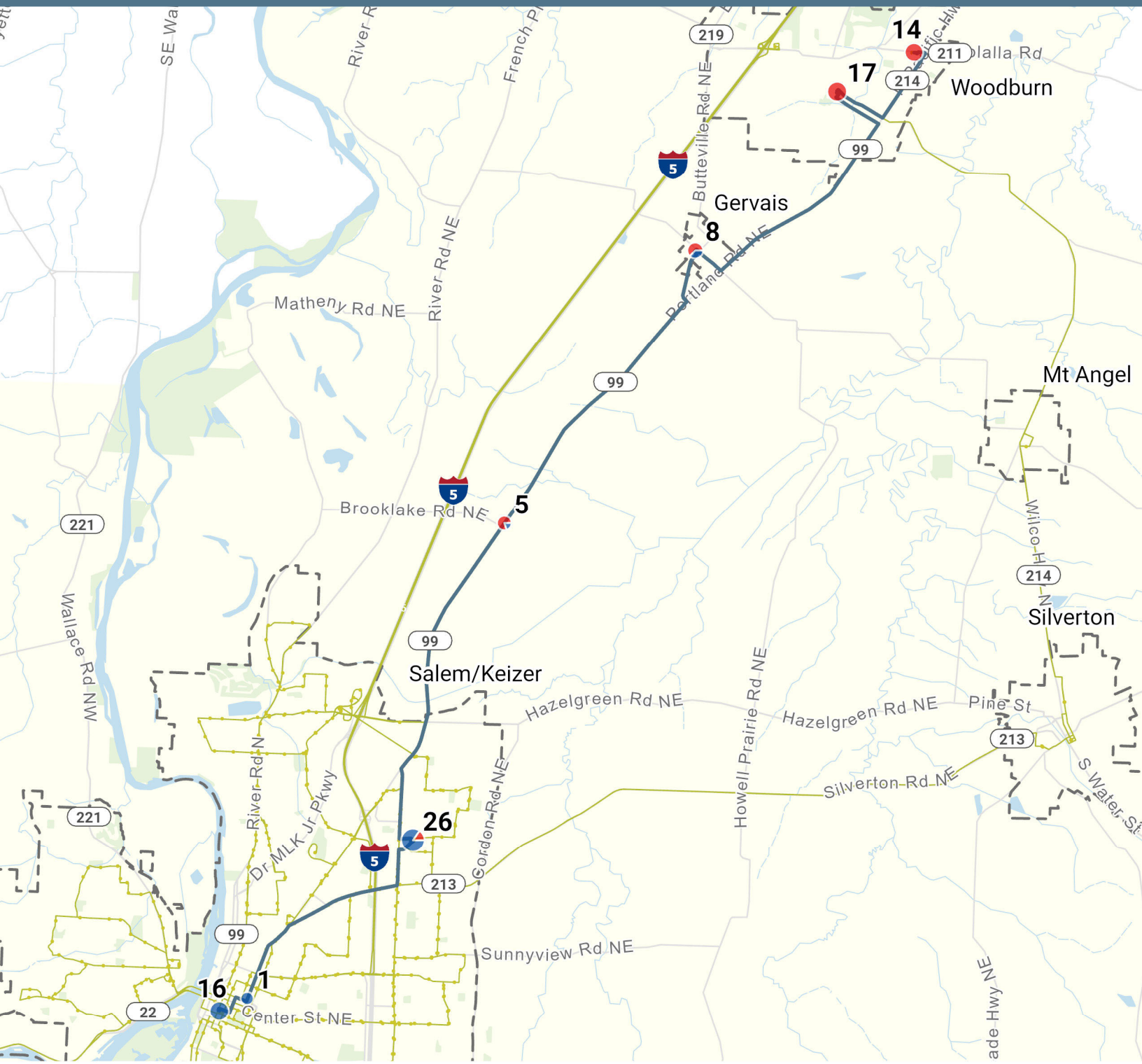
Ridership < 1

0 2.5 Miles

Average Weekday Activity

CHERRIOTS Regional

Route 10X
Woodburn/Salem Express



To Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

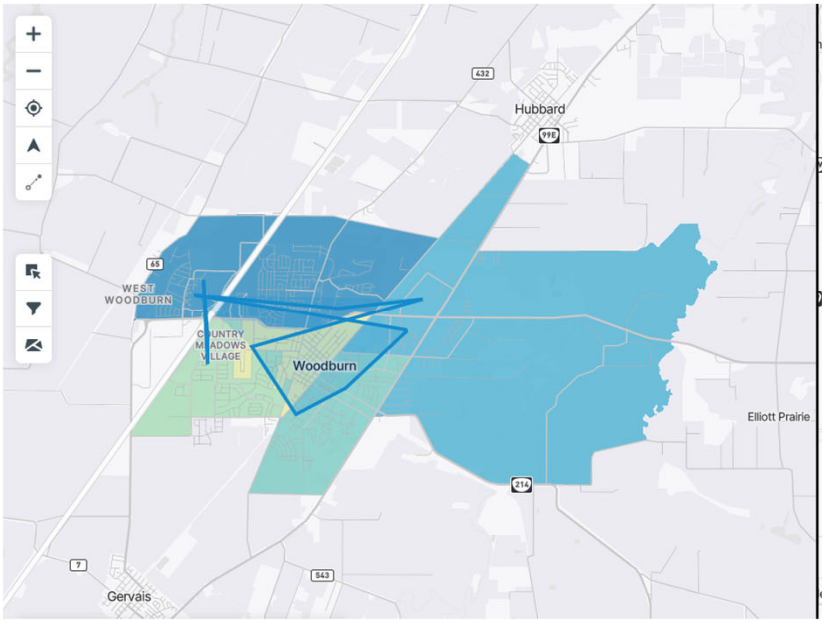
0 2.5 Miles

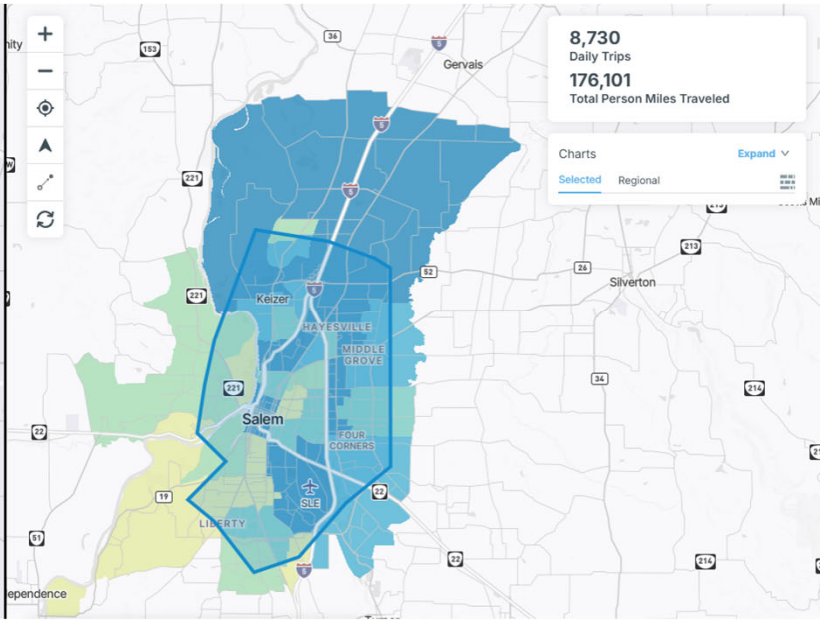
Average Weekday Activity

CHERRIOTS Regional

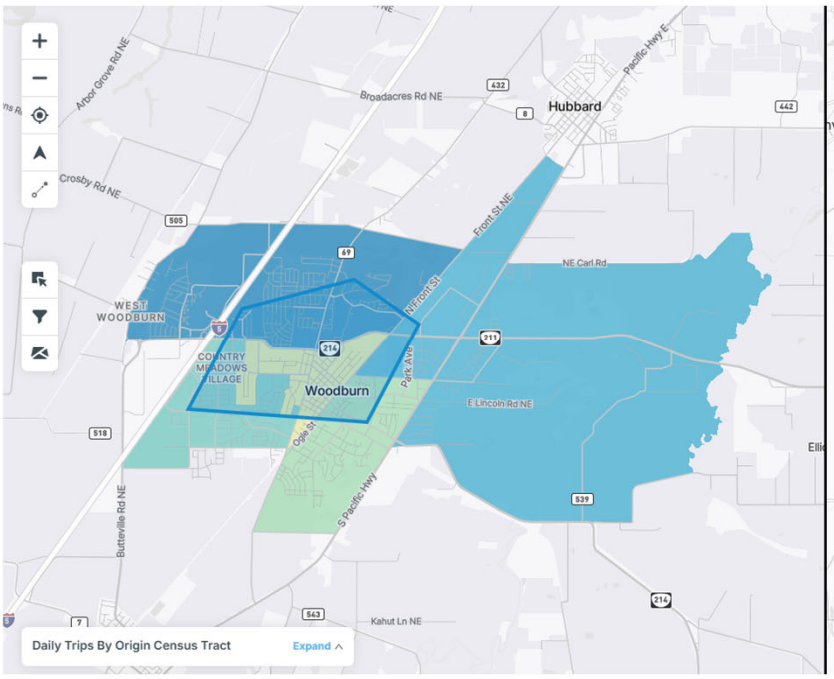
Route 10X
Woodburn/Salem Express

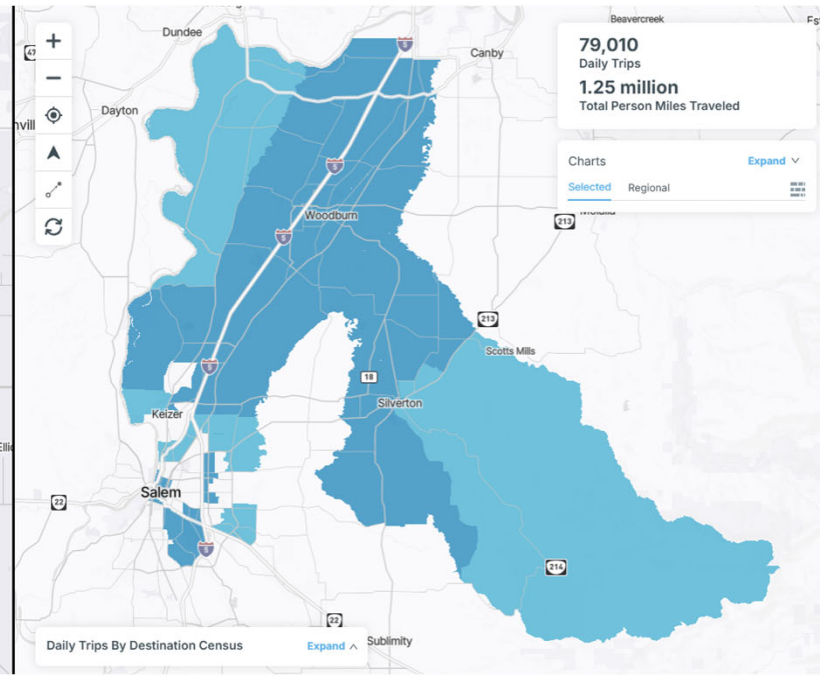
Overall Market in Salem-Keizer





Tracts with More than 200 Daily Trips





LOCUS Analysis

CHERRIOTS Regional

Route 10X
Woodburn/Salem Express

Key Takeaways

- Trips originating in Route 10X service area in Woodburn are mostly local to the area.
- Limited market for travel to Salem
  - Total of 4,300 weekday trips destined for greater Salem-Keizer region.
  - 600 weekday trips along Lancaster Drive between Silverton Road and Monroe Avenue.
  - 300 weekday trips to Downtown Salem.
  - 200 weekday trips to the tract that includes McNary Field and the industrial area.
  - 100 weekday trips to the tract with Chemeketa Community College.
- Potential opportunity to change alignment between Downtown Transit Center and Chemeketa Community College to use Lancaster Drive to connect to more jobs.

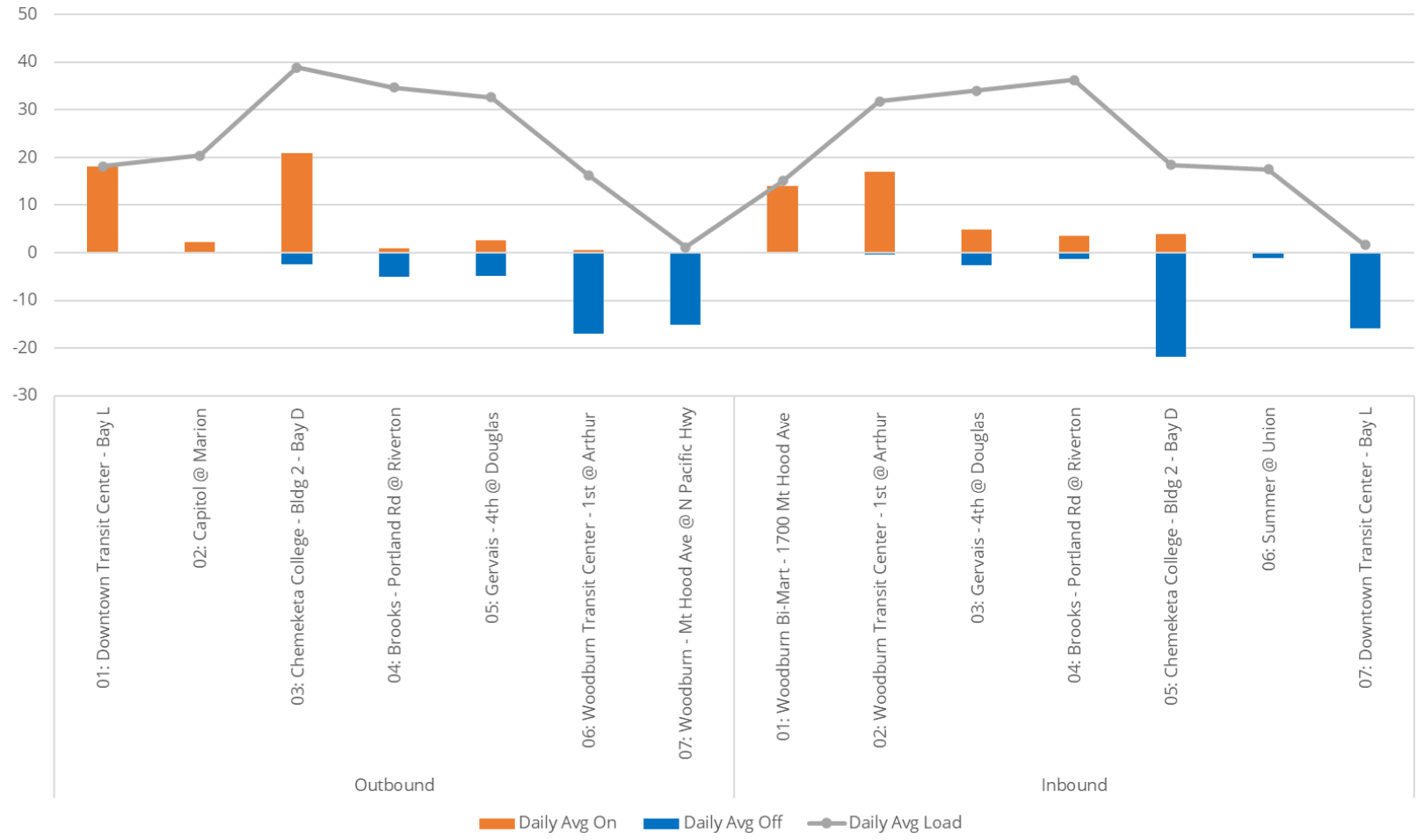
CHERRIOTS Regional

Route 10X
Woodburn/Salem Express

Strengths
- Route 10X meets on-time performance standards.
- Route 10X serves Chemeketa Community College, which is the highest ridership stop on the route.
- Route 10X connects the Chemeketa Community College campuses in Salem and Woodburn.

Opportunities
- Early departures make up 8% of buses on Saturdays, indicating that there is excess time in the schedule on weekends when traffic is lower.
- Route 10X carries an average of 5.5 riders/trip on weekdays. Ridership is highest to Salem in the morning and to Woodburn in the afternoon.
- The route passes by commercial/retail destinations on Highway 99E between the Downtown Woodburn Transit Center and the Bi-Mart/Mega Foods terminus. There may be an opportunity to add stops on Highway 99E to improve access to this route.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Regional

Route 20X

N Marion County/Salem Express

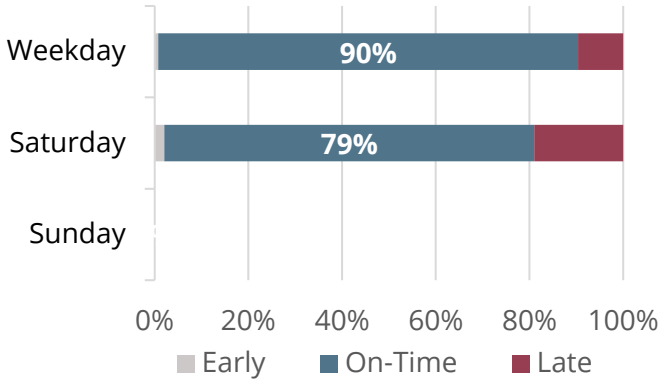
Route 20X is a regional express route connecting the Downtown Transit Center, Chemeketa College, Silverton, Mount Angel, and the Woodburn Bi-Mart. It travels on Silverton Road NE and Highway 214. It operates Monday through Saturday with five trips on weekdays and three trips on Saturdays.

Ridership

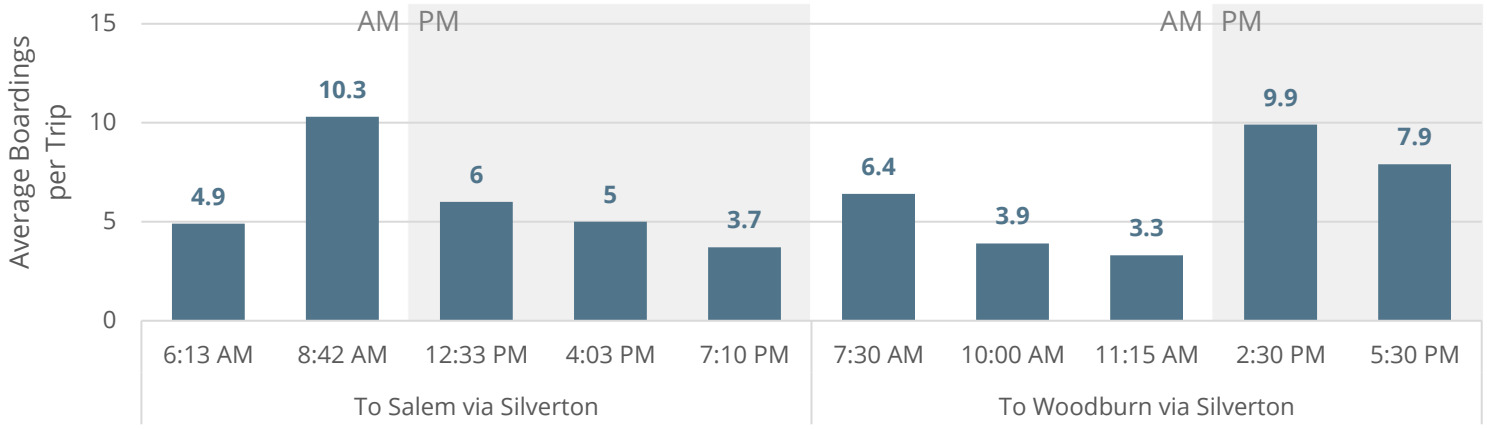
Average Daily Boardings	
Day	Count
Weekday	63
Saturday	35
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	5
Saturday	4
Sunday	No Service

On-Time Performance



Weekday Ridership by Trip



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	Variable	1	6:13 AM–8:20 PM
Saturday	Variable	1	8:11 AM–6:08 PM
Sunday	No service		

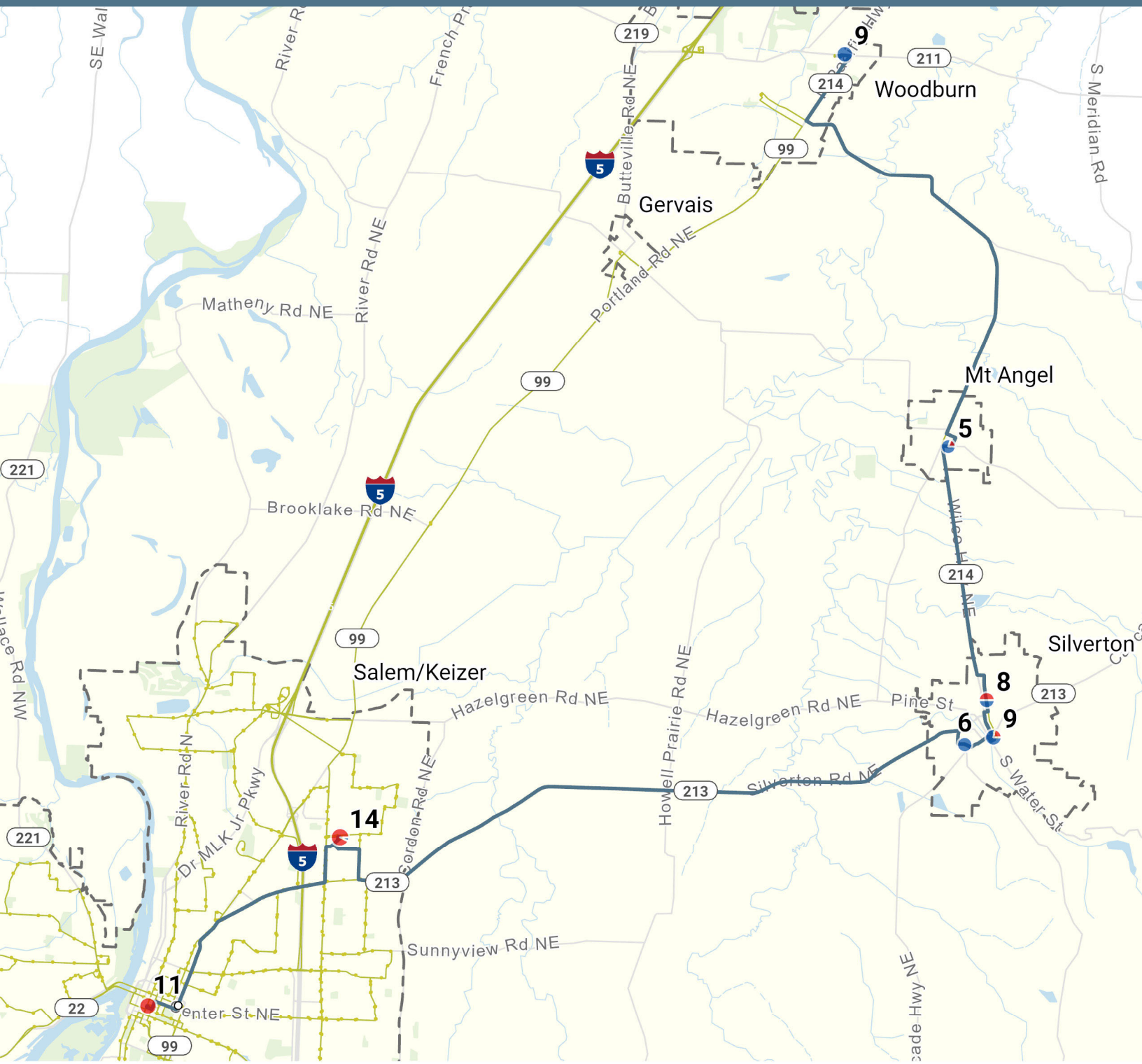
Top Boarding Locations
Chemeketa College - Bldg 2 - Bay D
Downtown Transit Center - Bay V
Silverton Downtown - 1st @ Lewis
Woodburn Bi-Mart - 1700 Mt Hood Ave
Silverton Roth's - 2nd @ Bowtie

Source: October 2025

CHERRIOTS Regional

Route 20X

N Marion County/Salem Express



To Woodburn

Daily Boardings

Daily Alightings

Ridership < 1

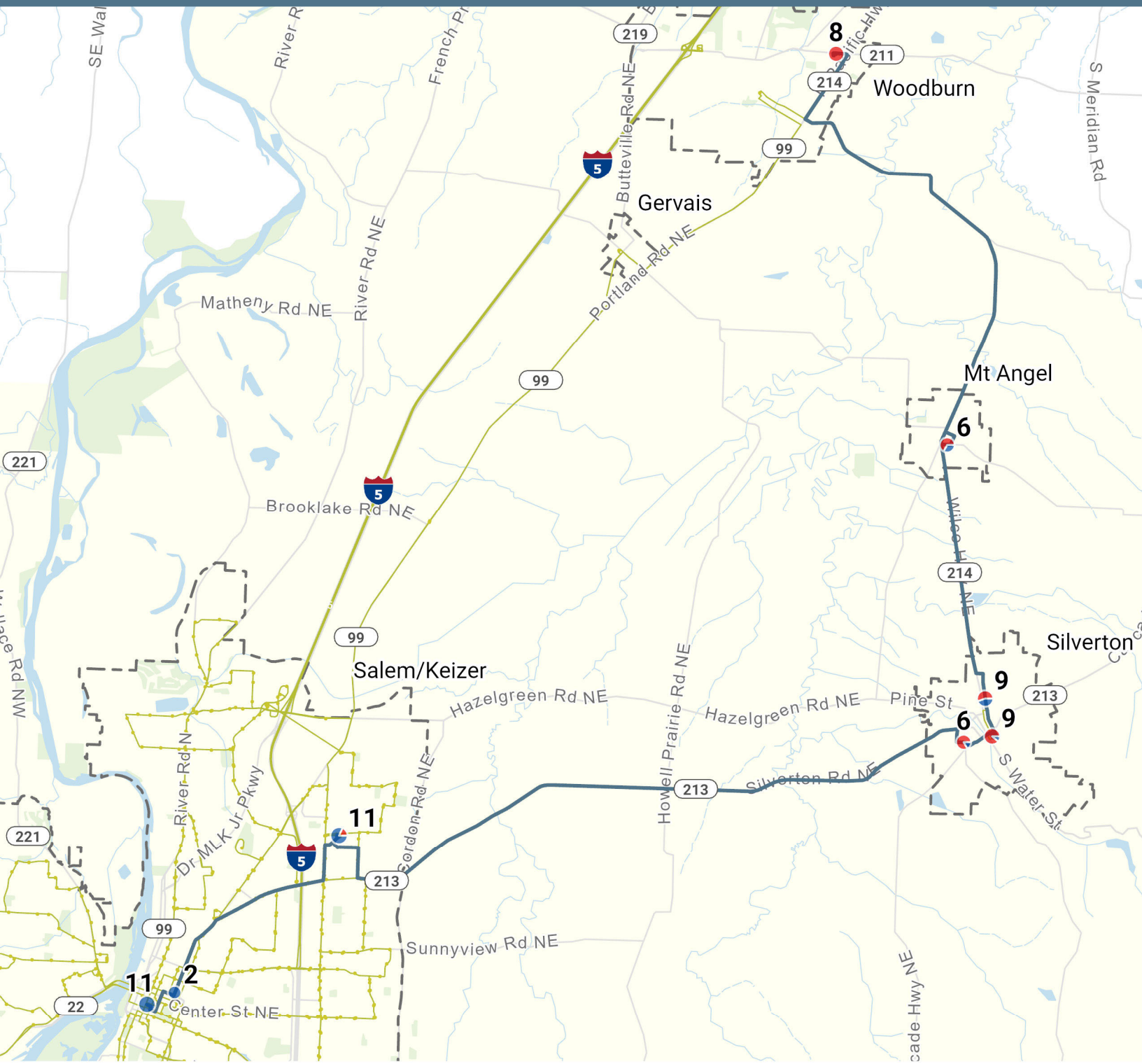
0 2.5 Miles

Average Weekday Activity

CHERRIOTS Regional

Route 20X

N Marion County/Salem Express



To Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

0 2.5 Miles

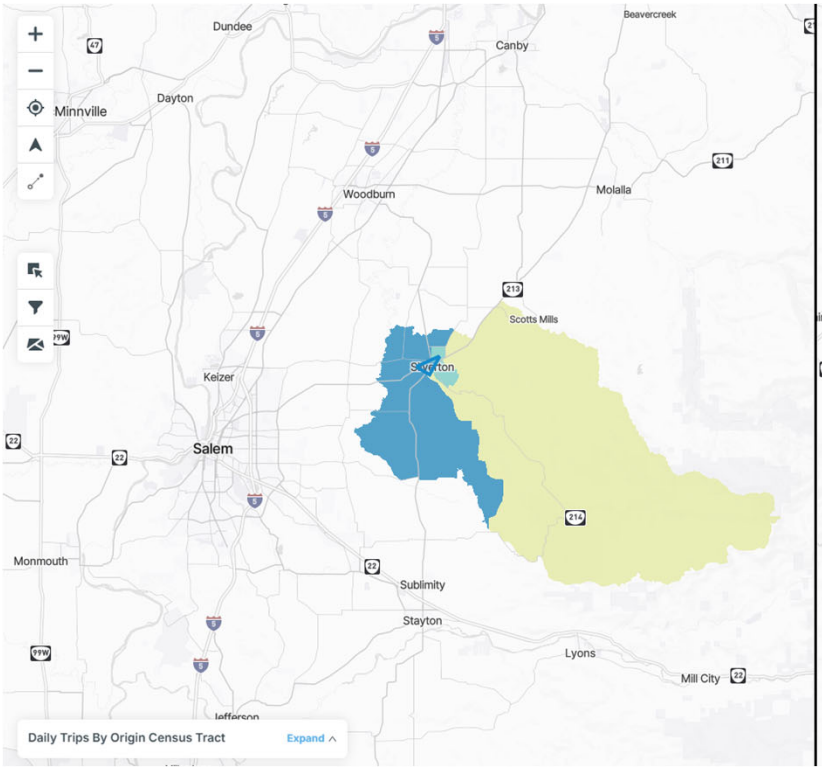
Average Weekday Activity

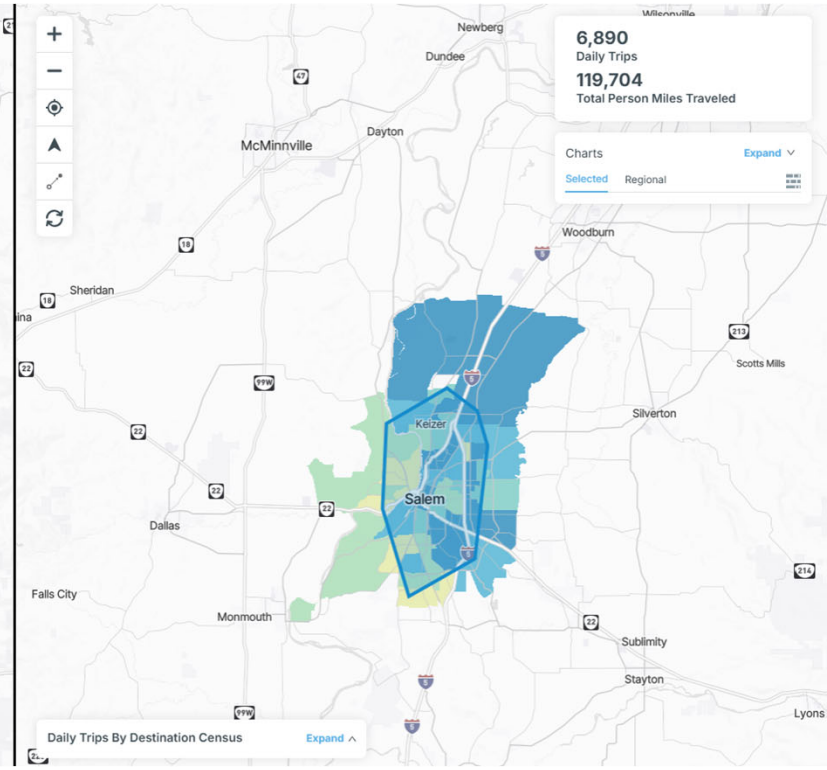
CHERRIOTS Regional

Route 20X

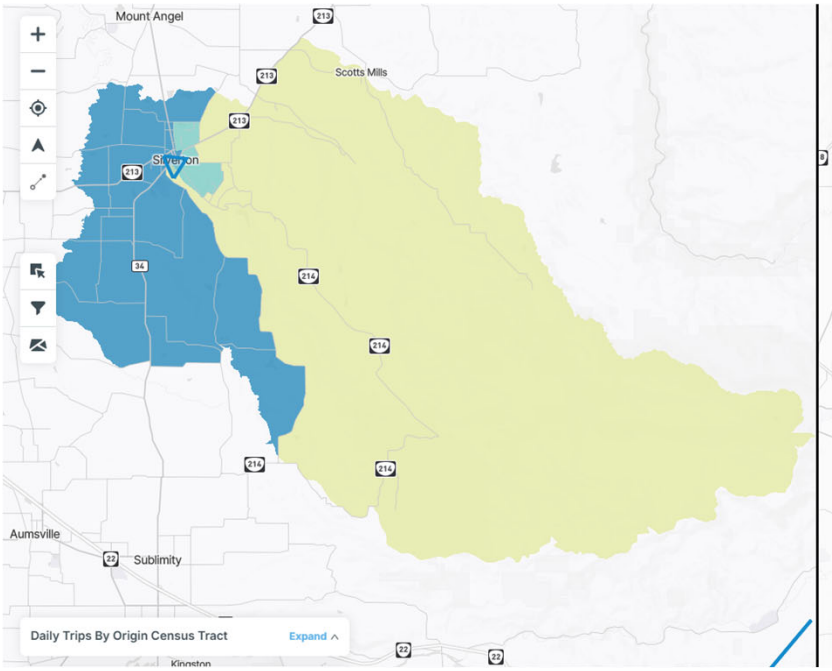
N Marion County/Salem Express

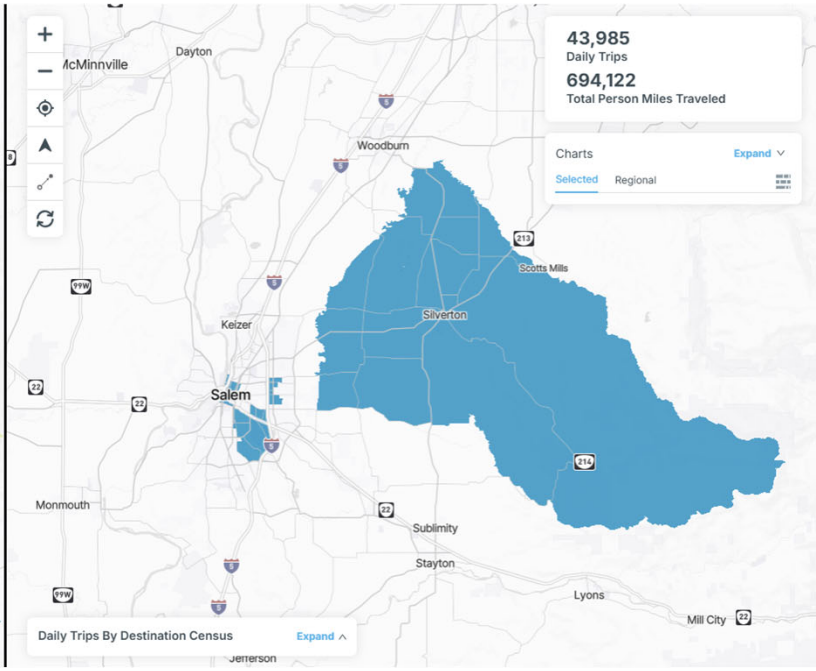
Overall Market in Salem-Keizer





Tracts with More than 500 Daily Trips





LOCUS Analysis

CHERRIOTS Regional

Route 20X

N Marion County/Salem Express

Key Takeaways

- Trips originating in Route 20X service area in Silverton are mostly local to the area.
- Limited market for travel to Salem
  - Total of 7,000 weekday trips destined for greater Salem-Keizer region.
  - 600 weekday trips to the tract that includes McNary Field and the industrial area.
  - 500 weekday trips to Downtown Salem.
  - 500 weekday trips to tract on Lancaster Drive between Sunnyview Road and Monroe Avenue.
  - 200 weekday trips to the tract with Chemeketa Community College.
- Potential opportunity to change alignment of Route 20X to serve part of Lancaster Drive on the way to Downtown Salem to connect to more jobs.

CHERRIOTS Regional

Route 20X

N Marion County/Salem Express

Strengths

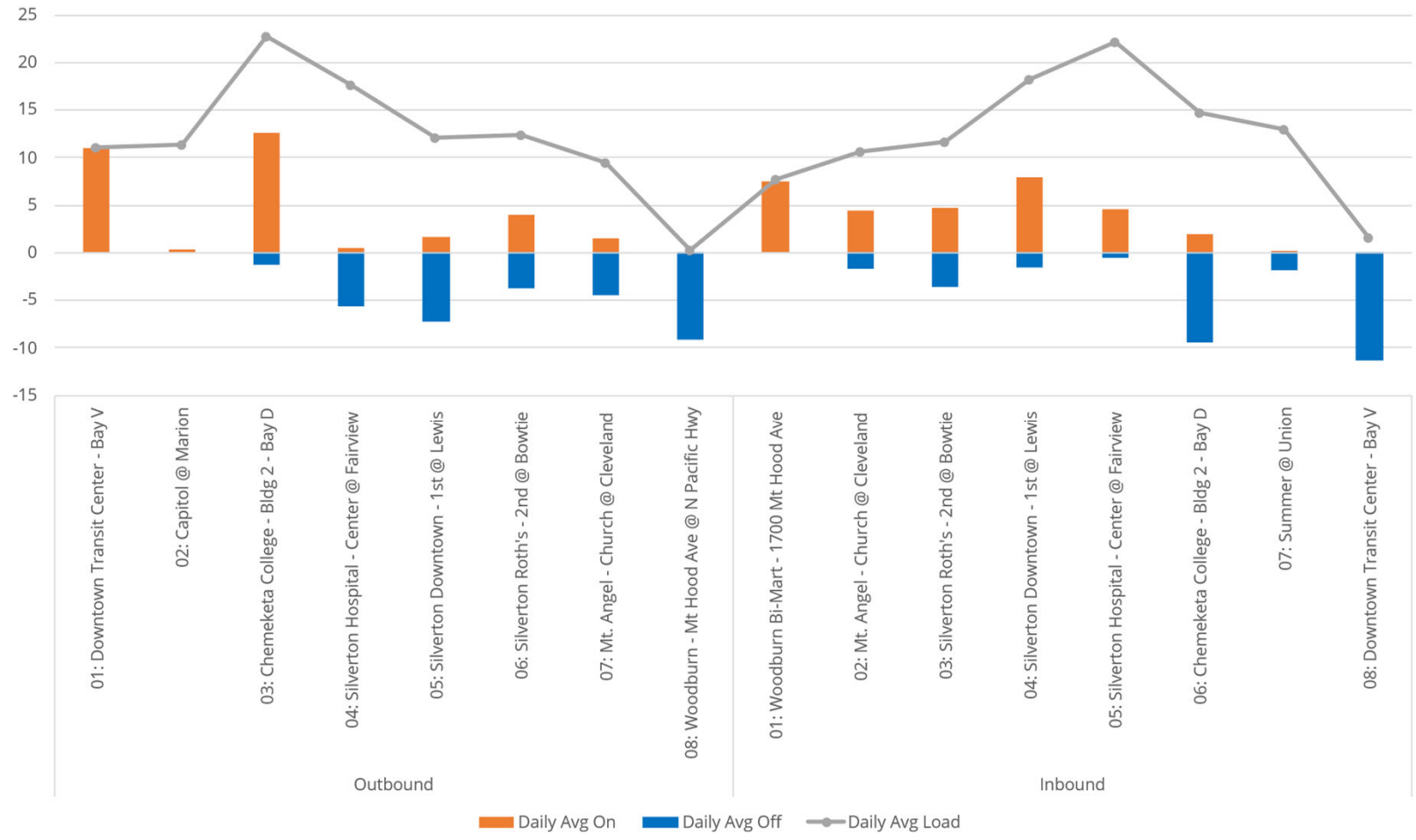
- Route 20X provides an important connection to Silverton, Mt. Angel and Woodburn.

Opportunities

- Route 20X carries an average of 4.7 riders/hour and 6.1 riders per trip on weekdays. Ridership is highest to Salem in the morning at to Woodburn in the afternoon.

ET1

Average Weekday Passenger Loads



CHERRIOTS Regional

Route 30X
Santiam/Salem Express

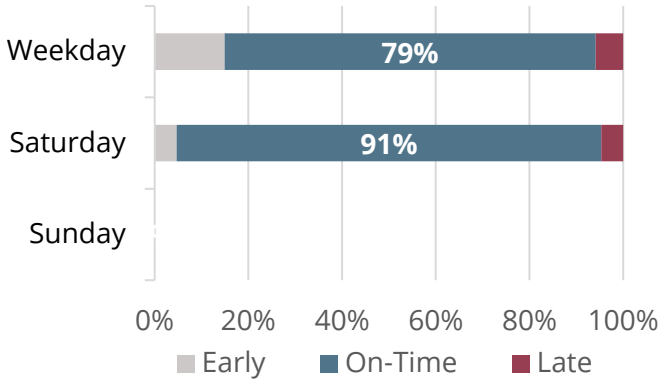
Route 30X is a regional express route connecting the Downtown Salem Transit Center to the cities of Turner, Aumsville, Stayton, Mehama, Lyons, Mill City, and Gates. It operates Monday through Saturday with four weekday round trips and two round trips on Saturday.

Ridership

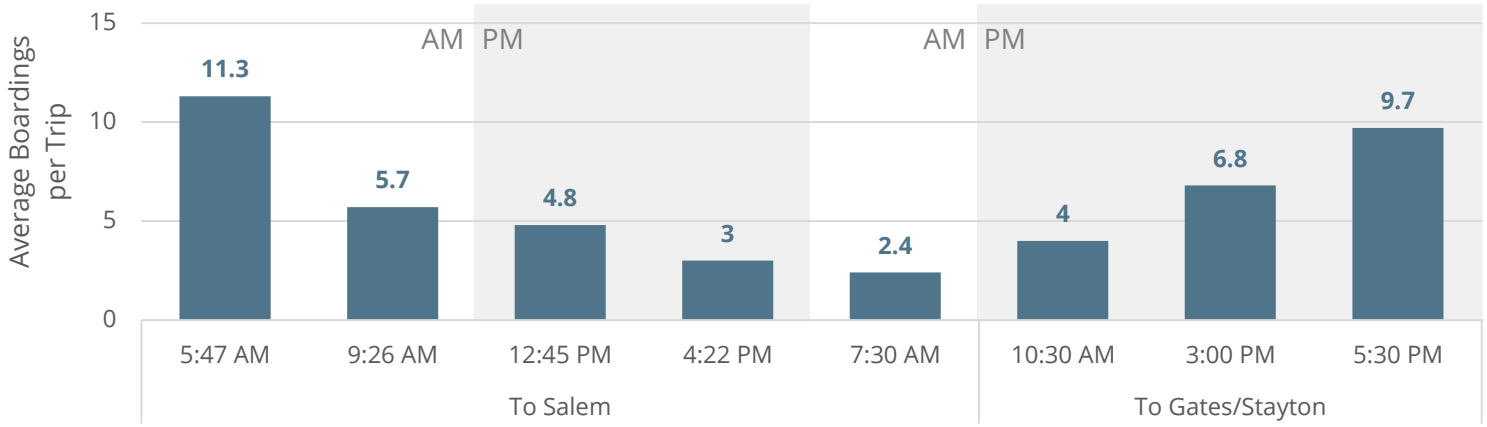
Average Daily Boardings	
Day	Count
Weekday	49
Saturday	17
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	4
Saturday	2
Sunday	No Service

On-Time Performance



Weekday Ridership by Trip



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	Variable	1	5:47 AM–7:11 PM
Saturday	Variable	1	8:00 AM–7:35 PM
Sunday	No service		

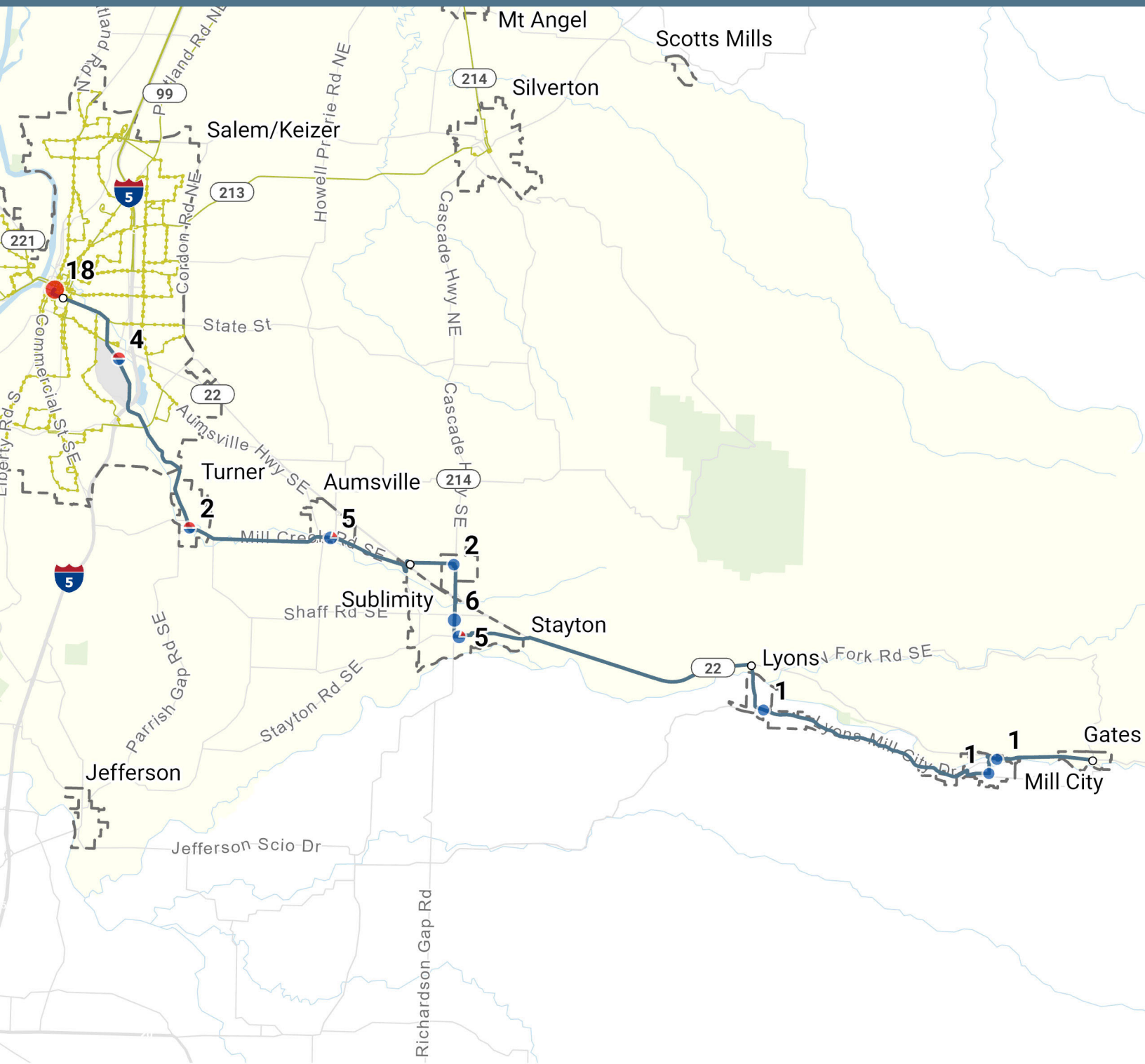
Top Boarding Locations
Downtown Transit Center - Bay U
Stayton Downtown - Washington @ 4th
Aumsville - Main @ 5th
Stayton - 1st @ Regis
Sublimity - Johnson @ Starr

Source: October 2025

CHERRIOTS Regional

Route 30X

Santiam/Salem Express

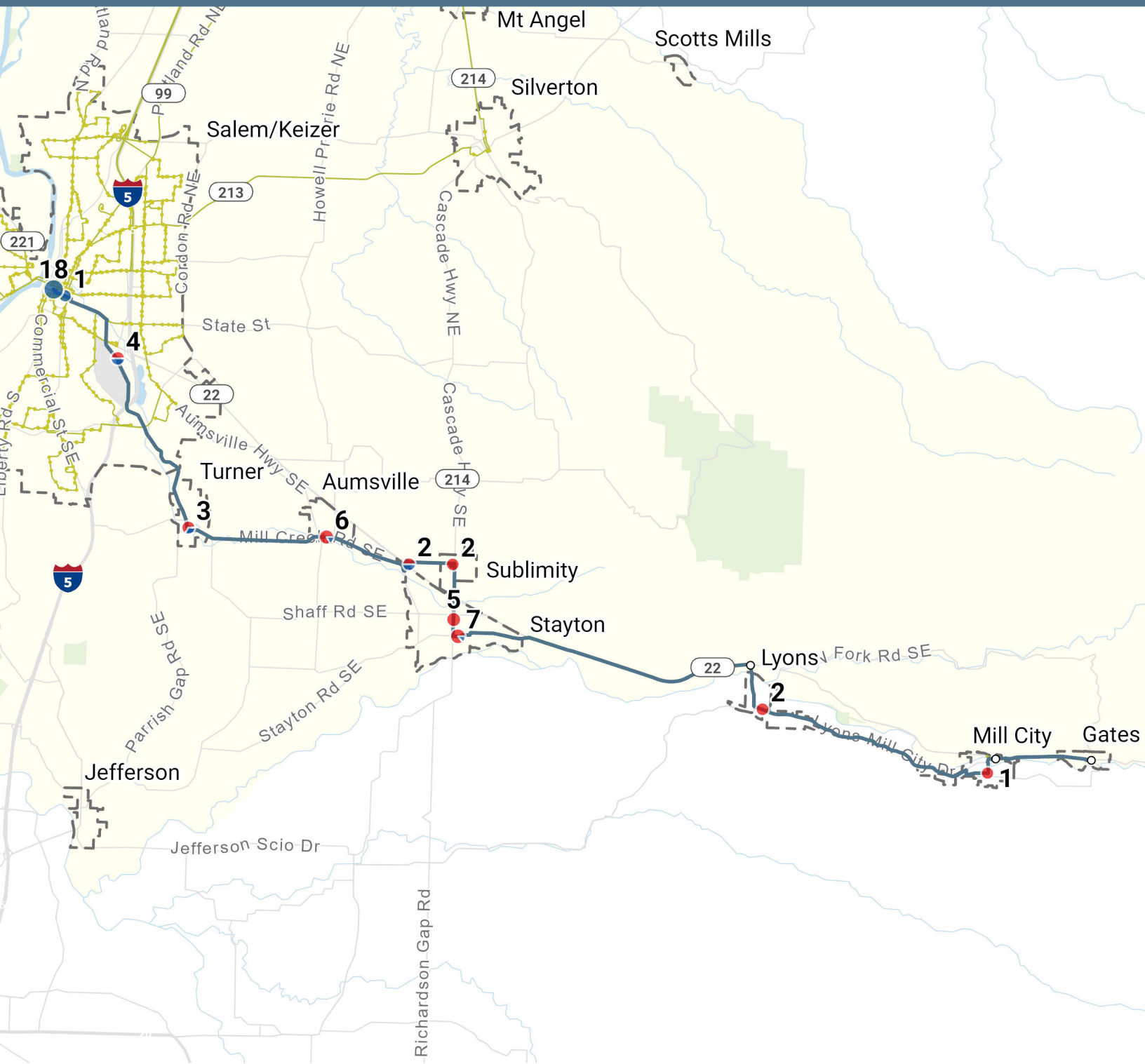


To Gates

Average Weekday Activity

CHERRIOTS Regional

Route 30X
Santiam/Salem Express



To Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

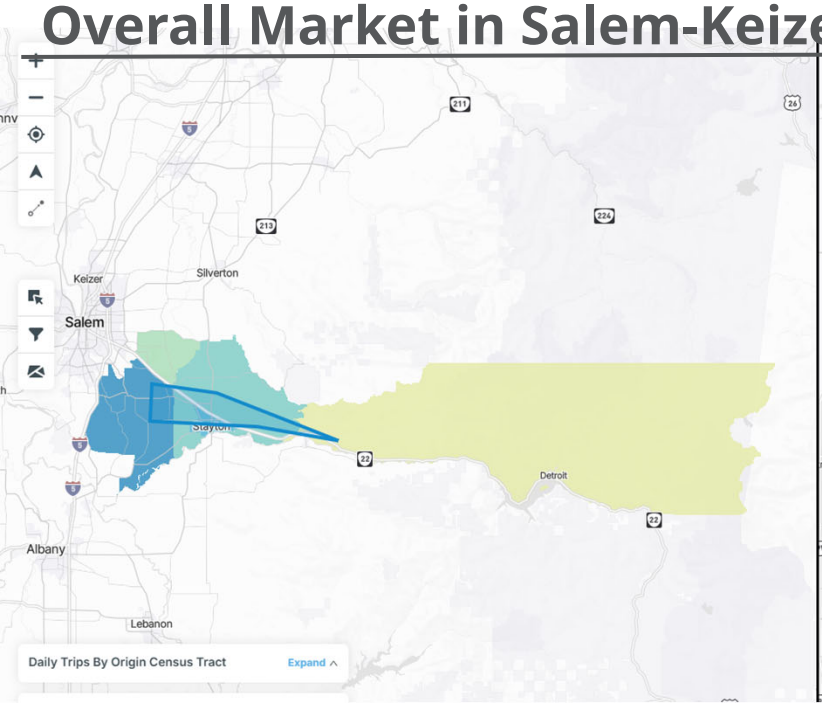
0 4.5 Miles

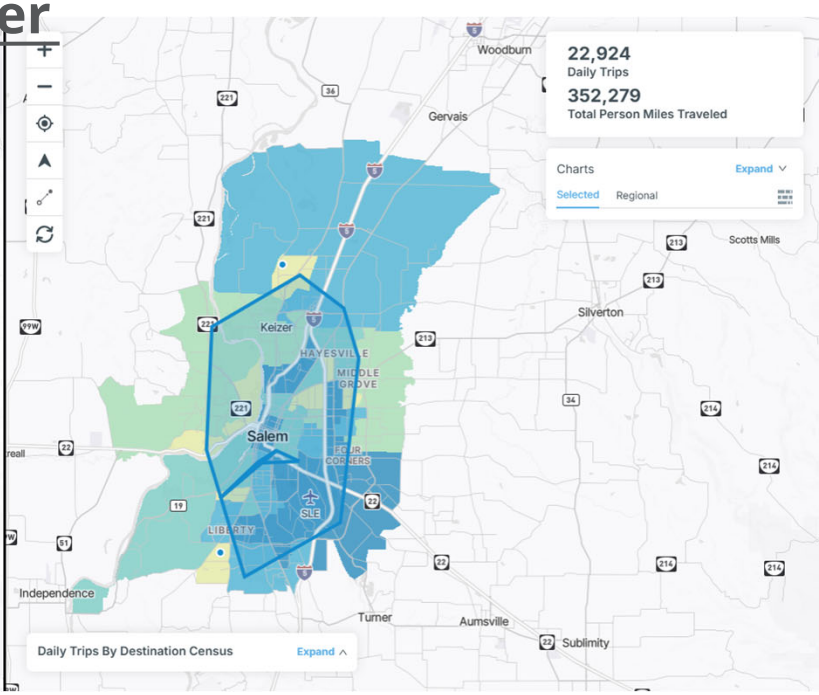
Average Weekday Activity

CHERRIOTS Regional

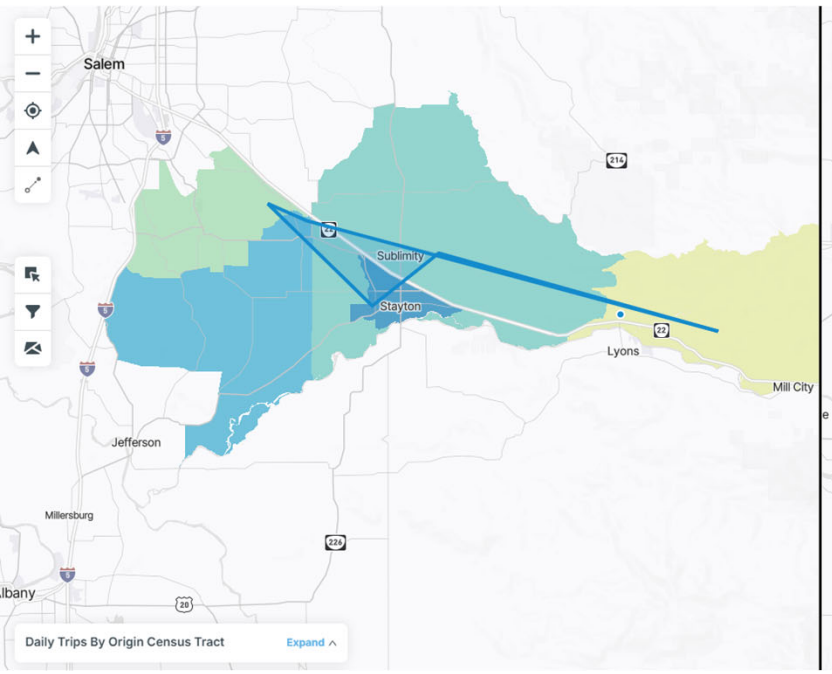
Route 30X
Santiam/Salem Express

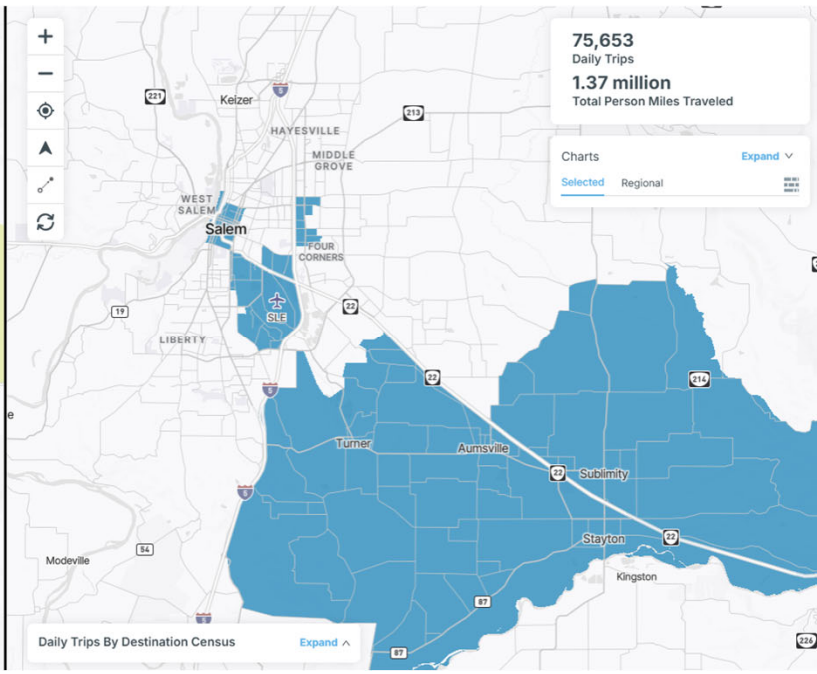
Overall Market in Salem-Keizer





Tracts with More than 1,000 Daily Trips





Average Weekday Activity

CHERRIOTS Regional

Route 30X

Santiam/Salem Express

Key Takeaways

- 23,000 trips destined for greater Salem-Keizer region served by Cherriots.
- Trips originating in Route 30X service area have strong connection with South Salem.
  - 2,400 weekday trips to the tract that includes McNary Field and the industrial area.
  - 2,000 weekday trips to Downtown Salem.
  - 1,300 weekday trips to tract on Lancaster Drive between Sunnyview Road and Monroe Avenue.
- Potential opportunity to change alignment of Route 30X to serve more jobs in the industrial area using Fairview Industrial Drive or serve Lancaster Drive.

Average Weekday Activity

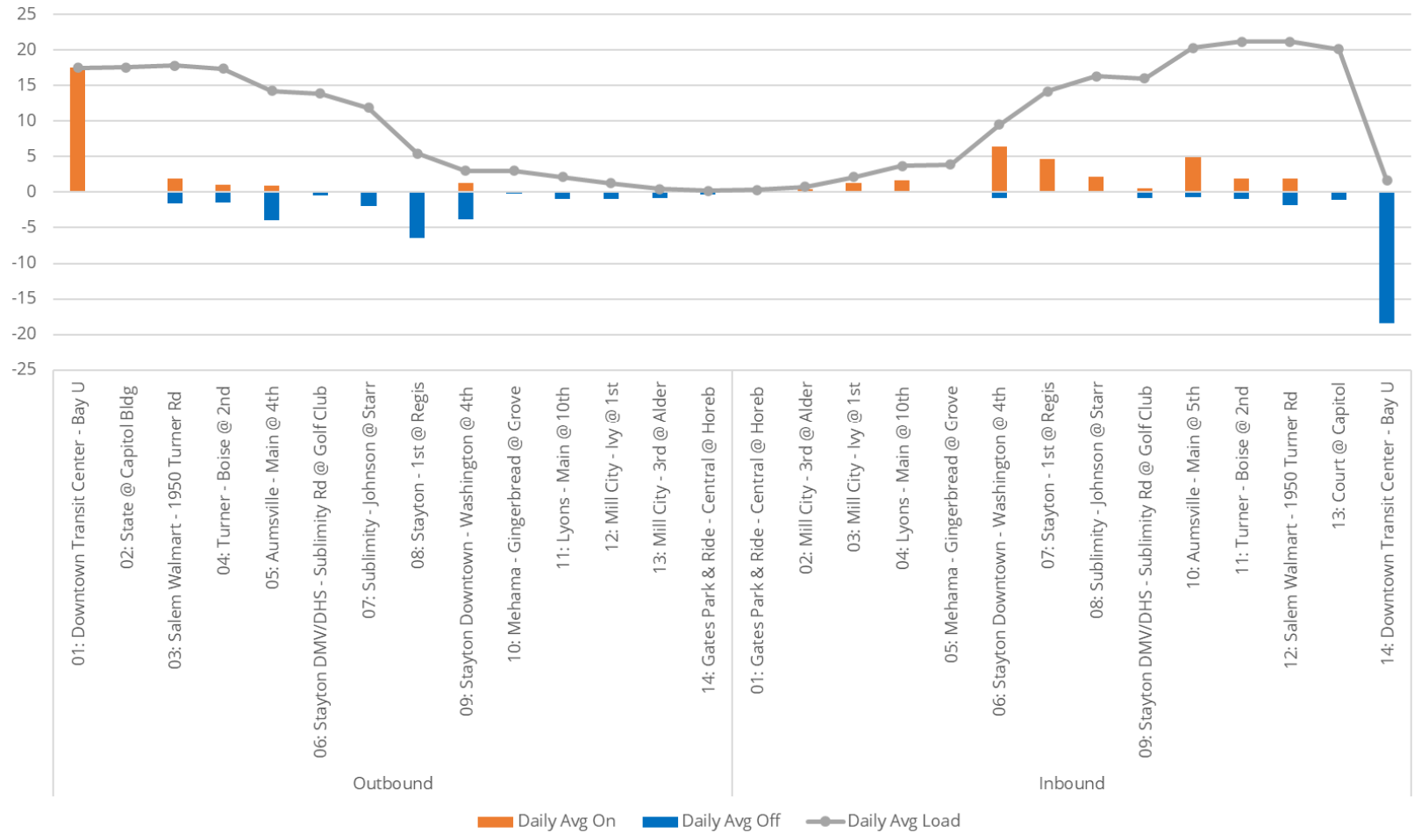
CHERRIOTS Regional

Route 30X
Santiam/Salem Express

Strengths
- Route 30X provides an important connection to Salem/Keizer for the communities along the Highway 22 corridor.

Opportunities
- Route 30X does not meet on-time performance standards on weekdays and has the highest percentage of early trips of any local or regional route (15% early and 79% on time). On-time performance is substantially higher on Saturdays, with 91% of trips departing on time. This indicates that there may be excess time in the schedule on weekdays.
- Route 30X carries 4.3 riders/hour and 6.0 riders/trip on weekdays. Ridership is highest on early morning trips to Salem and afternoon trips to Gates/Stayton. High ridership on the first and last trip of the day can indicate demand for earlier and later service.
- On weekdays, half of the daily trips are short trips ending in downtown Stayton, which can be confusing for riders. Ridership is low beyond Stayton to the communities of Lyons, Mill City and Gates, with 3 daily boardings and 3 daily alightings.
- Potential to better serve destinations in Stayton, such as the hospital or destinations on the west side of town.

Average Weekday Passenger Loads



Link to contents

CHERRIOTS Regional

Route 40X
Polk County/Salem Express

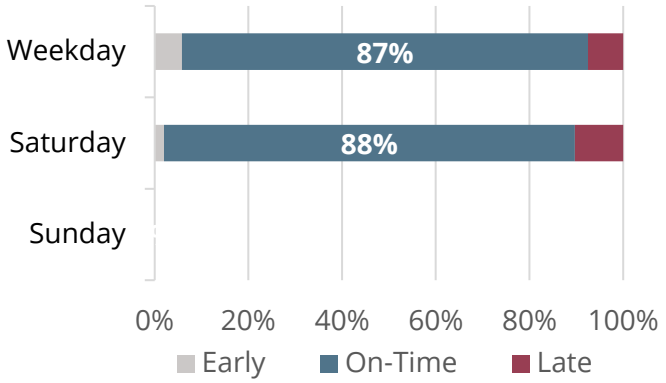
Route 40X is a regional express route connecting the Downtown Transit Center with the cities of Independence, Monmouth, and Dallas. It operates Monday through Saturday with service every hour and a half on weekdays and service every 150 minutes on Saturdays.

Ridership

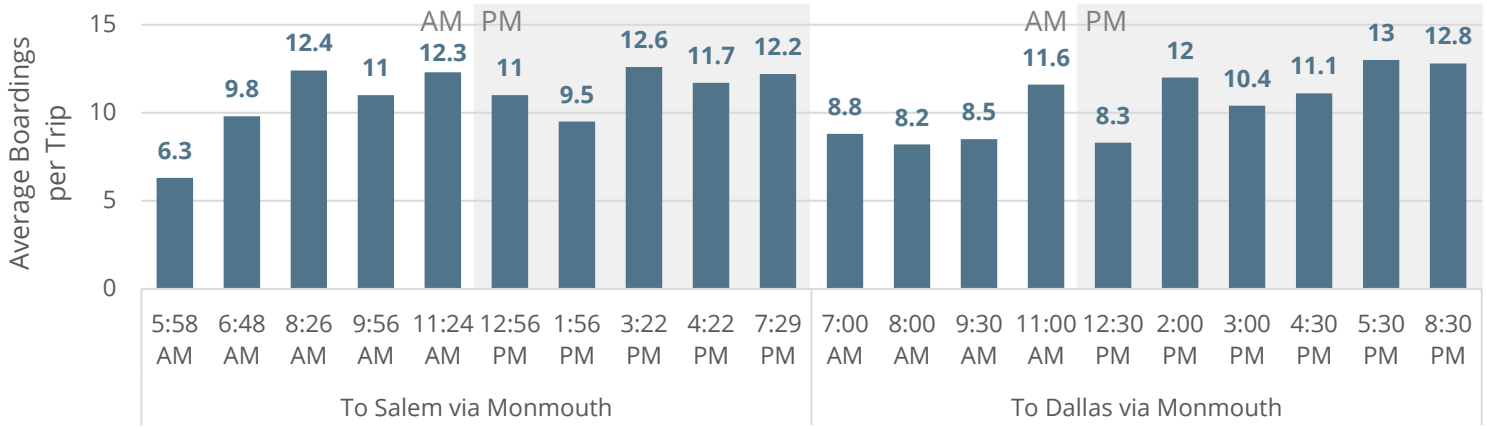
Average Daily Boardings	
Day	Count
Weekday	215
Saturday	120
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	10
Saturday	8
Sunday	No Service

On-Time Performance



Weekday Ridership by Trip



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60–90	2	5:58 AM–9:23 PM
Saturday	150	1	7:25 AM–8:57 PM
Sunday	No service		

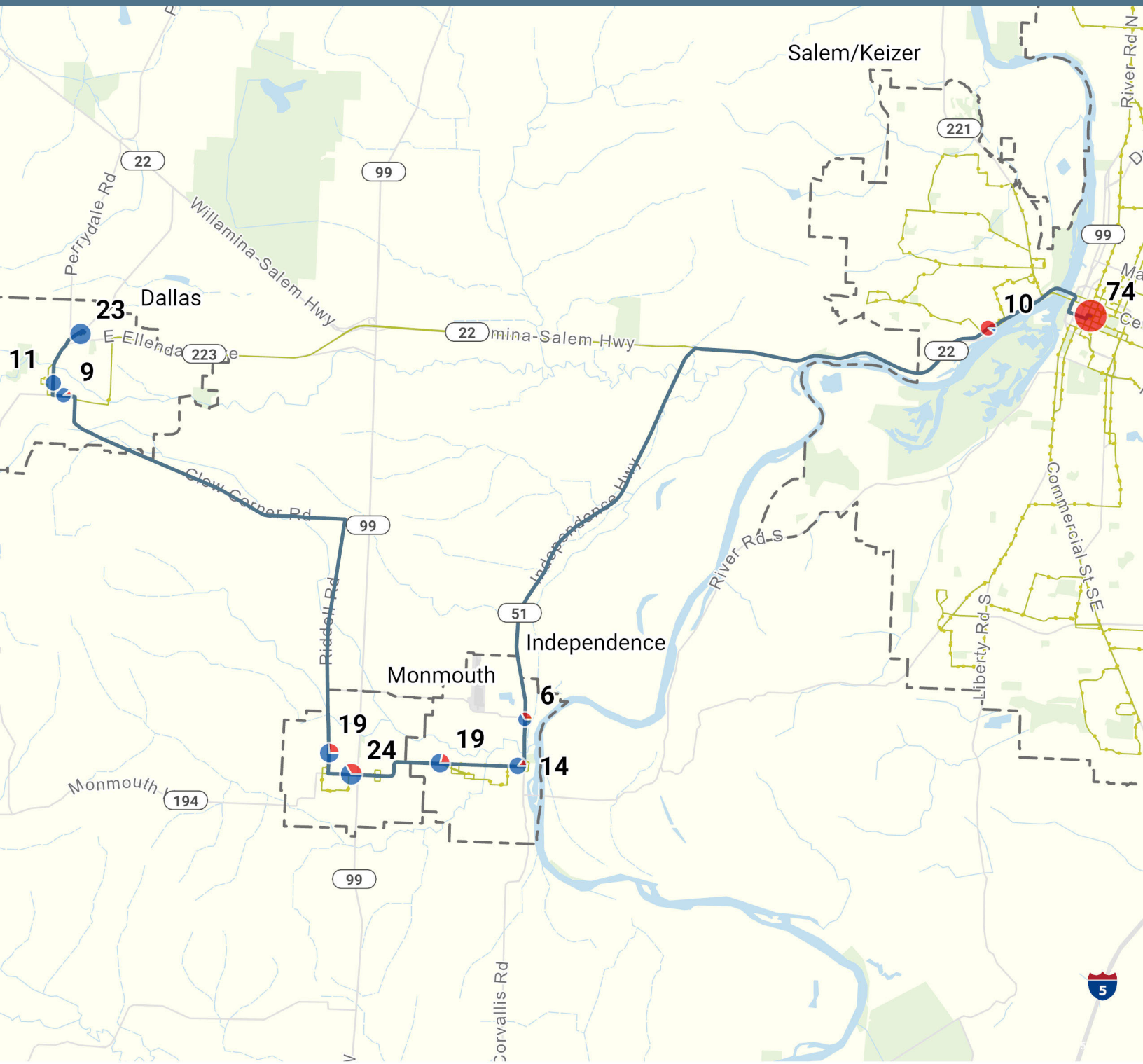
Top Boarding Locations
Downtown Transit Center - Bay T
Dallas Walmart - 321 NE Kings Valley Hwy
Monmouth - Main @ Ecols
Independence - Monmouth St @ Gun Club
Western Oregon U - Monmouth Ave @ Church

Source: October 2025

CHERRIOTS Regional

Route 40X

Polk County/Salem Express



To Dallas

Daily Boardings

Daily Alightings

Ridership < 1

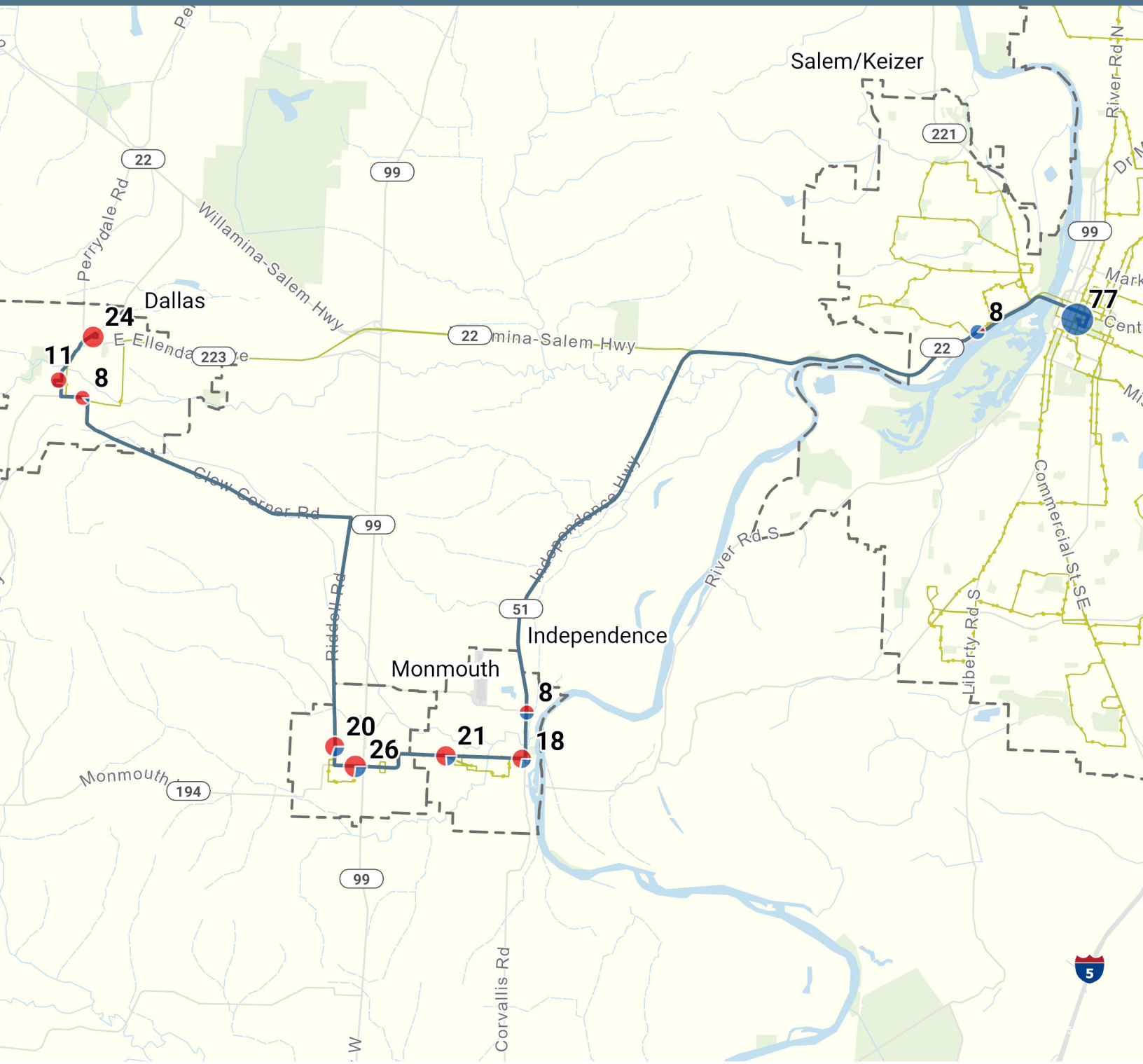
0 2 Miles

Average Weekday Activity

CHERRIOTS Regional

Route 40X

Polk County/Salem Express



To Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

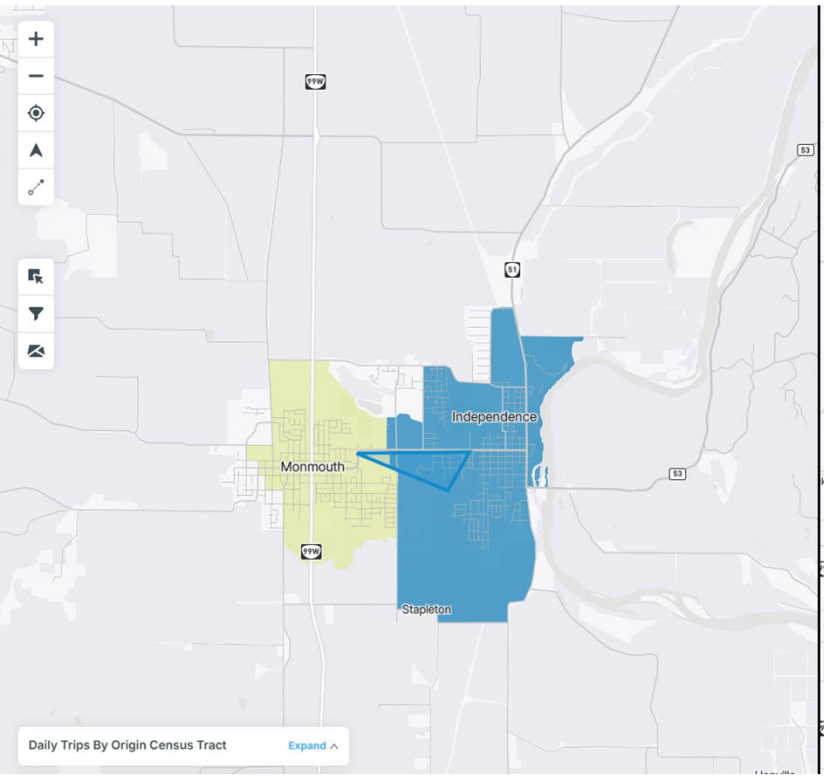
0 2 Miles

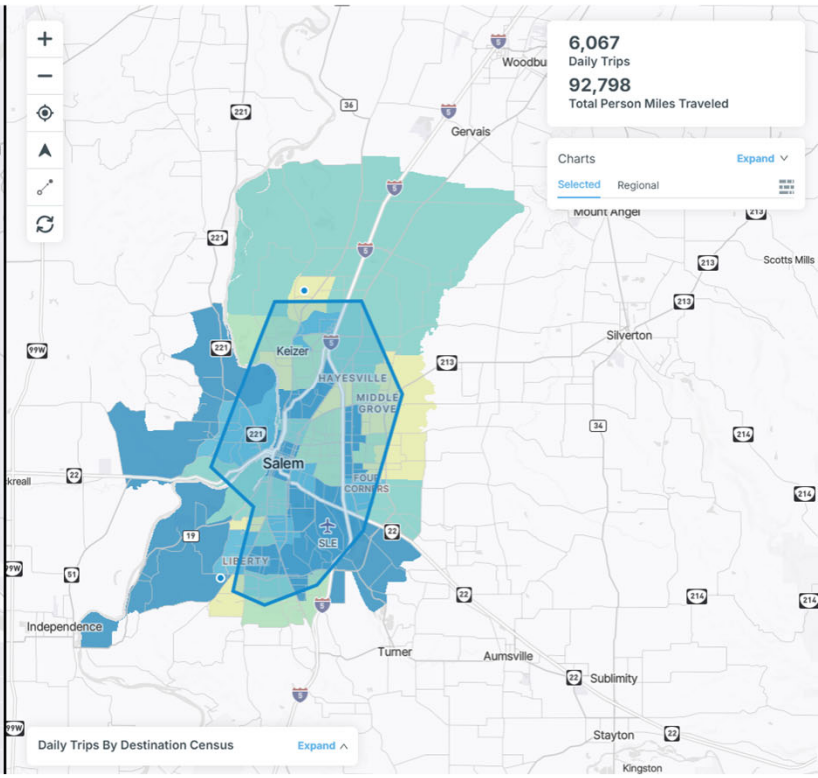
Average Weekday Activity

CHERRIOTS Regional

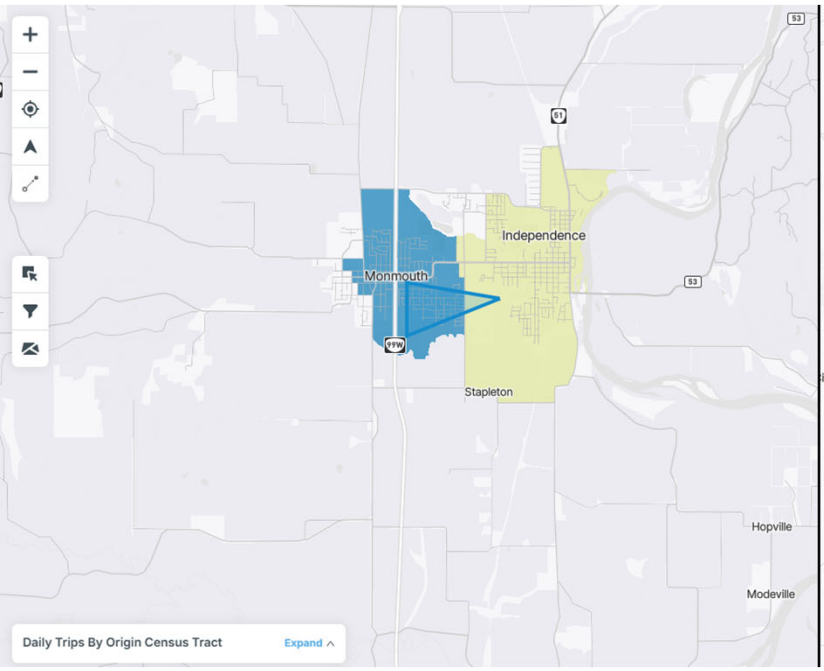
Route 40X/50X

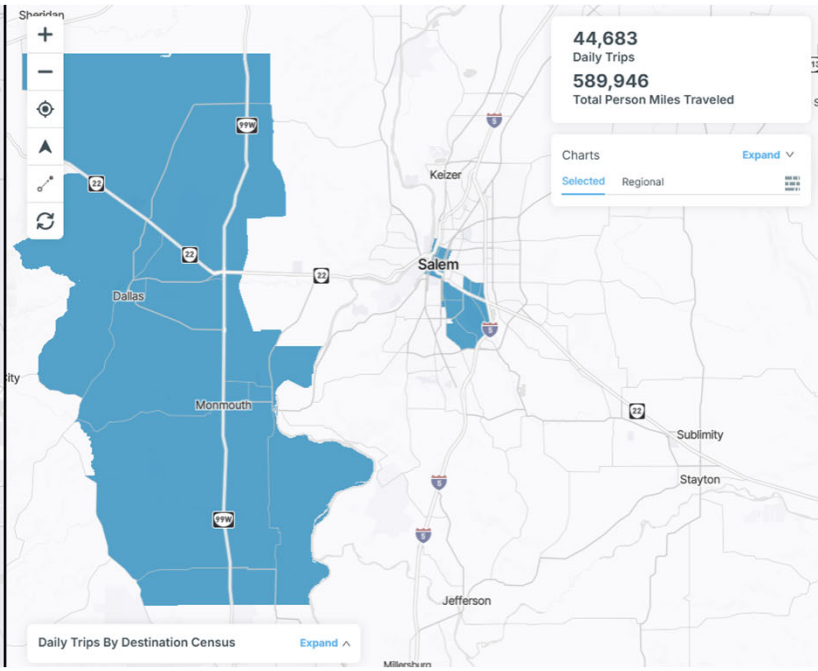
Overall Market in Salem-Keizer





Tracts with More than 500 Daily Trips





LOCUS Analysis – Monmouth and Independence

CHERRIOTS Regional

Route 40X/50X

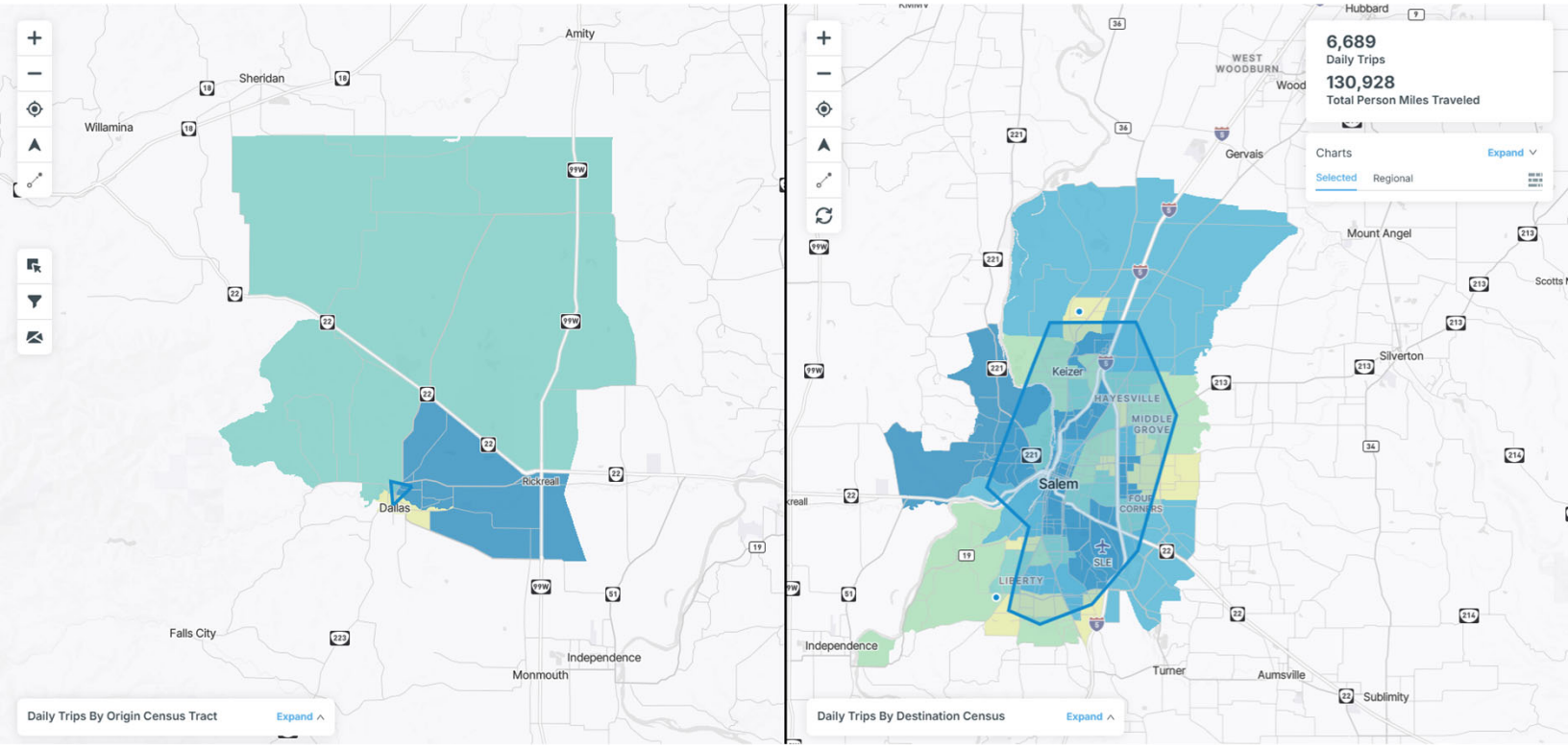
Key Takeaways

- Trips originating from Monmouth and Independence are mostly local to the area.
  - 3,200 weekday trips to Dallas.
- Limited market for travel to Salem
  - Total of 6,100 weekday trips destined for greater Salem-Keizer region.
  - 900 weekday trips to Downtown Salem.
  - 600 weekday trips to the tract that includes McNary Field and the industrial area.

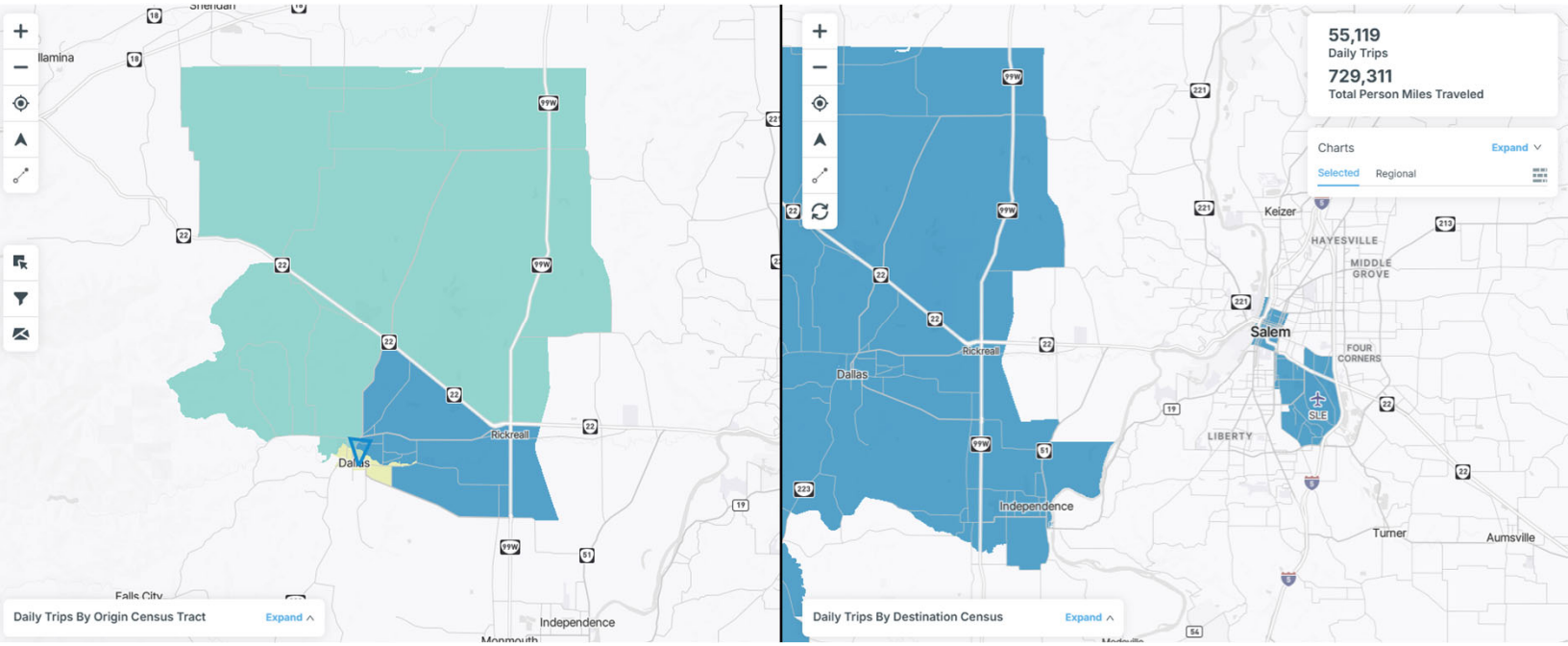
CHERRIOTS Regional

Route 40X/50X

Overall Market in Salem-Keizer



Tracts with More than 500 Daily Trips



LOCUS Analysis – Dallas

CHERRIOTS Regional

Route 40X/50X

Key Takeaways

- Trips originating from Dallas are mostly local to the area.
  - 1,500 weekday trips to Monmouth.
  - 1,200 weekday trips to Independence.
- Limited market for travel to Salem
  - Total of 7,000 weekday trips destined for greater Salem-Keizer region.
  - 1,100 weekday trips to Downtown Salem.
  - 700 weekday trips to the tract that includes McNary Field and the industrial area.

CHERRIOTS Regional

Route 40X

Polk County/Salem Express

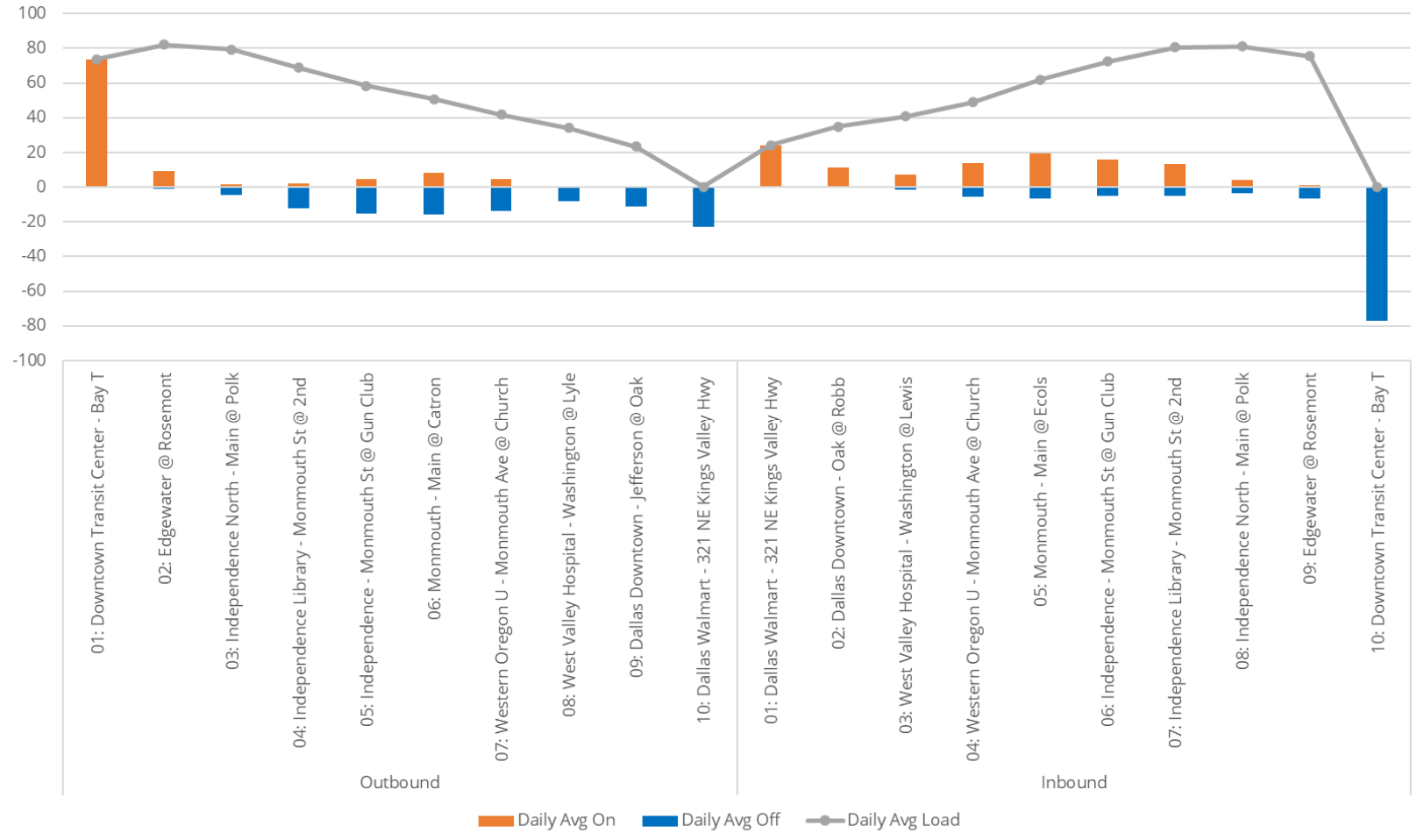
Strengths

- Route 40X has the highest ridership of any regional route, with an average of 215 riders per day on weekdays and between 8 and 13 boardings per trip.
- Route 40X has the highest productivity of any regional route, falling just short of the 10 riders/hour target with 9.5 riders/hour. At a trip level, Route 40X has an average of 10.7 riders per trip on weekdays.

Opportunities

- High ridership on the last few trips of the day indicate there may be demand for longer service hours.

Average Weekday Passenger Loads



CHERRIOTS Regional

Route 50X
Dallas/Salem Express

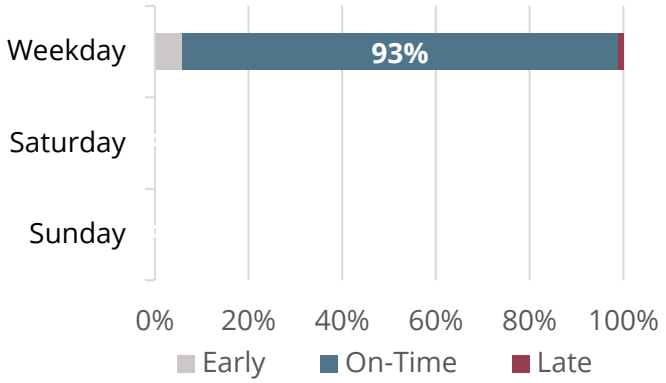
Route 50X is a regional express route connecting Dallas and Salem via Highway 22. It operates four trips a day on weekdays only.

Ridership

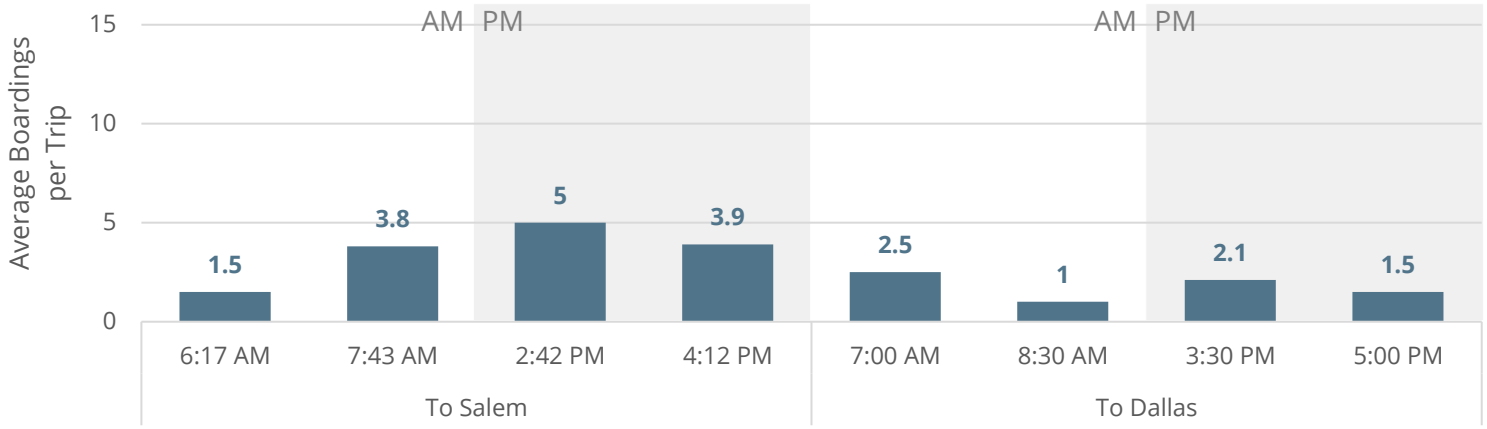
Average Daily Boardings	
Day	Count
Weekday	19
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	3
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Trip



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	90	1	6:17 AM–5:37 PM
Saturday	No service		
Sunday	No service		

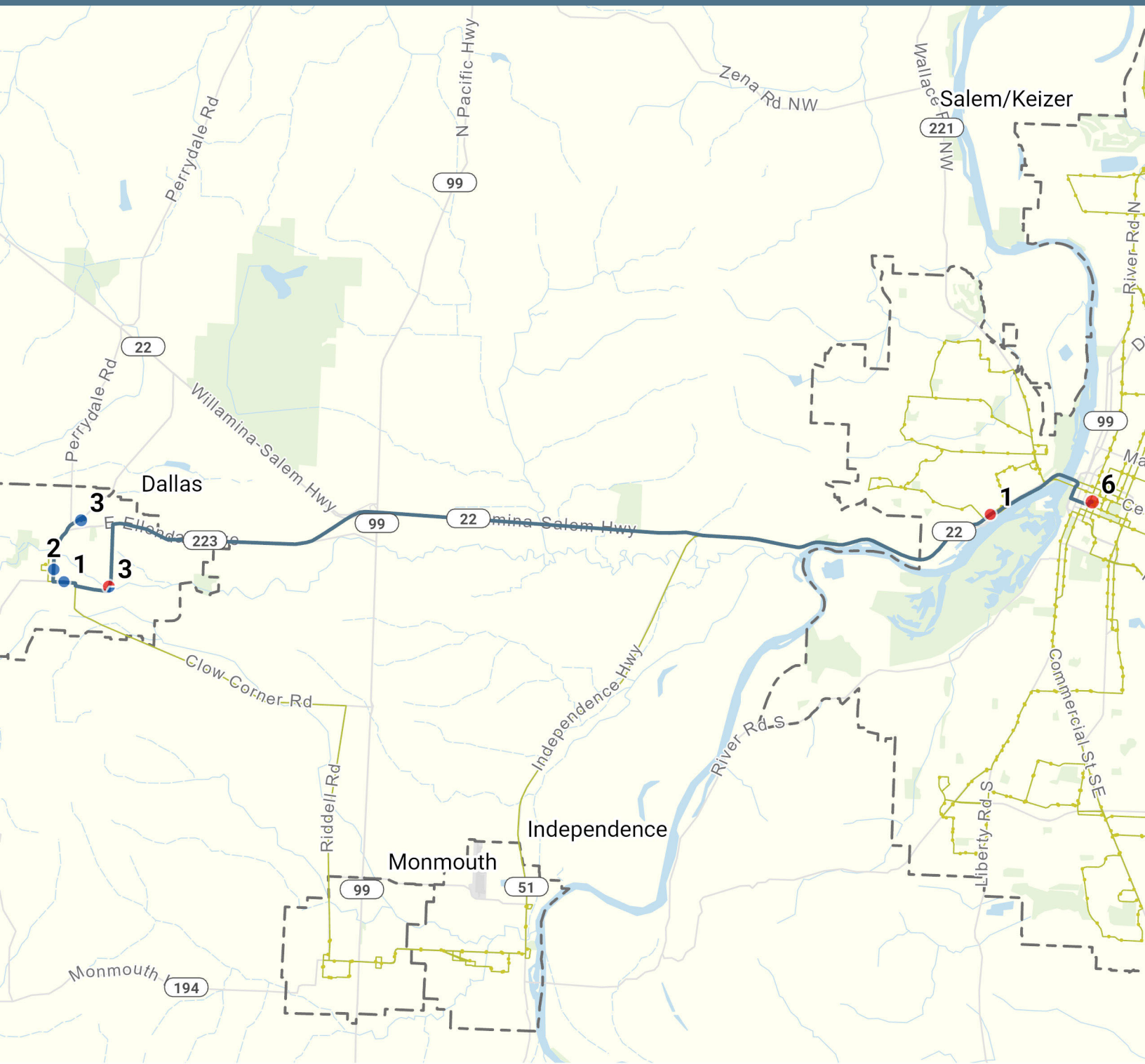
Top Boarding Locations
Downtown Transit Center - Bay U
West Valley Hospital - Washington @ Lewis
Dallas Downtown - Oak @ Robb
Dallas Walmart - 321 NE Kings Valley Hwy
Dallas Aquatic Ctr - Lacreole @ Barberry

Source: October 2025

CHERRIOTS Regional

Route 50X

Dallas/Salem Express



To Dallas

Daily Boardings

Daily Alightings

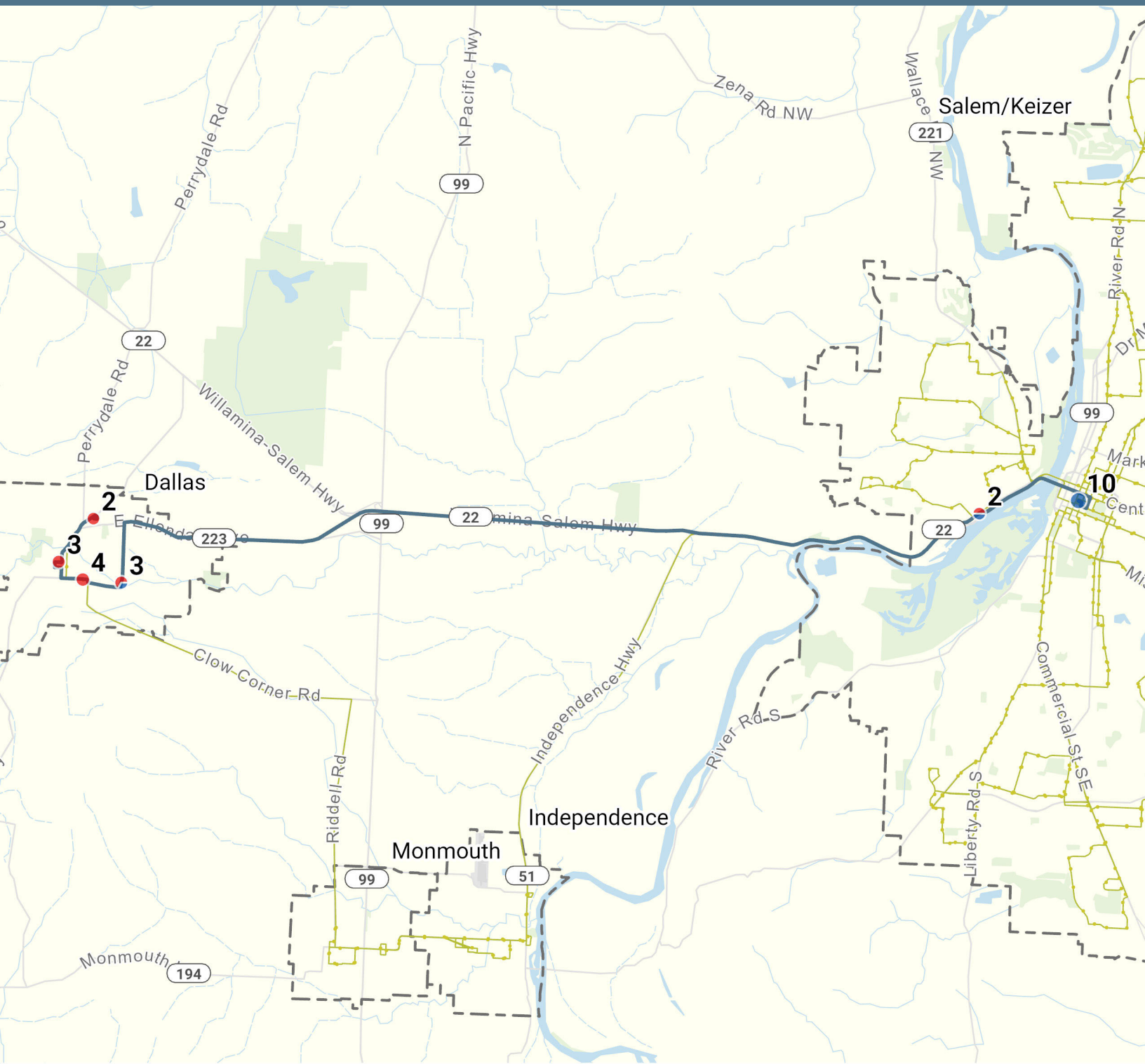
Ridership < 1

0 2 Miles

Average Weekday Activity

CHERRIOTS Regional

Route 50X
Dallas/Salem Express



To Salem

Daily Boardings

Daily Alightings

○ Ridership < 1

0 2 Miles

Average Weekday Activity

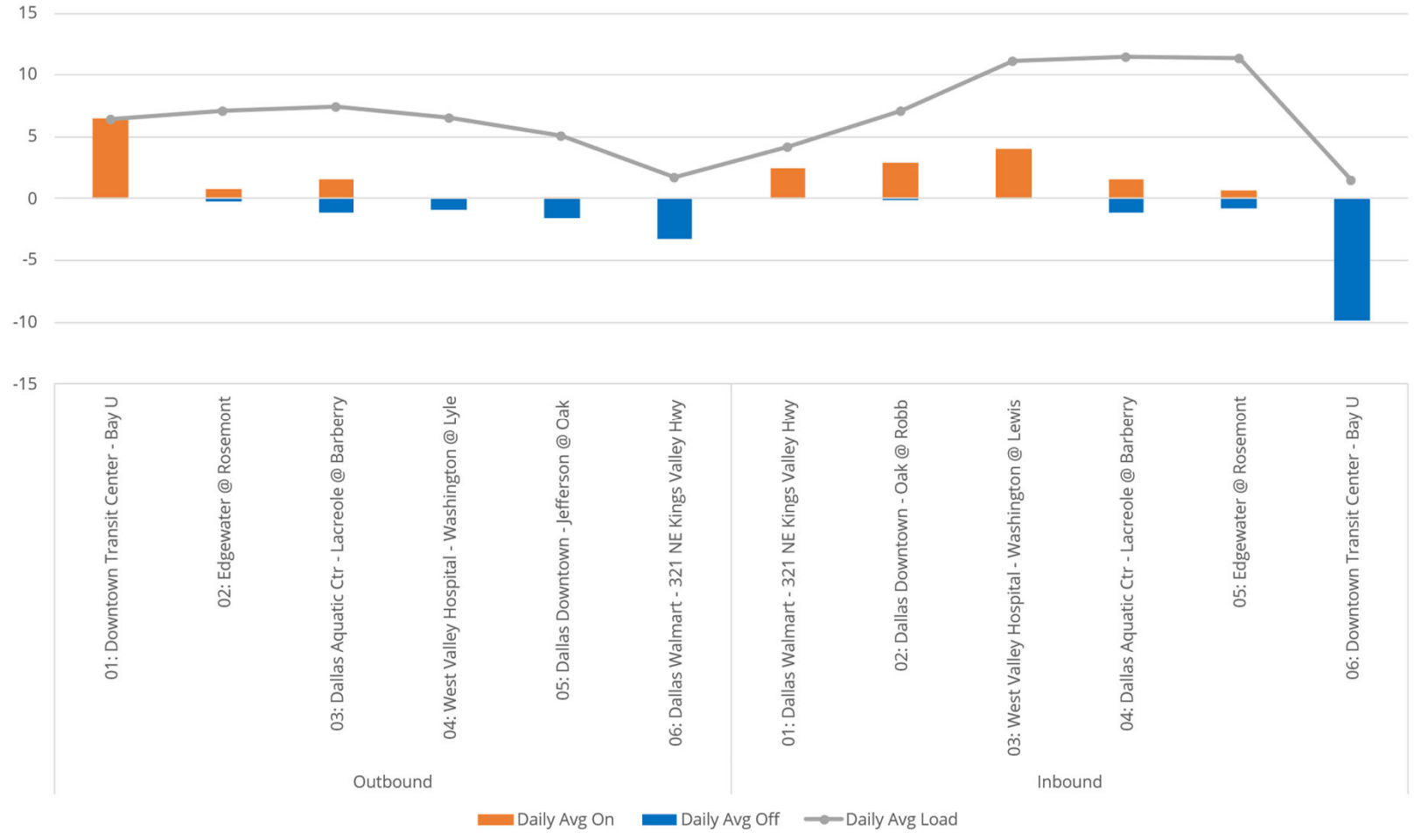
CHERRIOTS Regional

Route 50X
Dallas/Salem Express

Strengths
- Route 50X has strong on-time performance, with 93% of all buses leaving on time.

Opportunities
- Route 50X has low productivity, with an average of 3.2 riders/hour and 2.7 riders/trip.
- Over half of the daily ridership is located in Dallas, which is also served by Route 45, a deviated fixed-route service, and Route 40X, which travels between Dallas, Monmouth, Independence, and Salem's Downtown Transit Center.
- There is an opportunity to consolidate services in the Dallas, Monmouth, and Independence area. Route 50X could be eliminated (or service reduced) and reinvested to operate Route 40X more often. If service were eliminated, trips between Dallas and Salem would be approximately 30 minutes longer in each direction on Route 40X.

Average Weekday Passenger Loads



Link to contents

Cherriots Regional

Route 80X
Keizer/Woodburn Express

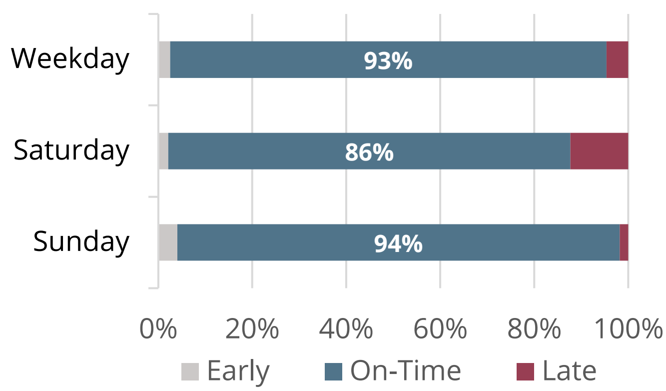
Route 80X is a regional express route connecting the Keizer Transit Center, the Woodburn Premium Outlets, and the Woodburn Transit Center, where riders can transfer to SMART to travel to Wilsonville and WTS to travel within Woodburn. Prior to 2026, the route operated on weekdays only and ended in Wilsonville. It now operates every day of the week and ends in Woodburn.

Ridership

Average Daily Boardings	
Day	Count
Weekday	12
Saturday	10
Sunday	4

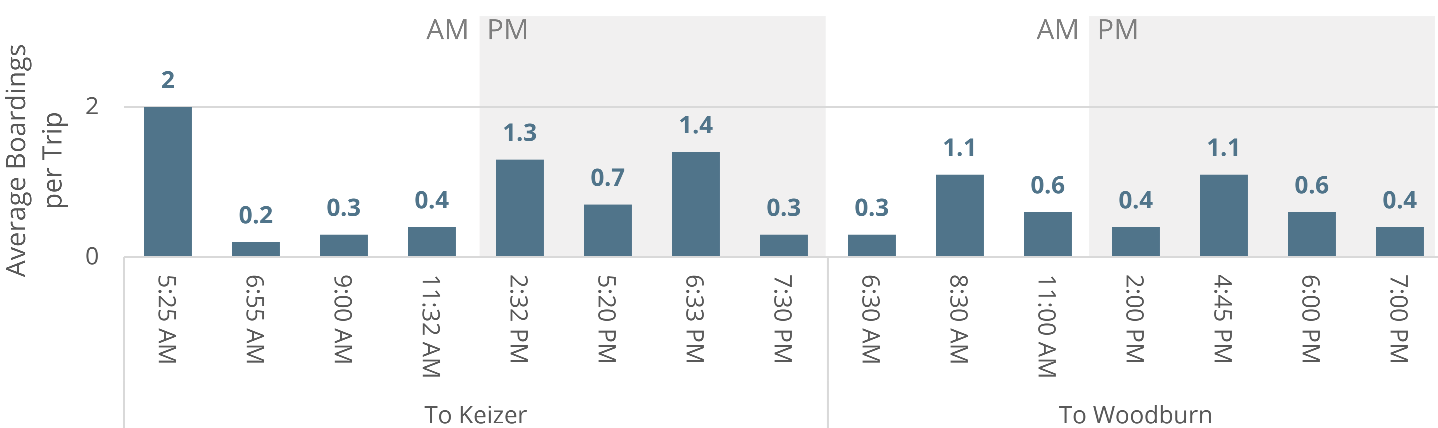
Average Boardings per Revenue Hour	
Day	Count
Weekday	2
Saturday	1
Sunday	1

On-Time Performance



January-March 2026 Data

Weekday Ridership by Trip



Characteristics

Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	60 - 165	1	6:30 AM–7:50 PM
Saturday	60 - 180	1	8:30 AM–8:50 PM
Sunday	60 - 165	1	8:30 AM–7:50 PM

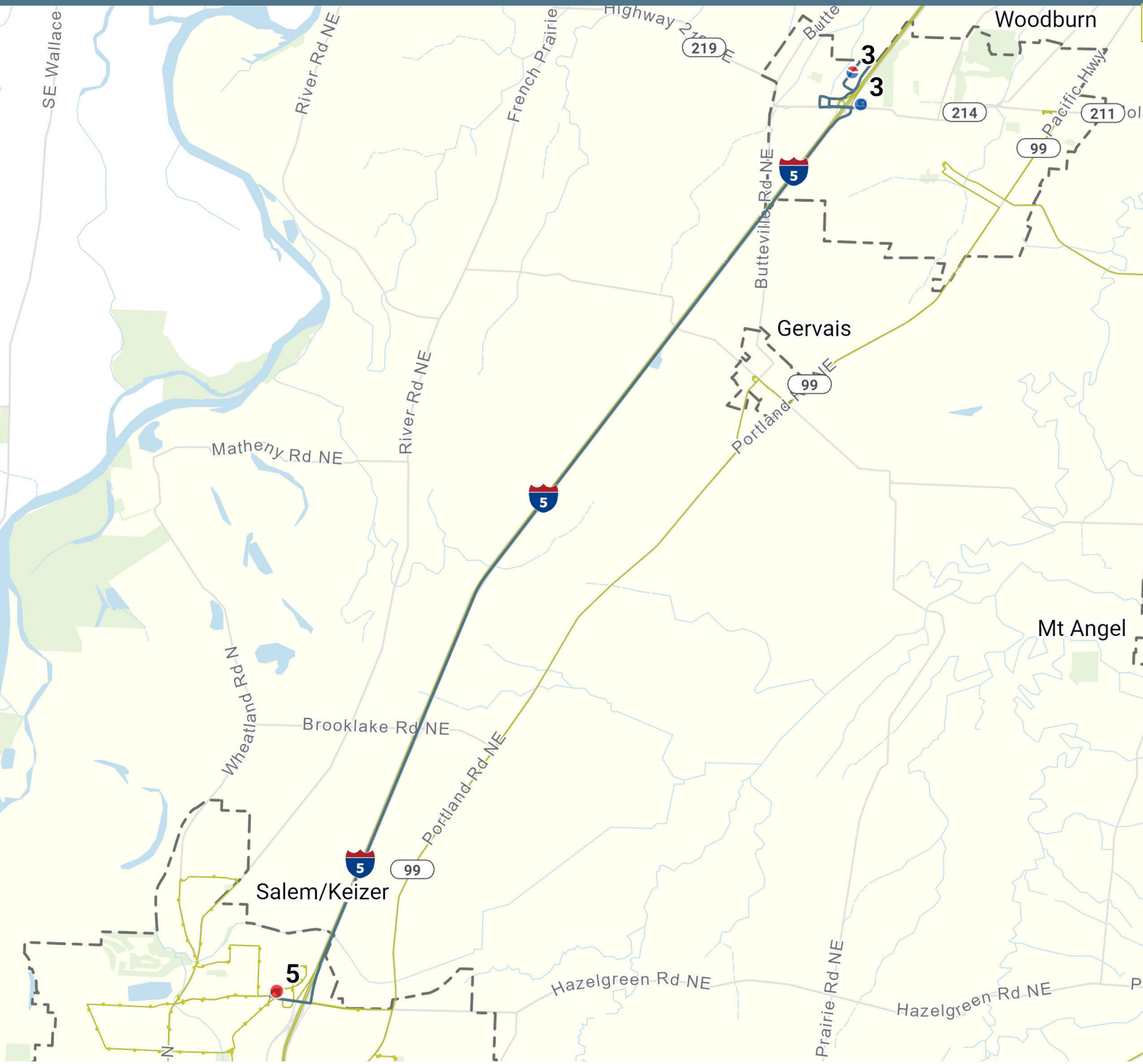
Top Boarding Locations
Keizer Transit Center - Bay A
Woodburn Memorial Transit Center
Woodburn Premium Outlets
-
-

Source: February 2026 except OTP which is Jan-March 2026

CHERRIOTS Regional

Route 80X

Keizer/Woodburn Express



To Woodburn

Daily Boardings

Daily Alightings

Ridership < 1

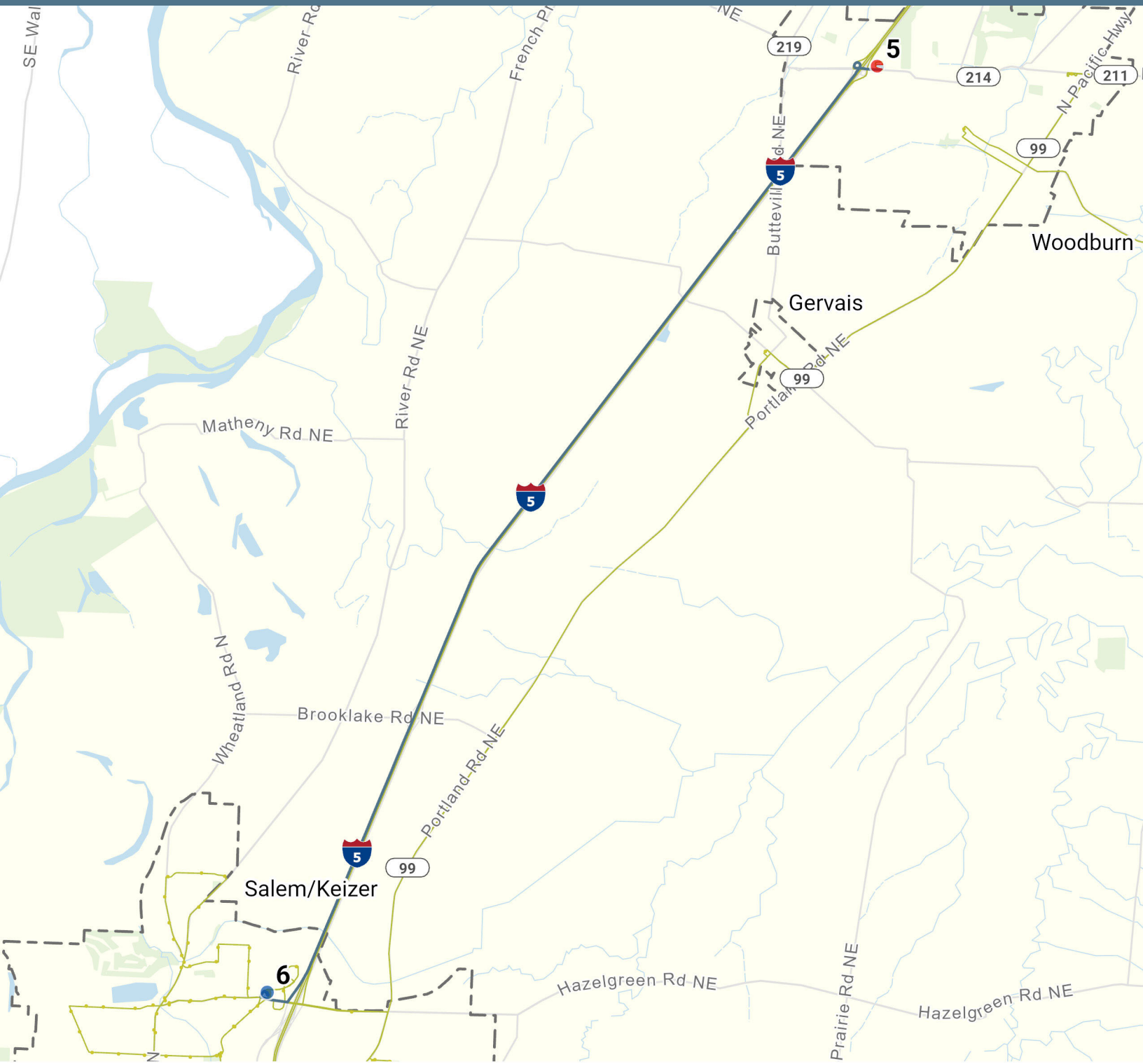
0 1.5 Miles

Average Weekday Activity

CHERRIOTS Regional

Route 80X

Keizer/Woodburn Express



To Keizer

Daily Boardings

Daily Alightings

Ridership < 1

0 1.5 Miles

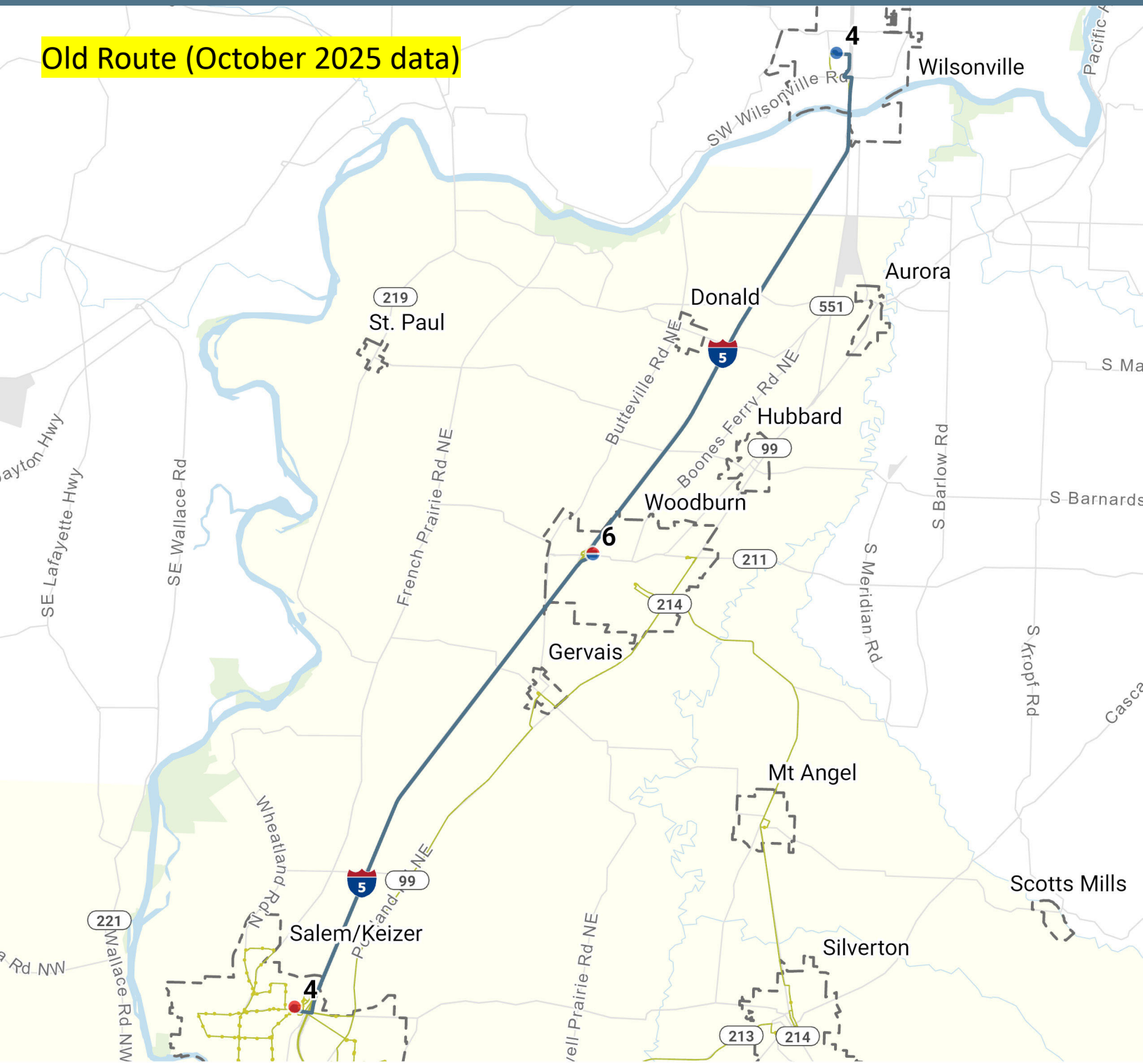
Average Weekday Activity

CHERRIOTS Regional

Route 80X

Keizer/Woodburn Express

Old Route (October 2025 data)



To Wilsonville

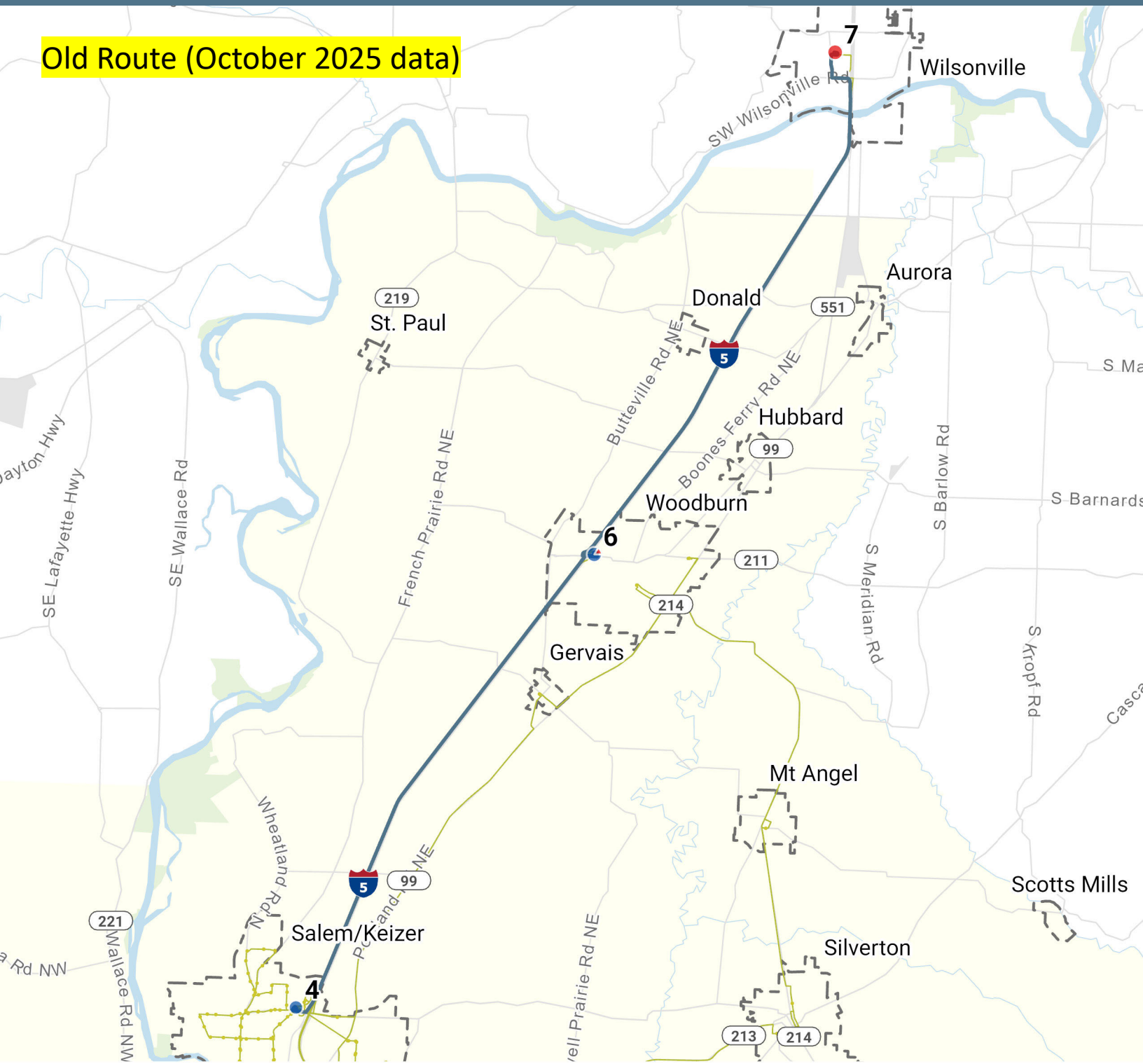
Average Weekday Activity

CHERRIOTS Regional

Route 80X

Keizer/Woodburn Express

Old Route (October 2025 data)



To Keizer

Daily Boardings

Daily Alightings

Ridership < 1

0 3 Miles

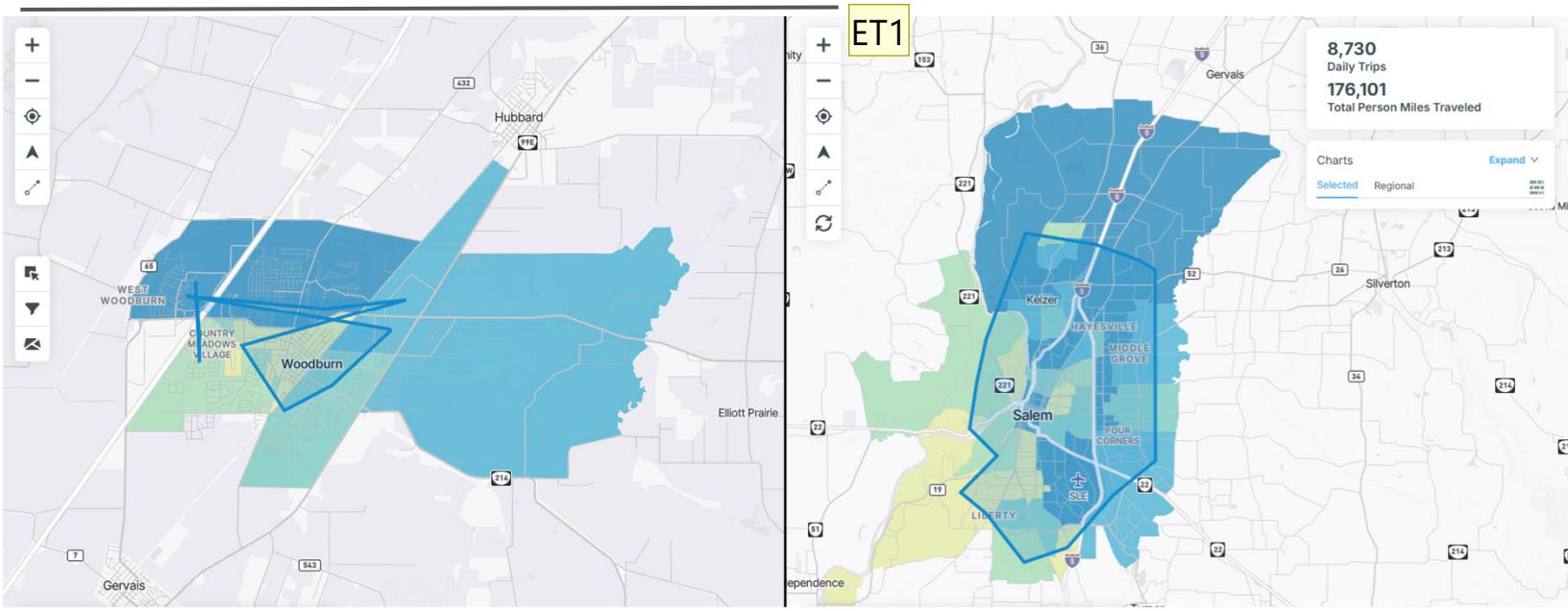
Average Weekday Activity

CHERRIOTS Regional

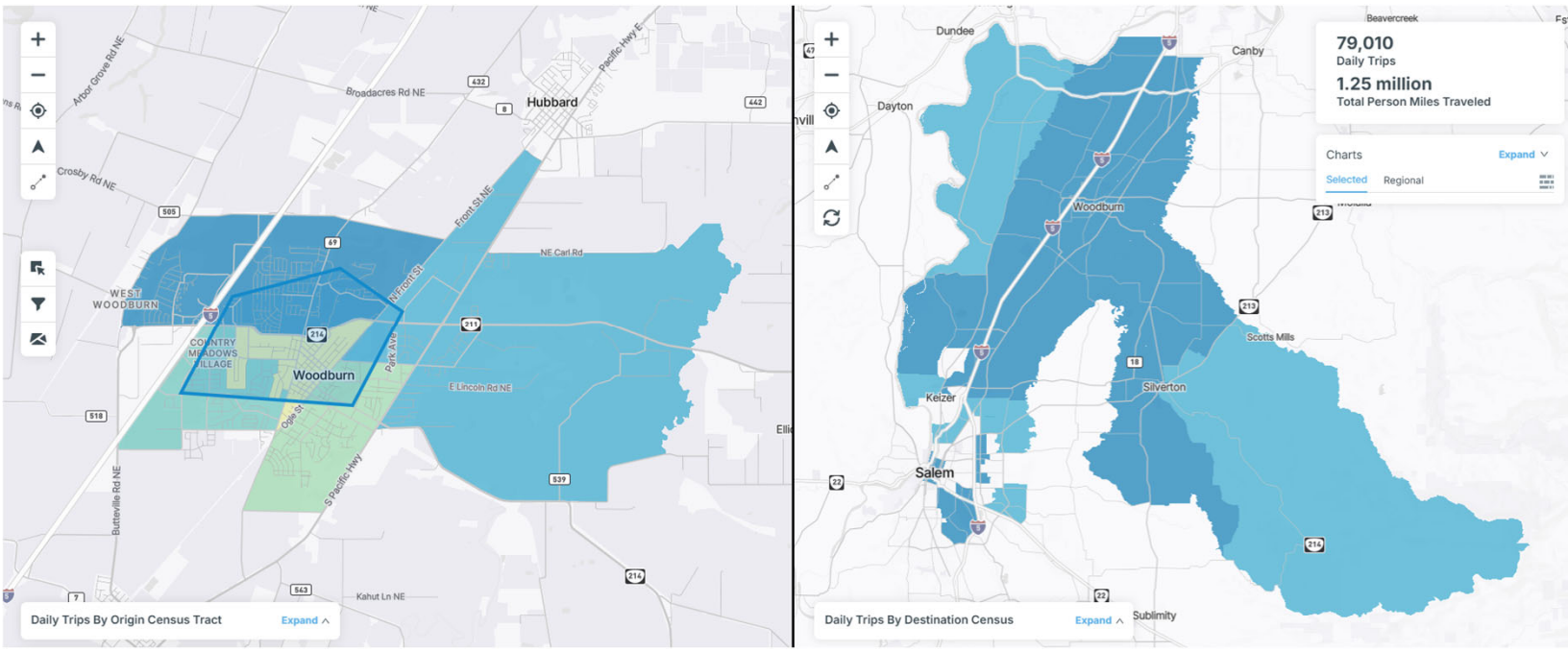
Route 80X

Keizer/Woodburn Express

Overall Market in Salem-Keizer



Tracts with More than 200 Daily Trips



Average Weekday Activity

CHERRIOTS Regional

Route 80X

Keizer/Woodburn Express

Key Takeaways

- Trips originating from Woodburn are mostly local to the area.
- Limited market for travel to Salem
  - Total of 3,300 weekday trips destined for greater Salem-Keizer region.
  - 400 weekday trips to tract that includes Keizer Station.
  - 200 weekday trips to the tract that includes Lancaster Drive between Sunnyview Road and Monroe Avenue.
  - 200 weekday trips to Downtown Salem.

Average Weekday Activity

CHERRIOTS Regional

Route 80X

Keizer/Woodburn Express

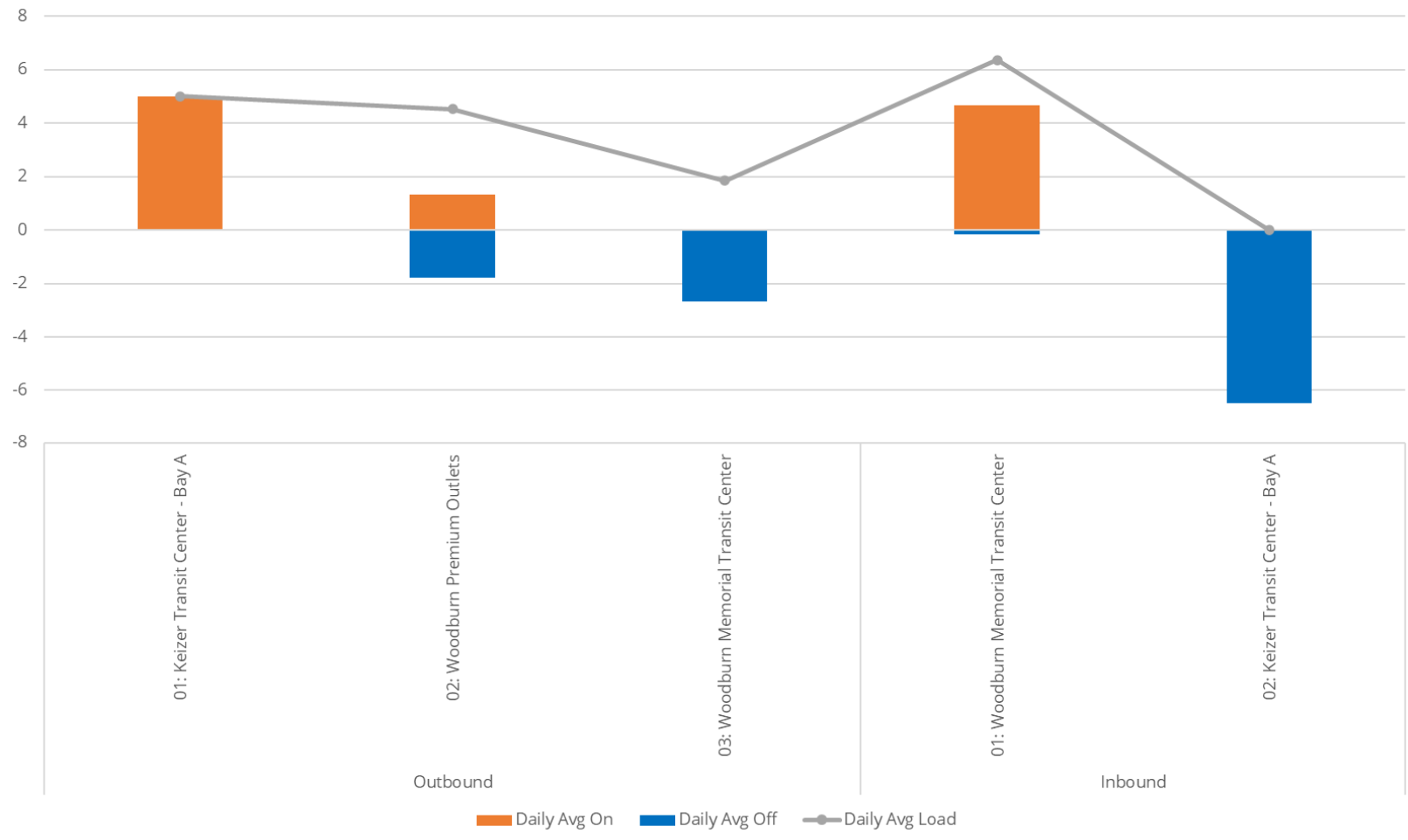
Strengths

- Route 80X provides an important connection from the Salem/Keizer area to the west side of Woodburn, which is not served by Route 1X.

Opportunities

- Prior to route changes, Route 80X has the lowest productivity of any regional express route, with an average of 2.3 riders/hour and 2.0 riders/trip.
- After the route change implementation in January 2026, the productivity of Route 80X has declined to 1.7 riders/hour and 0.7 riders/trip (February 2026). ET2
- Data collected 12–18 months after the route change will indicate whether the route changes to serve the outlet mall and shorten the route have increased ridership and productivity. Additional opportunities can be identified at that time.

Average Weekday Passenger Loads



CHERRIOTS Regional

Route 45
Central Polk County

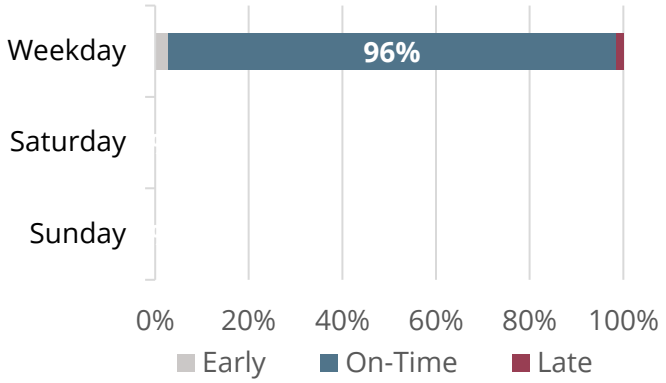
Route 45 is a regional flex route connecting Dallas and Independence. Within the designated Dallas zone and the Independence zone, riders can call to reserve off-route trips (up to ¾ of a mile from the route). It operates Monday through Friday with service every hour and fifty minutes.

Ridership

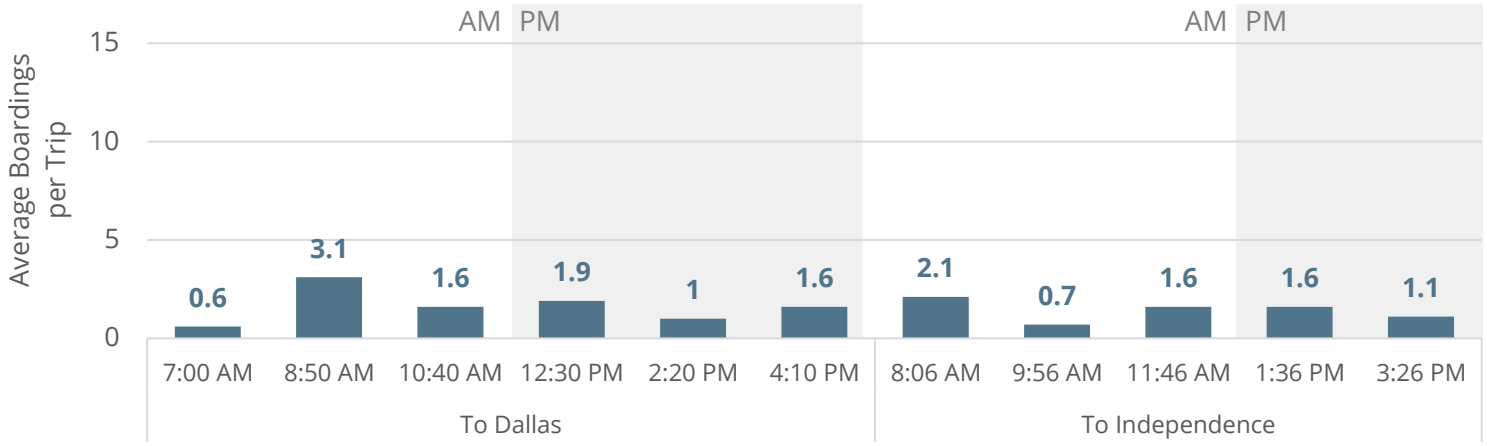
Average Daily Boardings	
Day	Count
Weekday	17
Saturday	No Service
Sunday	No Service

Average Boardings per Revenue Hour	
Day	Count
Weekday	2
Saturday	No Service
Sunday	No Service

On-Time Performance



Weekday Ridership by Trip



Characteristics

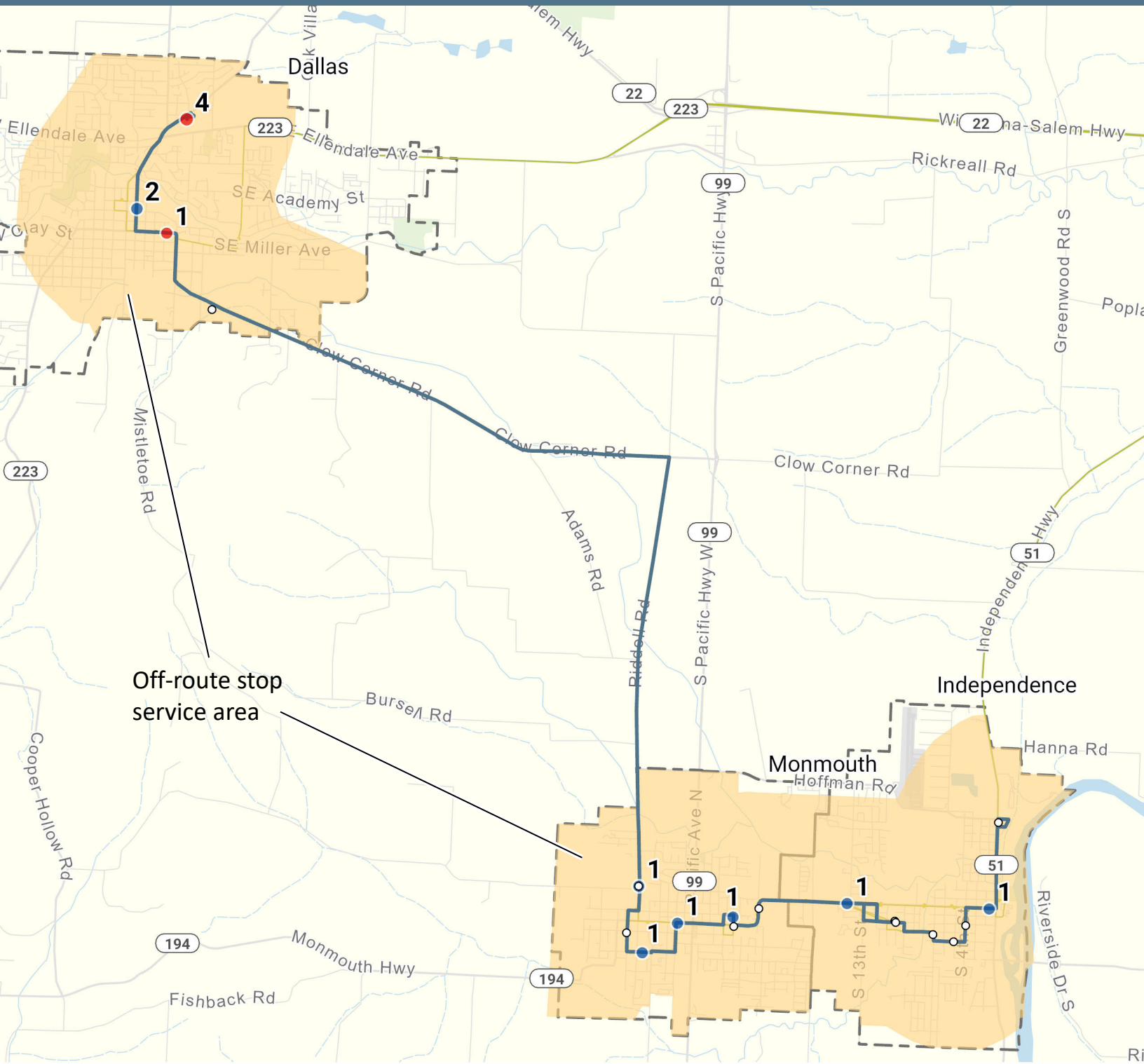
Day	Headways (min.)	Peak Vehicles	Service Span
Weekday	110	1	7:00 AM–4:55 PM
Saturday	No service		
Sunday	No service		

Top Boarding Locations
Dallas Walmart - 321 NE Kings Valley Hwy
Monmouth - Main @ Catron
Western Oregon U - Monmouth Ave @ Church
Dallas Downtown - Oak @ Robb
College St @ Clay

Source: October 2025

CHERRIOTS Regional

Route 45
Central Polk County



To Independence

Daily Boardings

Daily Alightings

Ridership < 1

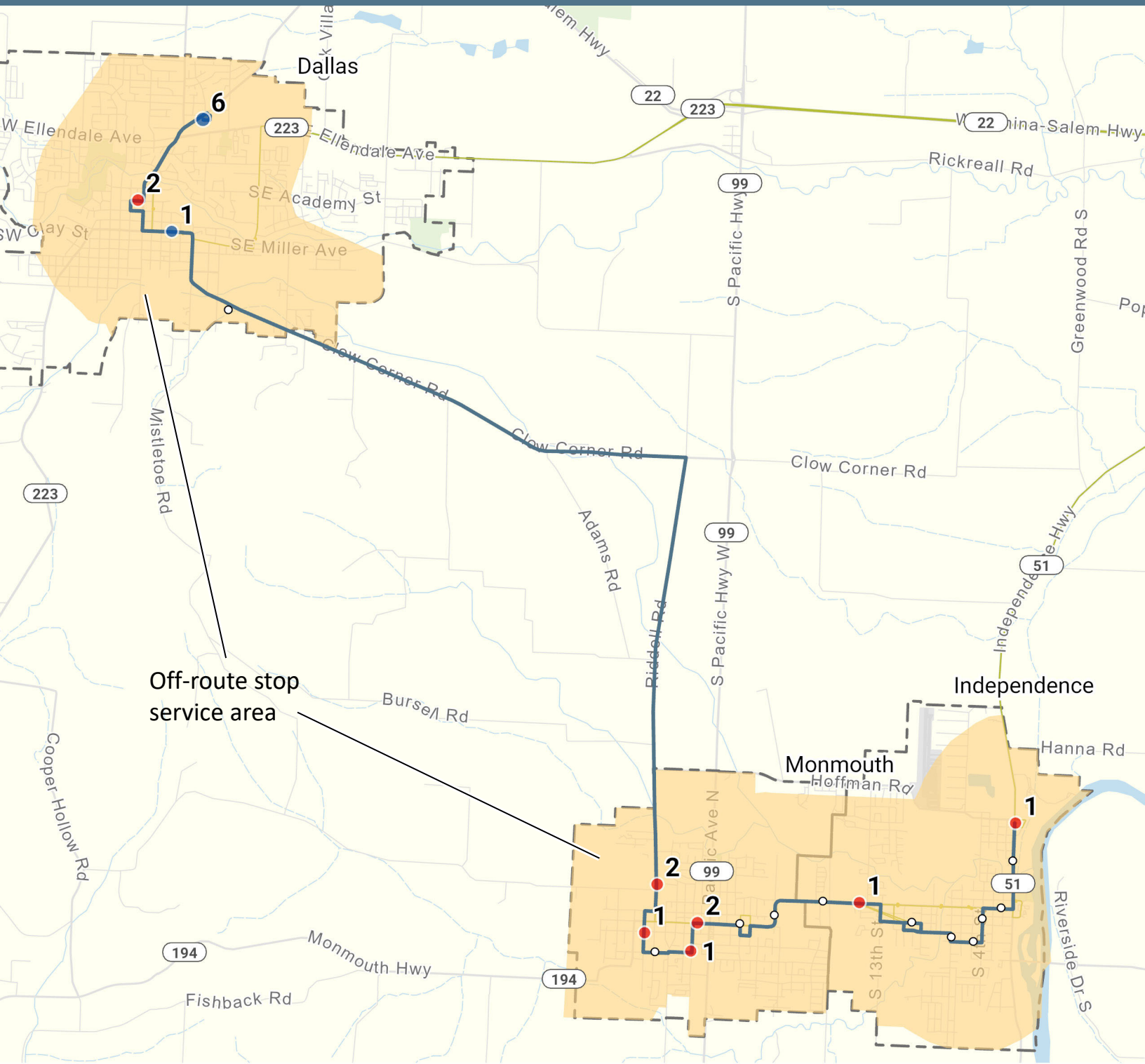
0 1 Miles

Average Weekday Activity

CHERRIOTS Regional

Route 45

Central Polk County



To Dallas

Daily Boardings

Daily Alightings

Ridership < 1

0 1 Miles

Average Weekday Activity

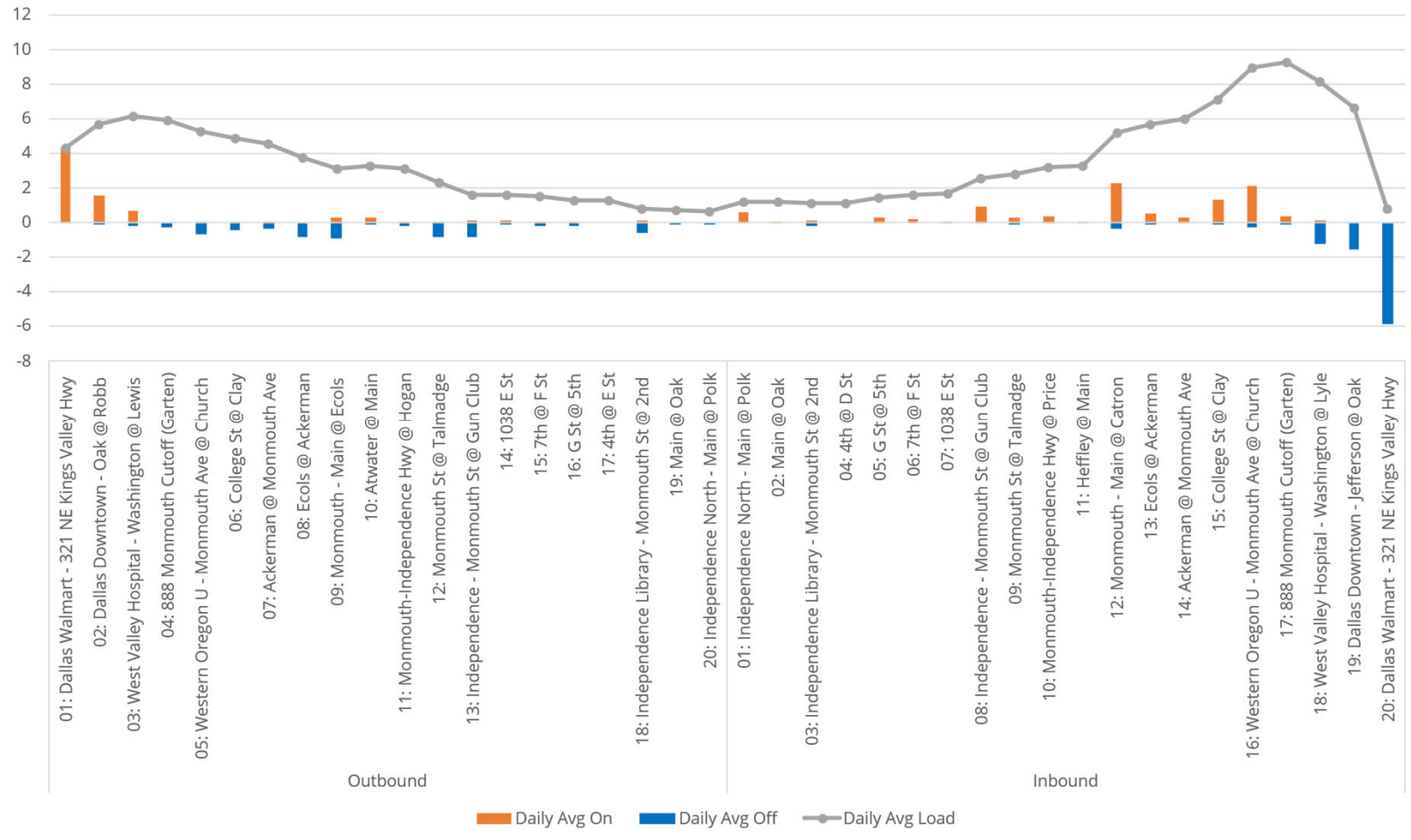
CHERRIOTS Regional

Route 45
Central Polk County

Strengths
- Route 45 has strong on-time performance, with 96% of all buses departing on time.

Opportunities
- Route 45 has the lowest productivity of any regional route and is tied with Route 22 for the lowest productivity overall. It carries 1.8 riders/hour and 1.5 riders/trip.
- In Monmouth, the route makes several turns to serve stops with fewer than one rider on average per weekday.
- Route 45's alignment within and between Monmouth and Independence overlaps with the Monmouth-Independence Trolley, which operates every 20–30 minutes every day of the week and does not charge a fare. Like Route 45, the trolley also deviates to serve off-route stops. Route 45 has substantially lower ridership and productivity than the trolley (17 average daily boardings and 2 riders per revenue hour on Route 45 compared to 359 average daily boardings and 16.8 riders per revenue hour on the trolley). The only unique market Route 45 serves is Dallas, which is already served by Routes 40X and 50X.

Average Weekday Passenger Loads



Link to contents

Monmouth-Independence Trolley

The Monmouth-Independence Trolley is a free service connecting the towns of Monmouth and Independence. Major destinations on the route include Western Oregon University and Central High School. Off-route pickups and drop-offs up to 0.75 miles from the main route can be scheduled at least 24 hours in advance. The trolley is a service of the cities of Monmouth and Independence and is operated by Cherriots. It was reinstated in 2022 with funding from the American Rescue Plan Act (ARPA).

Ridership and Productivity

The Monmouth-Independence Trolley served an average of 359 daily passengers in October 2025. The trolley has strong productivity, with 16.8 riders per revenue hour.

Characteristics

Day	Headways (min.)	Service Span
Weekday	20	7:00 AM–9:09 PM
Saturday	20	8:00 AM–10:09 PM
Sunday	Variable	8:00 AM–6:24 PM

Return to the Agenda

CHERRIOTS

COA Board Work Session

Salem Area Mass Transit District

June 11, 2026

Return to the Agenda

Agenda

1. Project Overview (5 mins)
2. Outreach and Engagement Update (5 mins)
3. Service Options (20 mins)
4. What's Next? (5 mins)

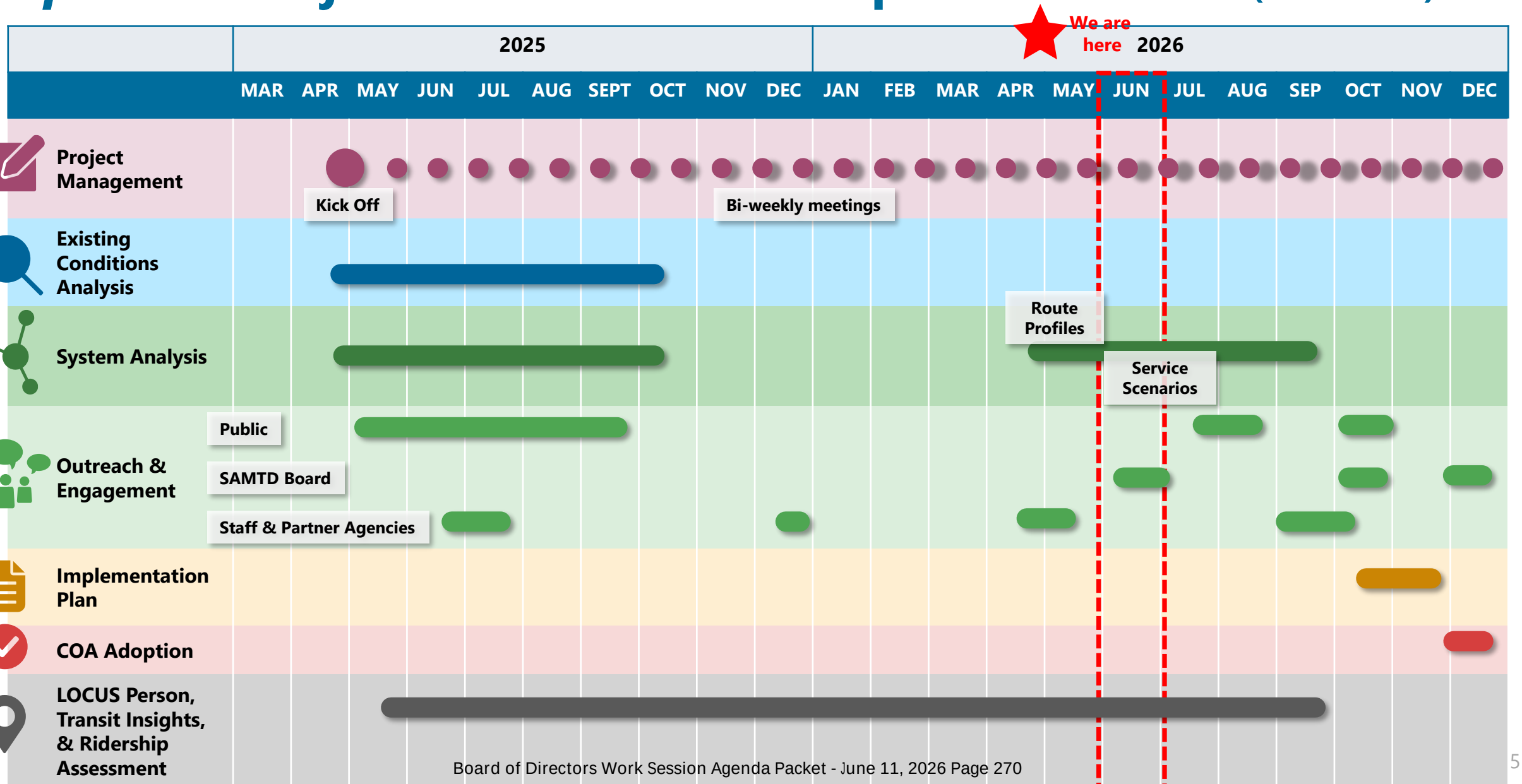
1 Project Overview

COA Overview

- **What is a Comprehensive Operations Analysis (COA)?**
  - Detailed evaluation of existing fixed route operations (Cherriots Local and Cherriots Regional)
    - Ridership, productivity, schedule adherence, running time, passenger load, etc.
  - Evaluates the strengths/weaknesses of each route, as well as the network
  - Focus is on short-term service improvements, but builds on Service Enhancement Plan and long-term vision for the agency
  - Does not include any other services (Cherriots LIFT, commuter options, etc.)

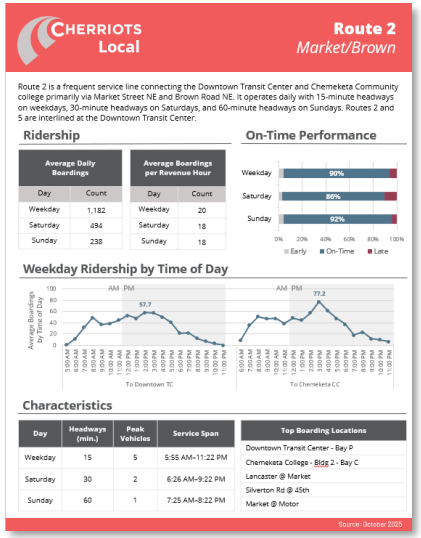
- **What are the goals of a Comprehensive Operations Analysis?**
  - Improving service efficiency by optimizing resources, leading to cost savings.
  - Enhancing the overall transit experience, attracting new customers and increasing fare revenue.
  - Increasing customer satisfaction and loyalty by addressing operational challenges.
  - Improving access to employment, health care, education, and recreation for our community.

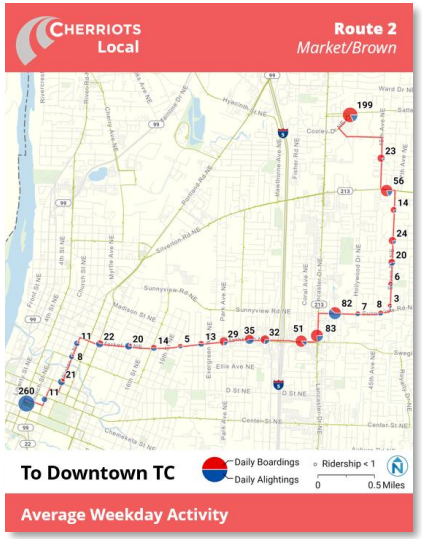
Updated Project Schedule & Workplan Overview (June 2026)



Existing Conditions & Route Profiles

- **Existing Conditions Report**
  - Documented previous plans and projects
  - System overview
  - Transit demand and market analysis
- **Bus stop balancing methodology** (separate memo)
- **Transit center analysis** (separate memo)





- **Route Profiles**
  - Detailed evaluation documenting service and ridership performance at the route and network level
  - Stop-level maps with boardings and alightings
  - Identification of strengths and opportunities for each route

2 Outreach and Engagement Update

Engagement Phases

Community outreach for the Comprehensive Operations Analysis (COA) is being conducted in the following three phases:

Phase 1: *Education and information-gathering*

This phase answers: what are the community needs for the future of the Cherriots fixed-route system? This occurs in tandem with the development of a report documenting existing transit service and market conditions.

We are here

Phase 2: *What we've heard to direct the scenario report*

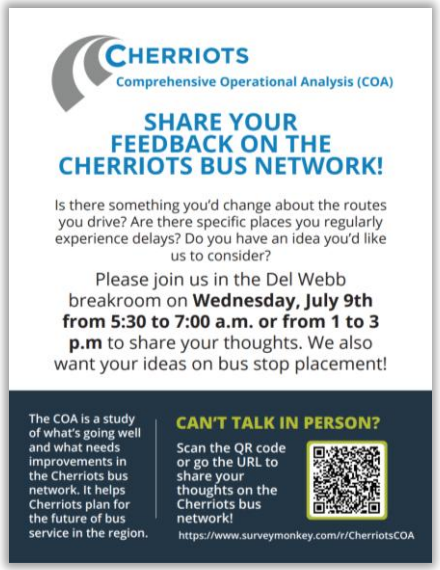
This phase will share the report from Phase 1 and collect feedback and impressions from community members through various engagement activities. The input collected will help shape the scenarios report, which will then be used to gather additional community feedback on the future of Cherriots fixed route services.

Phase 3: *Review of draft preferred scenario/recommendations report*

Shares the feedback received from Phase 2 and closes the loop with the public on the preferred scenario

What we've done?

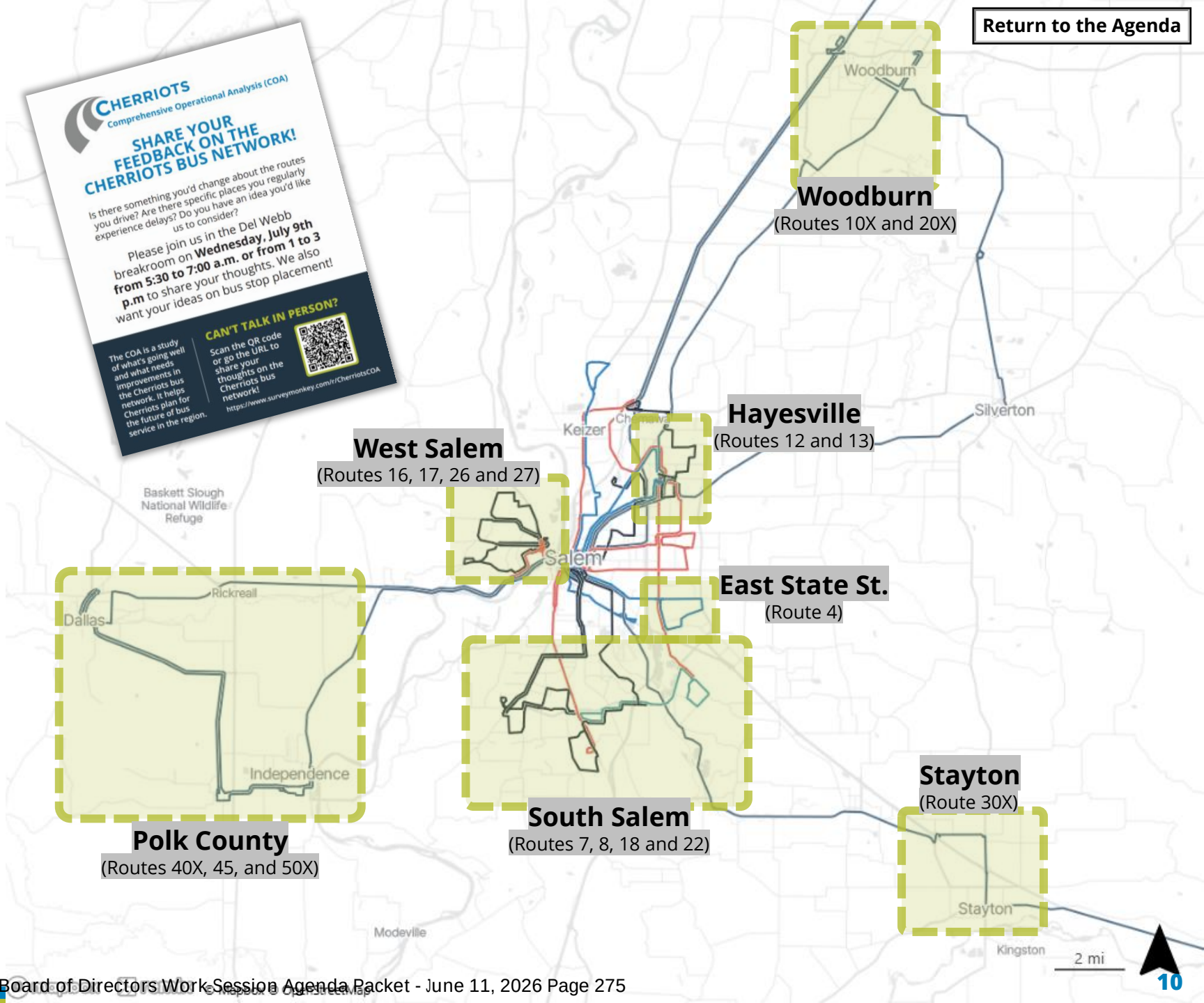
- Project Website
- Project Fact Sheet
- Questionnaire
- Bike Rodeo at the Downtown Transit Center on May 22, 2025
  - Talked to over 30 people
- Salem Farmers Market and El Rancho Market on June 6th and 7th, 2025
  - Talked to over 90 people
- Operator outreach
  - In-person and online survey



Return to the Agenda

Presenting the Service Concepts

- Overview map highlighting the areas where service changes are proposed
- Primary tool is a Storymap with survey
- One page handout w/ QR code (English and Spanish)
- Could also develop ¼ page card w/ just the QR code



Storymap

- Introduction to the COA
- Call to action (we need input from riders and the community!)
- Description of each area where we want input on possible changes

CHERRIOTS

Comprehensive Operations Analysis Service Options

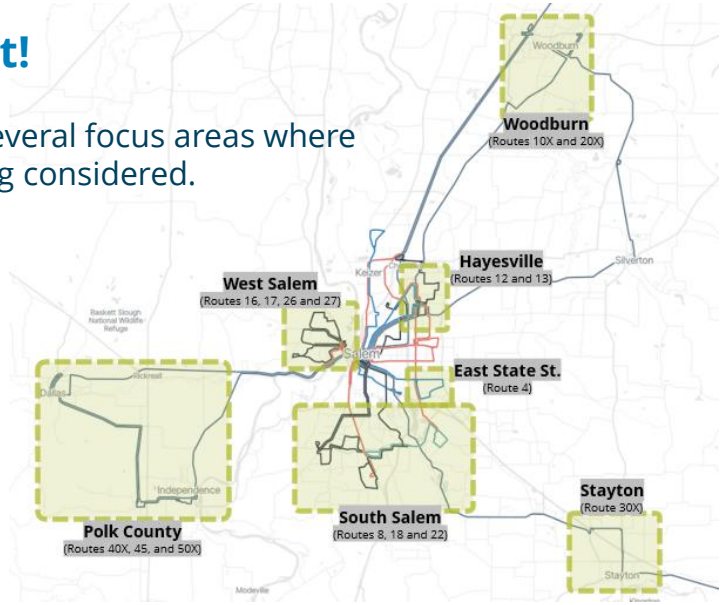
The comprehensive operational analysis (COA) is a Cherriots study that is identifying options for making fixed route bus service better for our community. We have been looking closely at Cherriots Local and Regional bus routes and have identified several options to make it easier for people to get to work, school, and other important places they want to go.

We now need your input!

The project team has identified several focus areas where possible service changes are being considered.

- West Salem
- South Salem
- Hayesville
- East State Street

- Woodburn
- Polk County
- Stayton



Click on an area you are interested in finding out more. Once you've reviewed an area, we'll ask you if you want to provide feedback on another area or take our survey for a chance to win a $50 gift card.

How will we connect w/ the community?

Virtual focus group (Spanish)

Connecting with Spanish speakers virtually in a safe environment.

Tabling session(s) at the Downtown TC

Talking directly to riders at the Downtown TC and providing them direct links to the website and Storymap. Focus on routes where service changes are being considered.

Tabling at other locations

Talking to riders where service changes are being considered (Chemeketa CC, West Salem TC, Walmart on S. Commercial)

Website updates

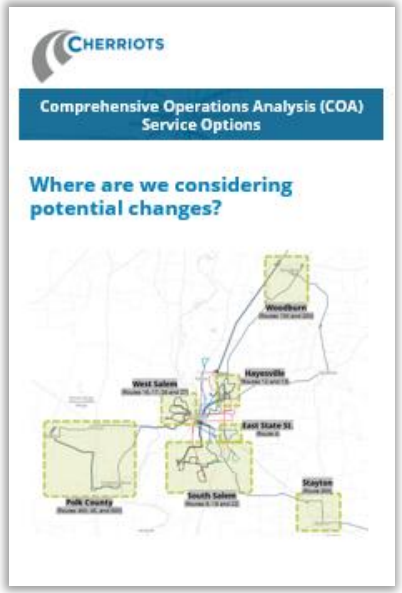
All background information will be posted on the website, including a link to the Storymap and survey

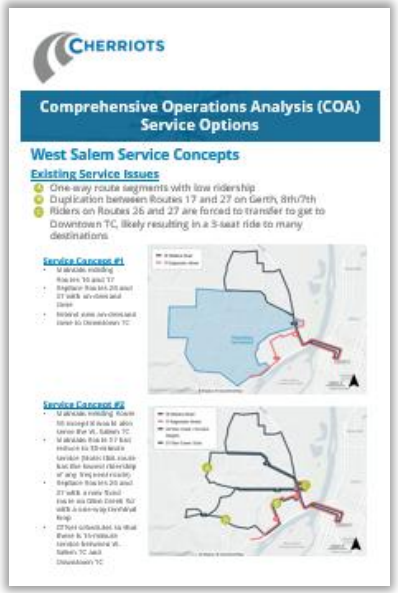
Social media

Reaching out to the community via existing social media channels.

Boards

For in-person outreach and pop-up events





3 Service Options

Service Planning Principles

GOALS:

- **Build on existing success** (not a network redesign)
- **Make the best use of existing resources**
- **Focus on serving customers better**
- **Don't make changes if there aren't clear improvements**
- **Ensure the benefits are easy to understand**

FOCUS AREAS:

- **Route alignments**
  - Deviations and indirect routing
  - One-way segments
  - Route duplication
  - Interlines
  - Transfers
- **Performance**
  - Low boarding/productivity segments
  - Travel times/on-time performance

Service Options and Scenarios

May-June:

- **Cost-neutral** service options for *specific areas* in the service area (shown at right)
- Board feedback on service options

July:

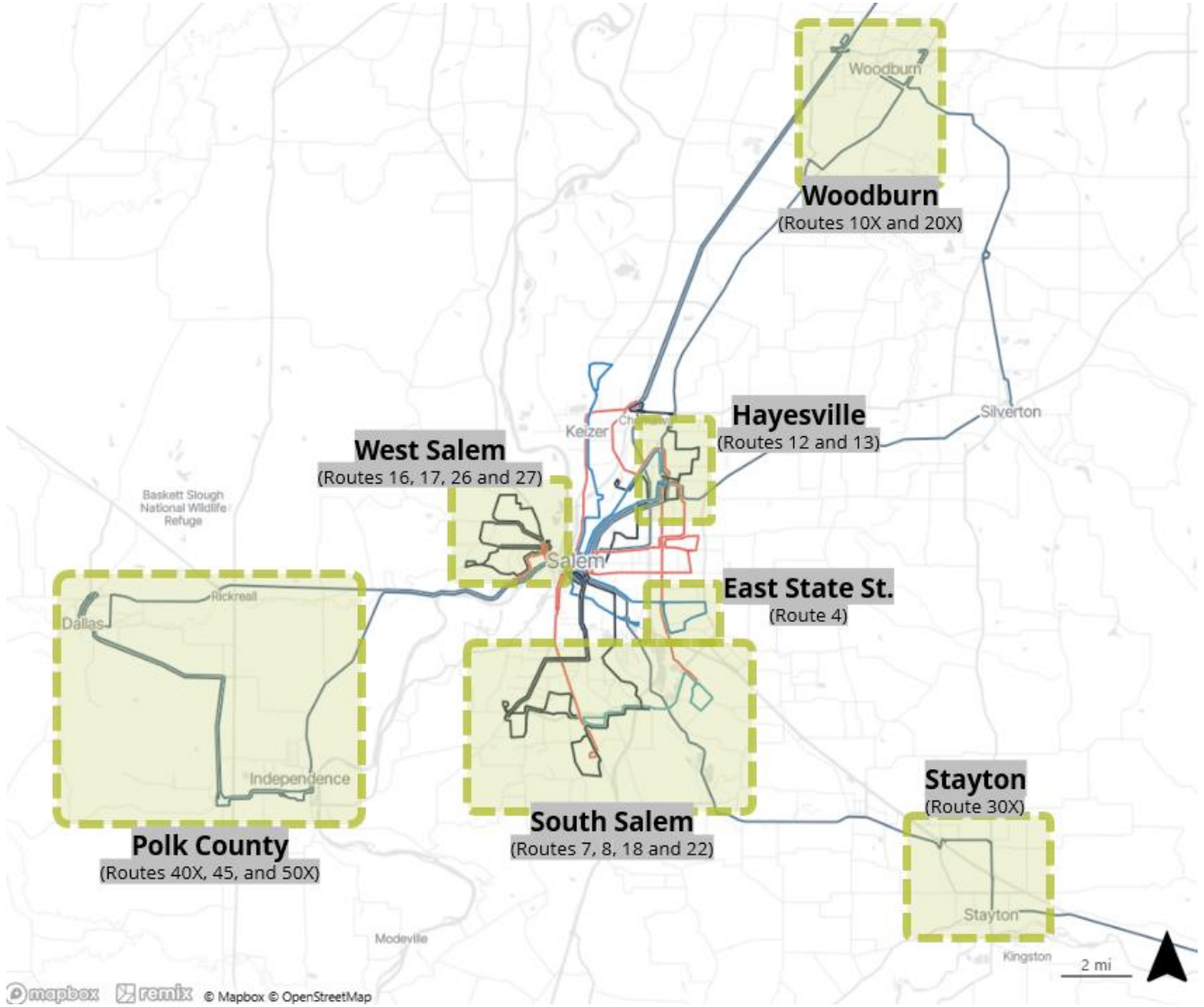
- Feedback from riders and the public
- Refine the cost-neutral service plan

August:

- Develop short-term (0-3 years) and medium-term (3-6 years) recommendations for growth, as reflected in the **Service Enhancement Plan**

September-October:

- Refine plan and adoption



Return to the Agenda

Local Focus Areas

Hayesville

- Service to new developments with existing routes

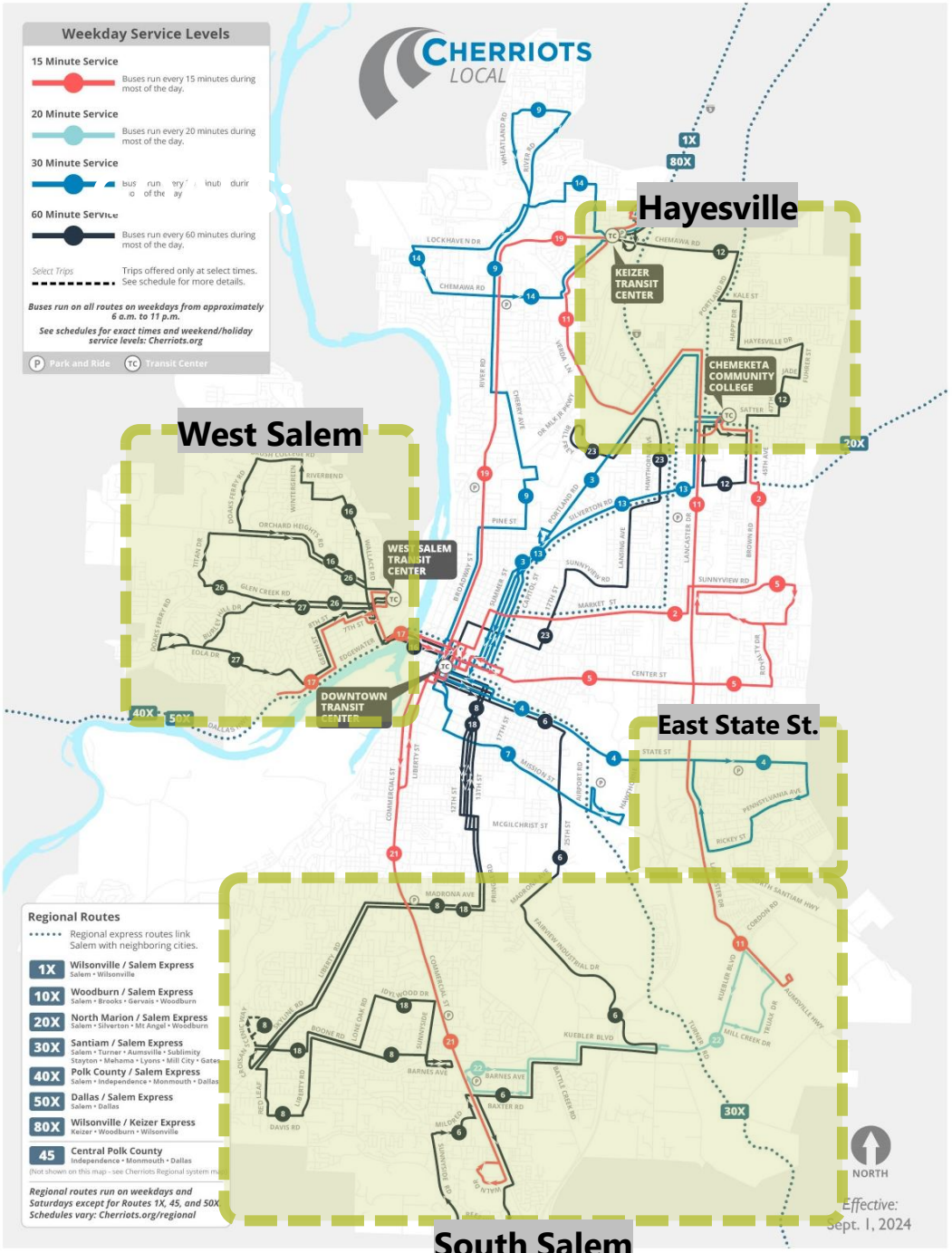
West Salem

- One-way route segments
- Low demand
- Service duplication
- Forced transfers for some riders

South Salem

- Connections between existing routes
- One-way route and split route segments
- Low demand
- Inefficient route timing
- Longer term: service to the South Salem TC

- **East State Street**
  - Service to new developments with existing routes



Return to the Agenda

West Salem (Routes 16, 17, 26, 27)

Existing Conditions

- A One-way route segments with low demand
- B Duplication between Routes 27 and 17 on Gerth, 8th/7th
- C Routes 26 and 27 are forced to transfer to get to Downtown TC, likely resulting in a 3-seat ride to many destinations

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

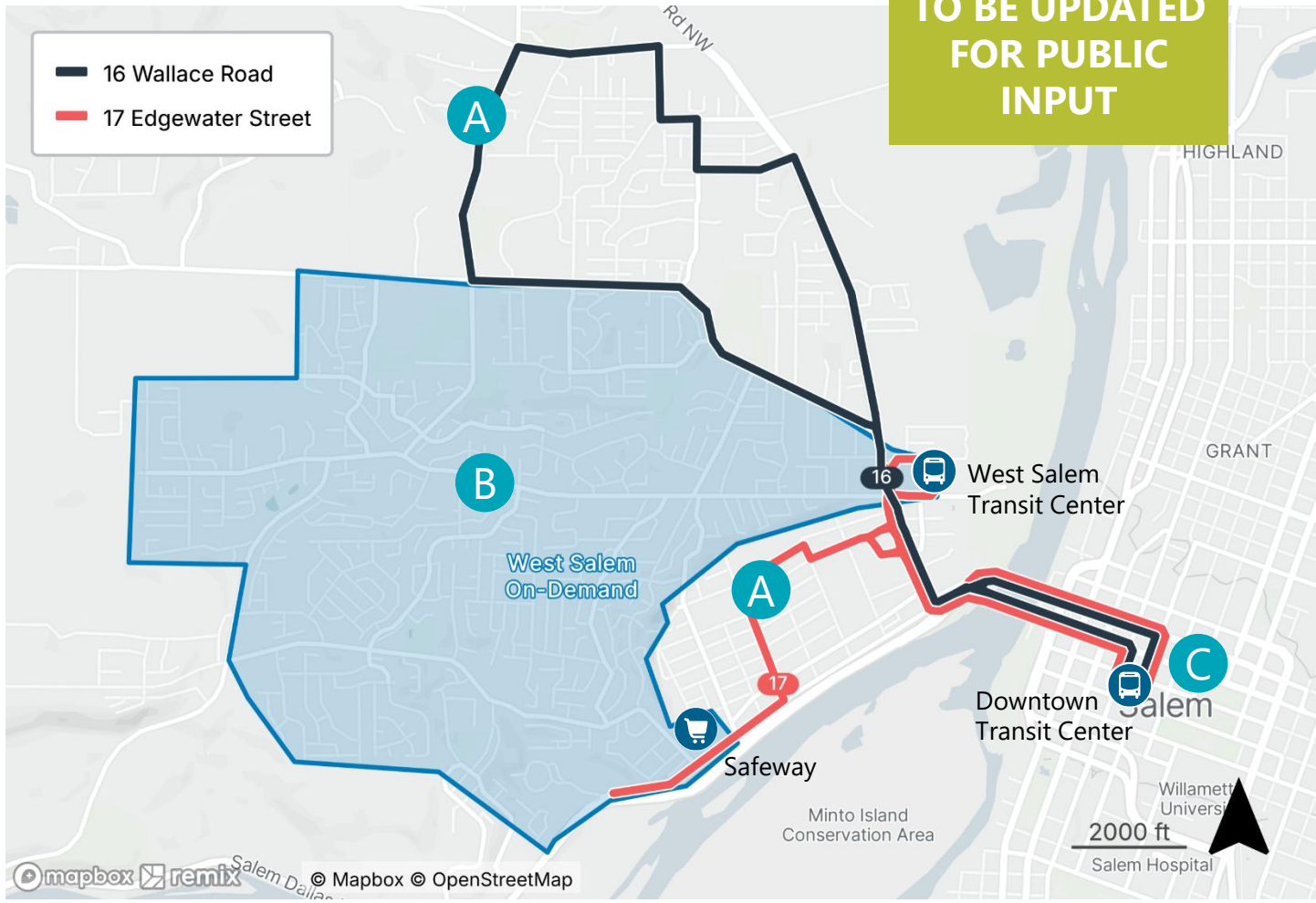
Return to the Agenda

West Salem (Routes 16, 17, 26, 27)

Option 1: New On-Demand Service

- A No change to existing Routes 16 and 17
- B Replace Routes 26 and 27 with new on-demand zone
- C Extend new on-demand zone to Downtown TC

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT



Why are we considering these changes?

- Covers land uses in West Salem that are difficult to serve effectively with fixed route service
- Provides more coverage in West Salem
- All services, including microtransit, offer a new direct connection to downtown Salem

What are some drawbacks of these changes?

- Introduces a new service type that riders would need to become familiar with
- Riders may need to plan their trips further in advance – Microtransit does not operate on a schedule like fixed-route service

Return to the Agenda

West Salem (Routes 16, 17, 26, 27)

Option 2: Consolidate Routes and Right-Size Service

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

- **A** Maintain existing Route 16 except it serves the W. Salem TC
- **B** Maintain Route 17 alignment but reduce from 15-minute to 30-minute service
- **C** Replace Routes 26 and 27 with new fixed route on Glen Creek Rd and terminal loop
- **D** Offset schedules to maintain 15-minute service between W. Salem TC and downtown Salem

Why are we considering these changes?

- Likely saves resources that could be invested in West Salem or elsewhere in the network
- Right-sizes service on Route 17, the lowest ridership high-frequency route in the system
- Reduces duplication w/ Route 16 to Downtown Salem TC
- Provides direct service to downtown Salem on all routes

What are some drawbacks of these changes?

- Eliminates service on a portion of Eola Drive NW
- Reduces frequency on Route 17

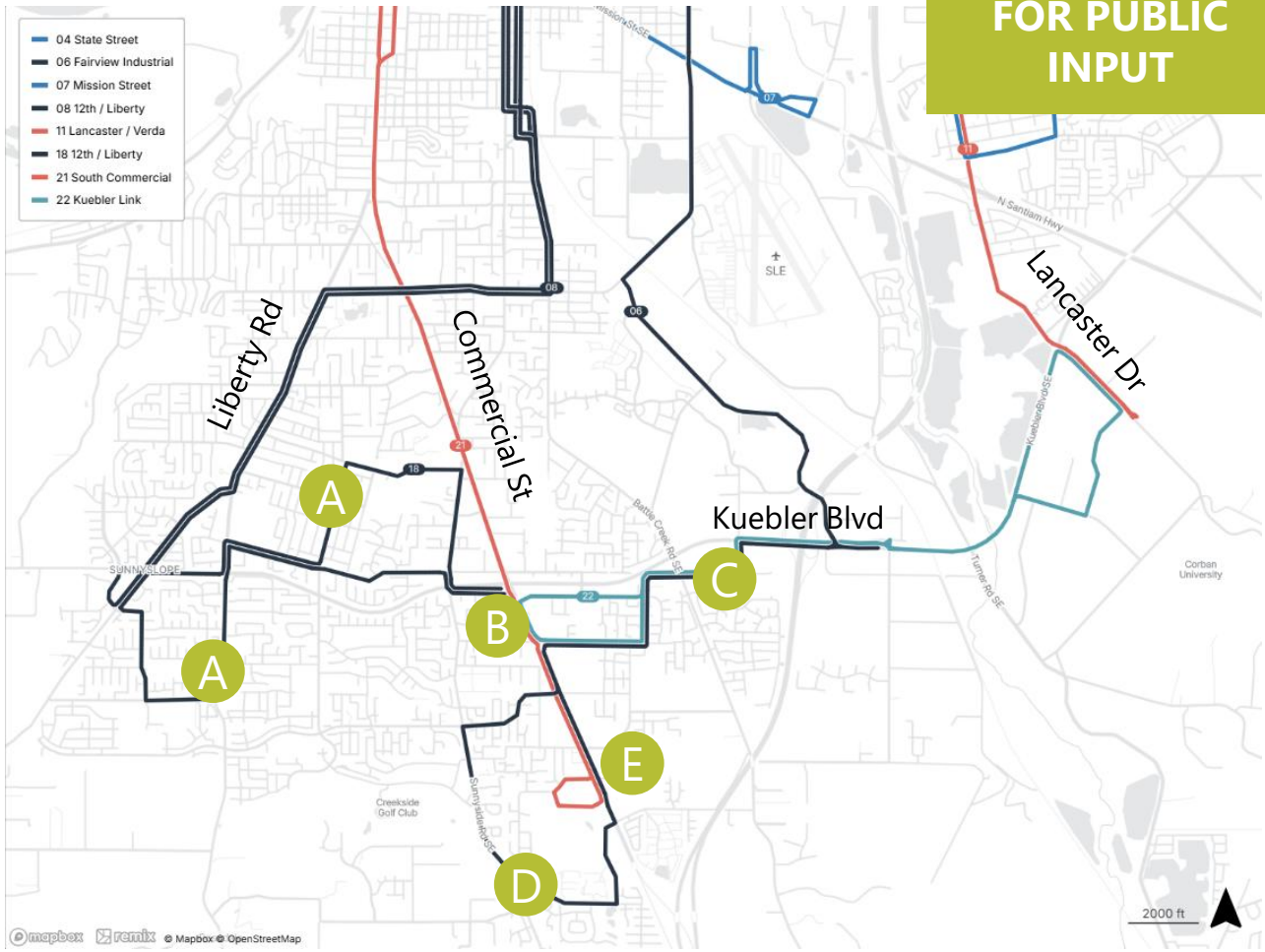
Return to the Agenda

South Salem (Routes 6, 8/18, 21, 22)

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

Existing Conditions

- A Complicated routing and mixed demand on tails of Routes 8 and 18
- B Inefficient transfers
- C Duplicative service on Routes 6 and 22
- D Low demand and one-way alignment
- E Need to serve new South Salem TC



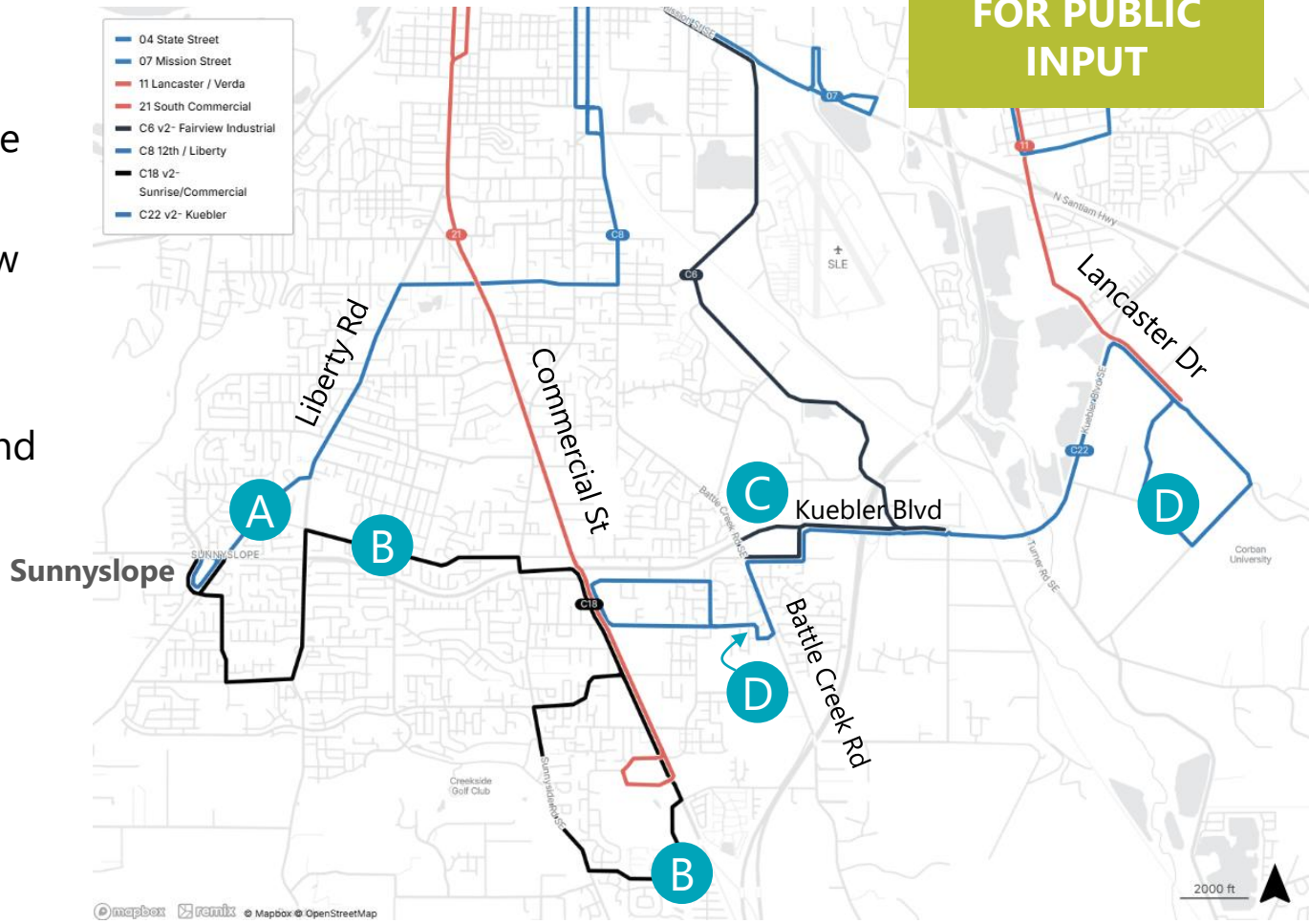
Return to the Agenda

South Salem (Routes 6, 8/18, 21, 22)

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

Option 1: Rebalance Routes and Improve Connections

- A Consolidate Routes 8 and 18 into a single route and terminate at Sunnyslope
- B New fixed route connecting Sunnyslope to new TC and southern loop of Route 6
- C Shorten Route 6 to terminate at Costco
- D Modify Route 22 to serve new development and reduce frequency to match demand



Why are we considering these changes?

- Likely saves resources that could be used to provide earlier/later service or be invested elsewhere in the network
- Provides new fixed-route service to Battle Creek Rd in South Salem
- Offers a better connection between Routes 8/18 and 22

What are some drawbacks of these changes?

- Provides less coverage to some areas in south Salem
- Some riders in Sunnyslope with an existing one-seat ride may need to transfer to reach downtown Salem

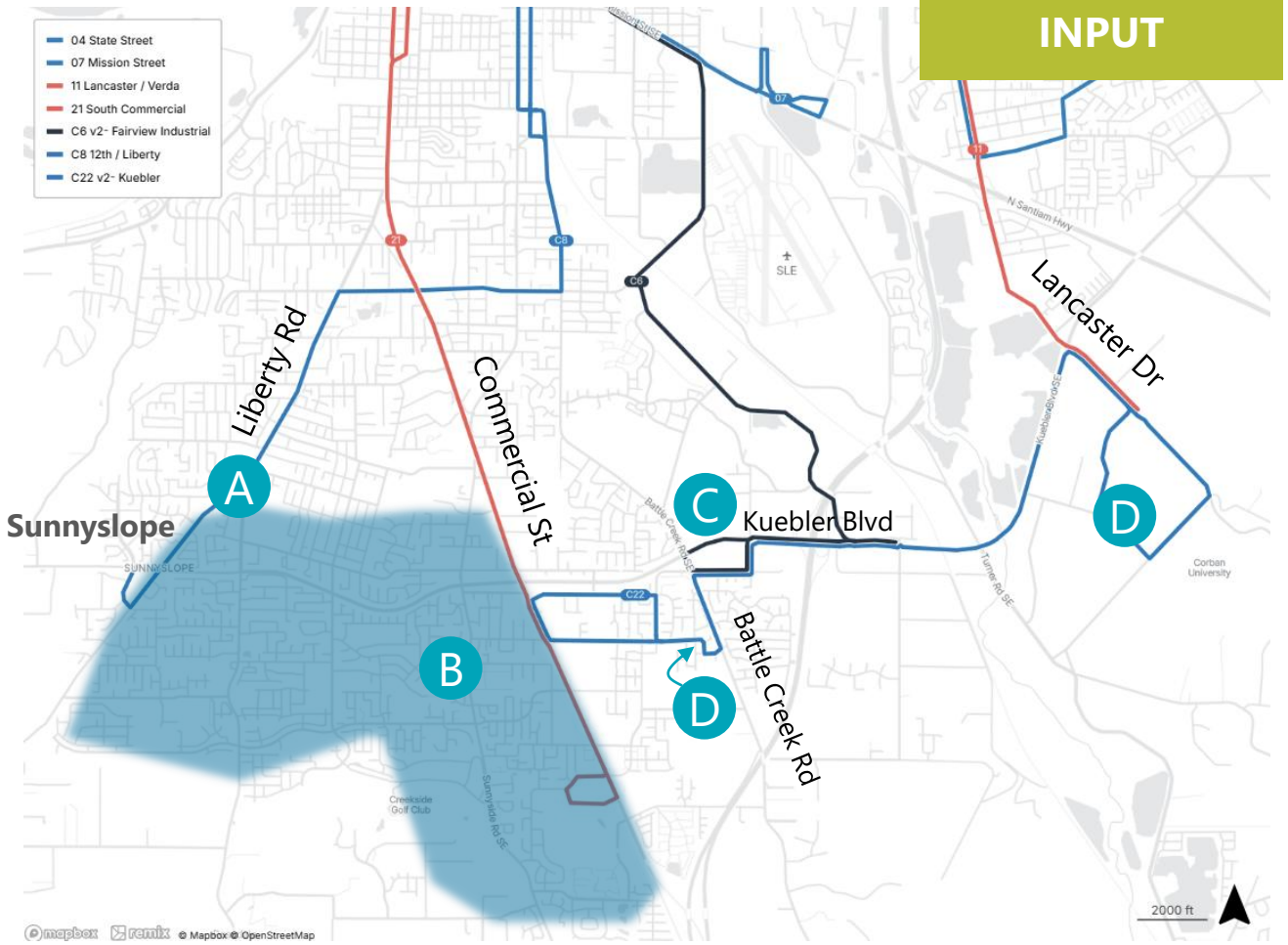
Return to the Agenda

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

South Salem (Routes 6, 8/18, 21, 22)

Option 2: Add New On-Demand Service and Restructure Routes

- **A** Consolidate Routes 8 and 18 into a single route and terminate at Sunnyslope
- **B** Introduce new on-demand zone in South Salem (exact zone TBD pending microtransit study)
- **C** Shorten Route 6 to terminate at Costco
- **D** Modify Route 22 to serve new development and reduce frequency to match demand



Why are we considering these changes?

- Likely saves resources that could be used to provide earlier/later service or be invested elsewhere in the network
- Provides more coverage in South Salem

What are some drawbacks of these changes?

- Introduces a new service type that riders would need to become familiar with
- Riders may need to plan their trips further in advance – Microtransit does not operate on a schedule like fixed-route service
- Some riders in south Salem with an existing one-seat ride may need to transfer to reach downtown Salem

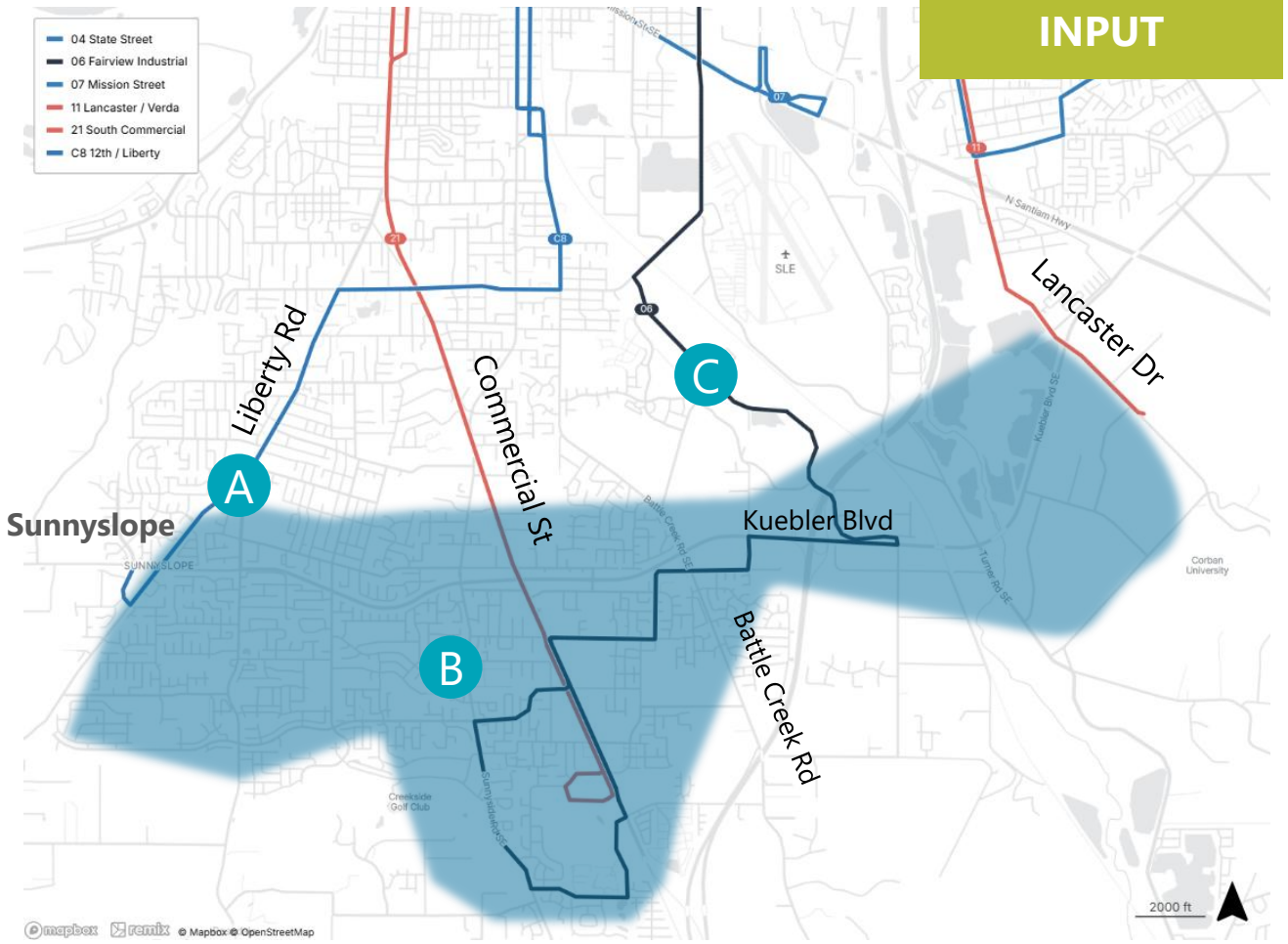
Return to the Agenda

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

South Salem (Routes 6, 8/18, 21, 22)

Option 3: Expand New On-Demand Zone and Restructure Routes

- A Consolidate Routes 8 and 18 into a single route and terminate at Sunnyslope
- B Introduce larger on-demand zone in South Salem (exact zone TBD pending microtransit study)
- C Maintain existing Route 6 service
- D Eliminate Route 22



Why are we considering these changes?

- Reinvests resources from Routes 8, 18 and 22 into new on-demand zones
- Provides more coverage in South Salem
- Offers a new single-seat connection throughout South Salem

What are some drawbacks of these changes?

- Introduces a new service type that riders would need to become familiar with
- Riders may need to plan their trips further in advance – Microtransit does not operate on a schedule like fixed-route service
- Some riders in south Salem with an existing one-seat ride may need to transfer to reach downtown Salem

Return to the Agenda

East State Street
(Route 4)

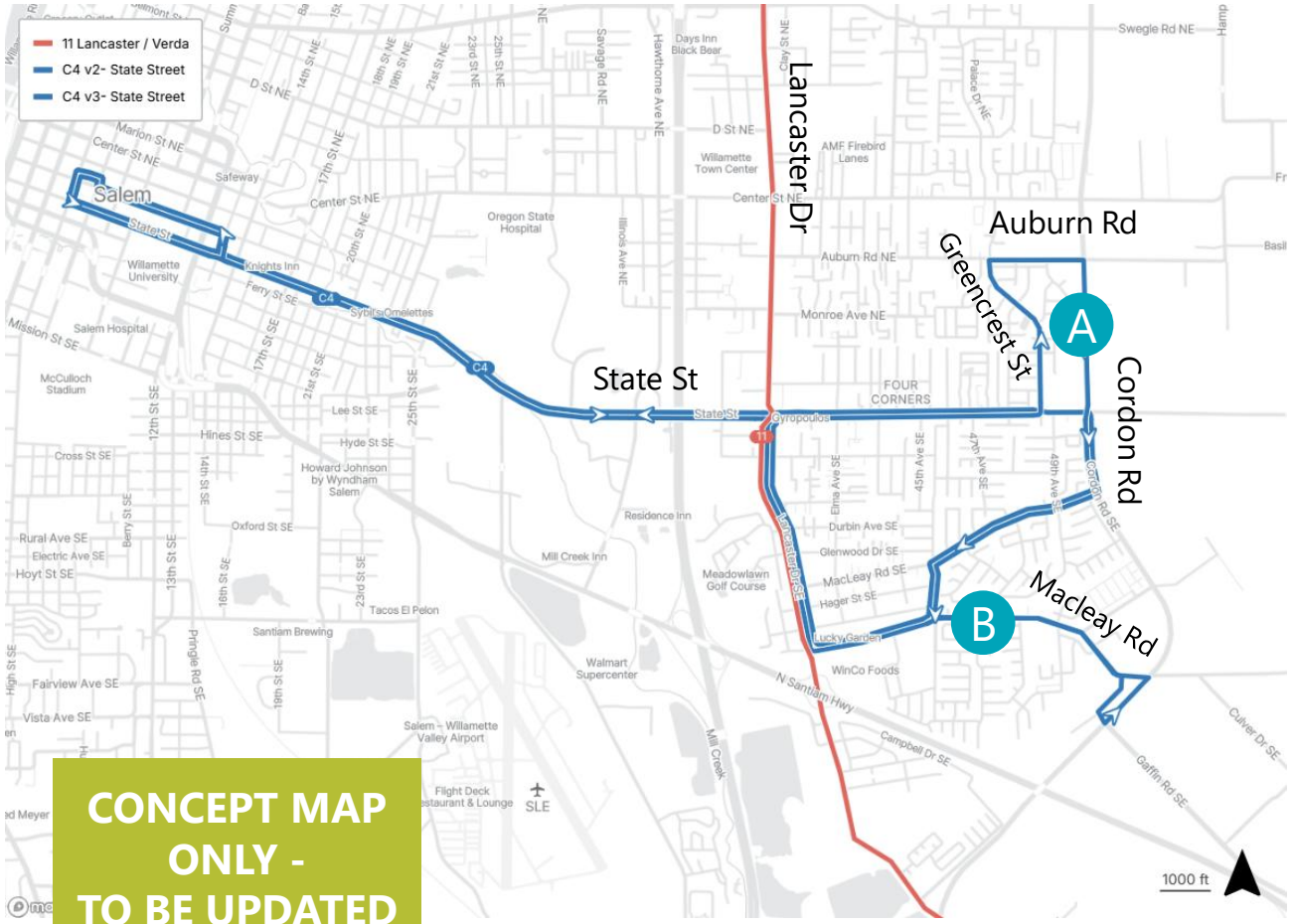
- **A** **Option 1:** Add loop to use Greencrest St to serve new development
- **B** **Option 2:** Extend via MacLeay Rd to serve new development

Why are we considering these changes?

- Serve new development north of State Street and along Macleay Road

What are some drawbacks of these changes?

- Longer travel times



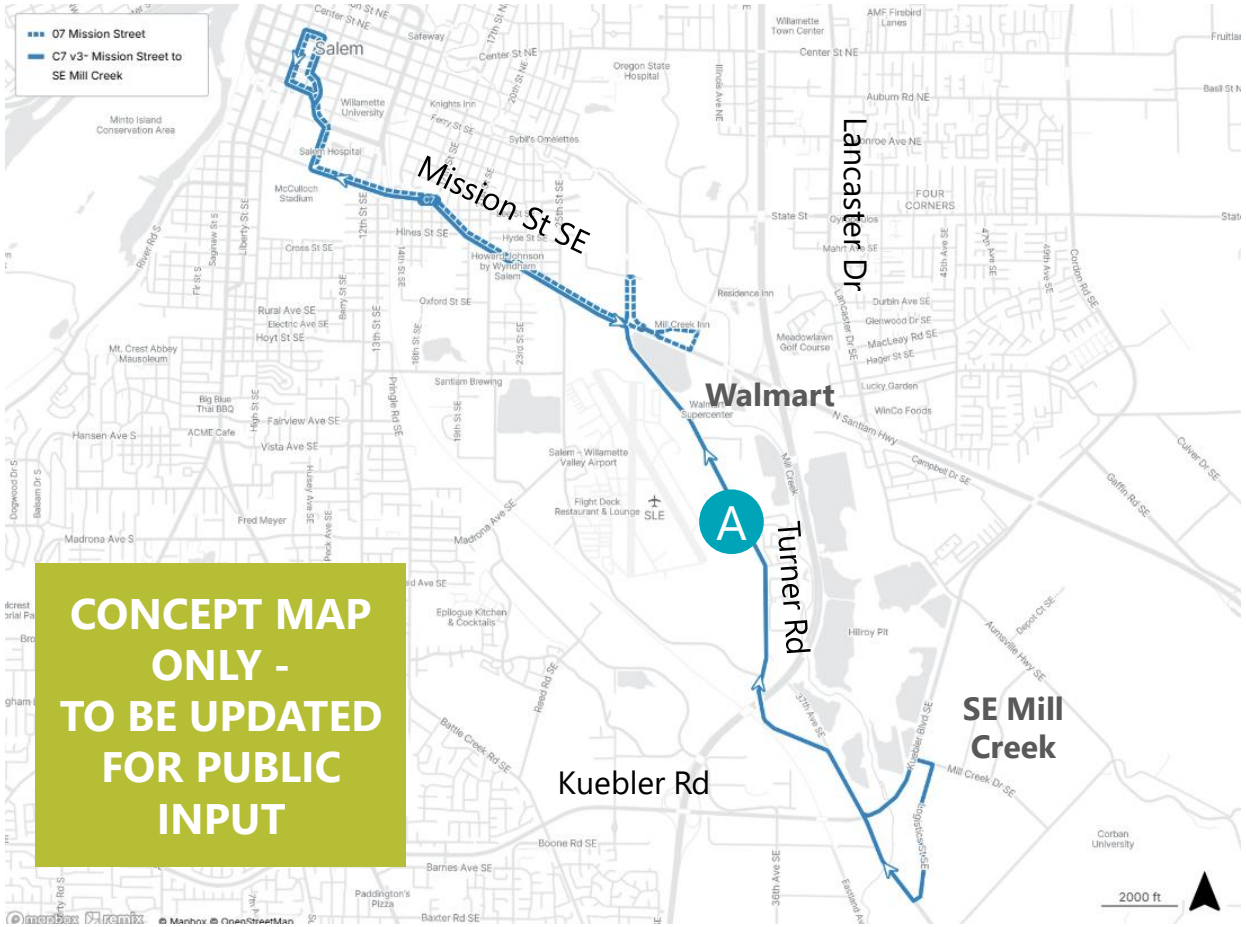
CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

Return to the Agenda

Mission Street SE
(Route 7)

Proposed Change

A Extend via Turner Road to Mill Creek Industrial area



Why are we considering these changes?

- Provides better service to Walmart on Turner Road
- Fixes inefficient route timing on Route 7
- Offers direct connection from SE Mill Creek industrial area to downtown Salem.

What are some drawbacks of these changes?

- Removes service to Ryan Drive SE
- Requires new stop infrastructure on Turner Road and on Logistics St SE

Return to the Agenda

Keizer/Hayesville
(Route 12)

Proposed Change

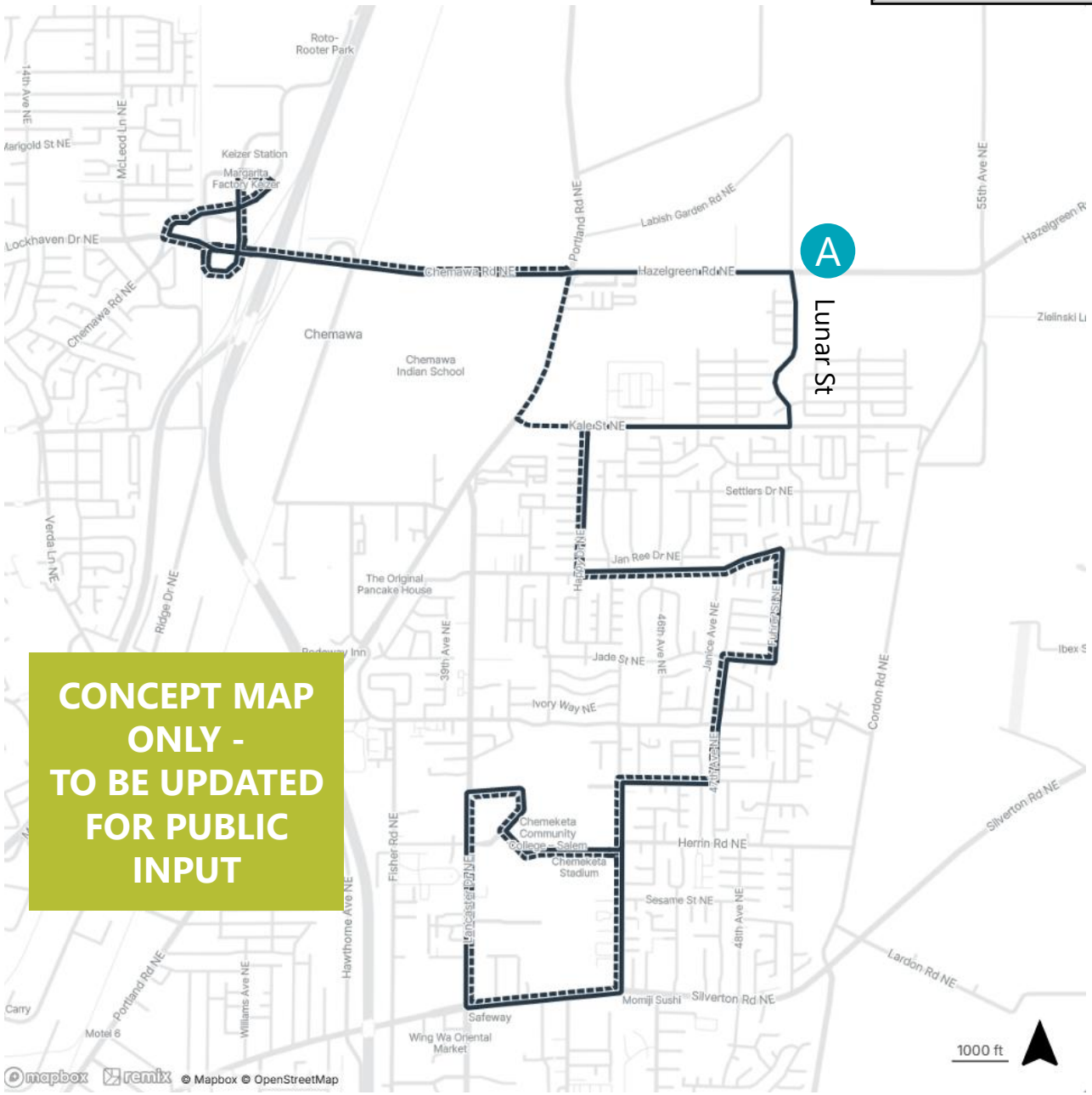
A Modify route to serve new development (assuming an all-way stop intersection can be added at Lunar St and Hazelgreen Rd NE)

Why are we considering these changes?

- Serve new development in Hayesville

What are some drawbacks of these changes?

- Slightly longer travel time
- Requires a new controlled intersection at Lunar Street and Hazelgreen Road

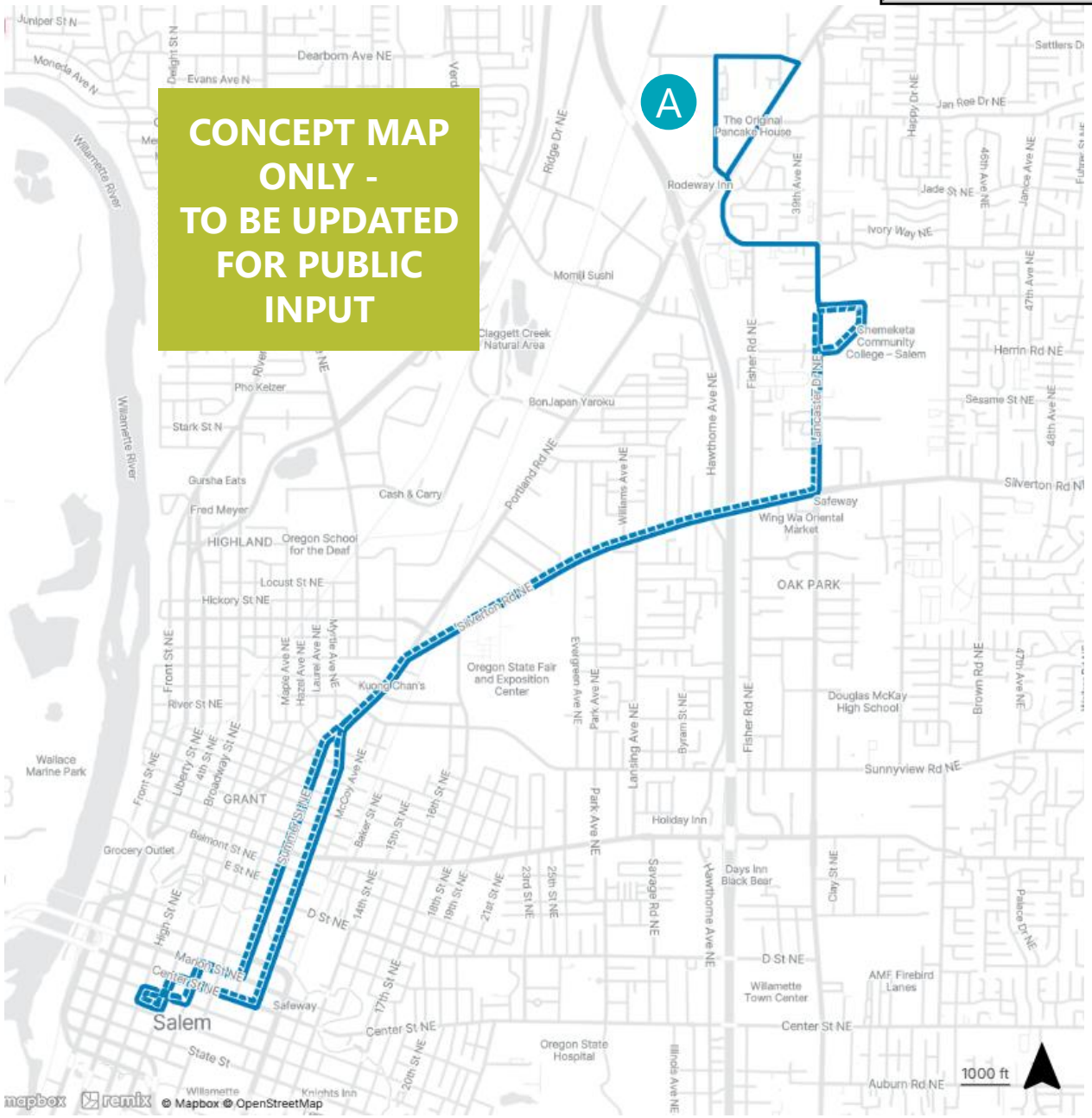


Return to the Agenda

Keizer/Hayesville
(Route 13)

Proposed Change

A Extend route to Blossom Dr to provide additional coverage and reduce excessive layover time



Why are we considering these changes?

- Makes use of excess layover time in Route 13 schedule
- Serves new development

What are some drawbacks of these changes?

- None identified

Return to the Agenda

Regional Focus Areas

Polk County

- Low productivity on 50X
- Duplication of service in Monmouth / Independence (Route 40X, Route 45, and MI Trolley)
- Opportunity to add stops to improve access in Dallas
- Potential alignment change to exiting Dallas Walmart

Chemeketa to Woodburn

- Low productivity
- Multiple transfers

Woodburn

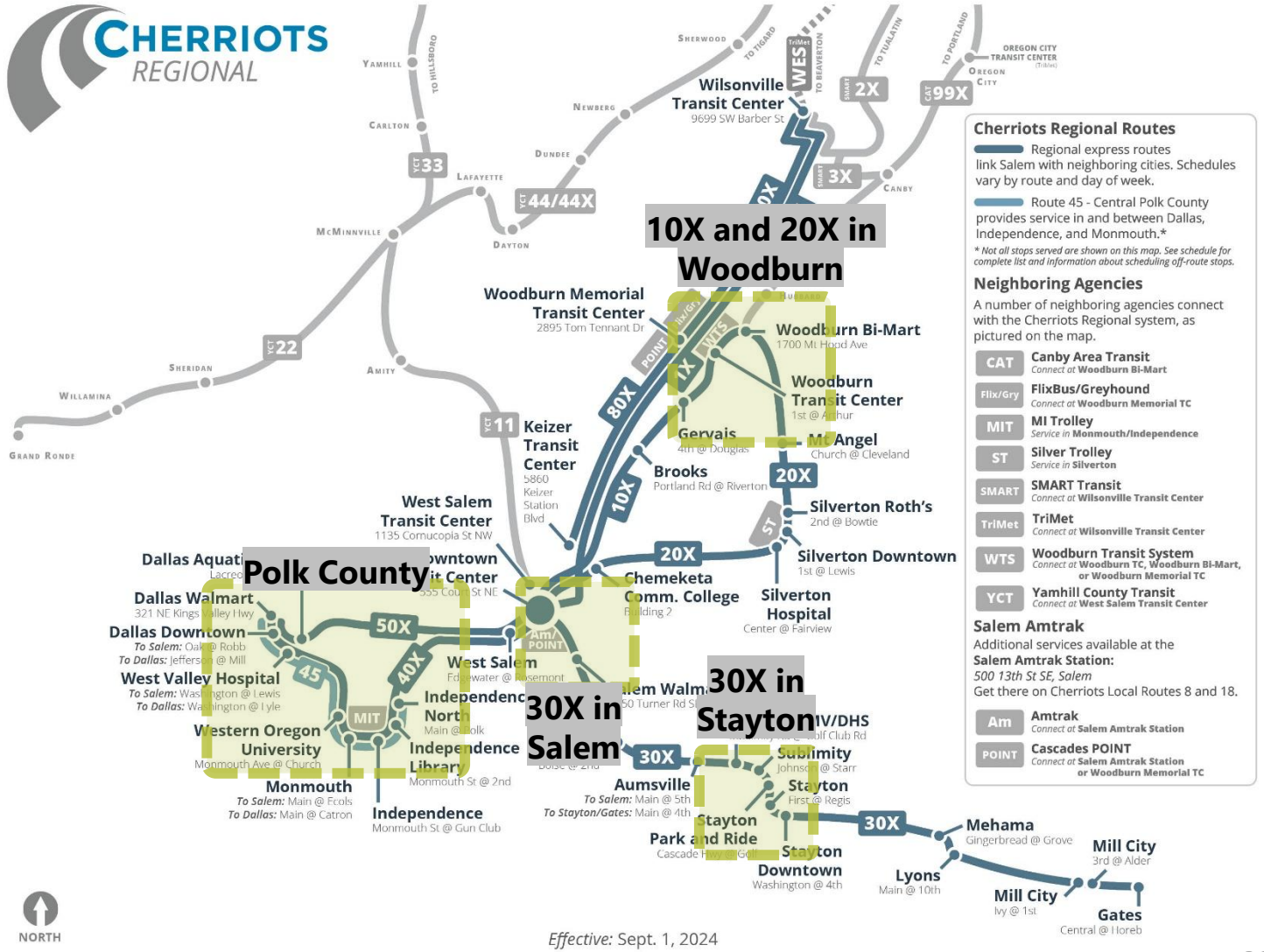
- Opportunity to increase access on Hwy 99
- Opportunity to connect to Woodburn Walmart

Stayton

- Lack of local coverage

Turner and Mill City

- Opportunity to add stops to improve access



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Regional Routes – Route 10X

Proposed Changes in Woodburn

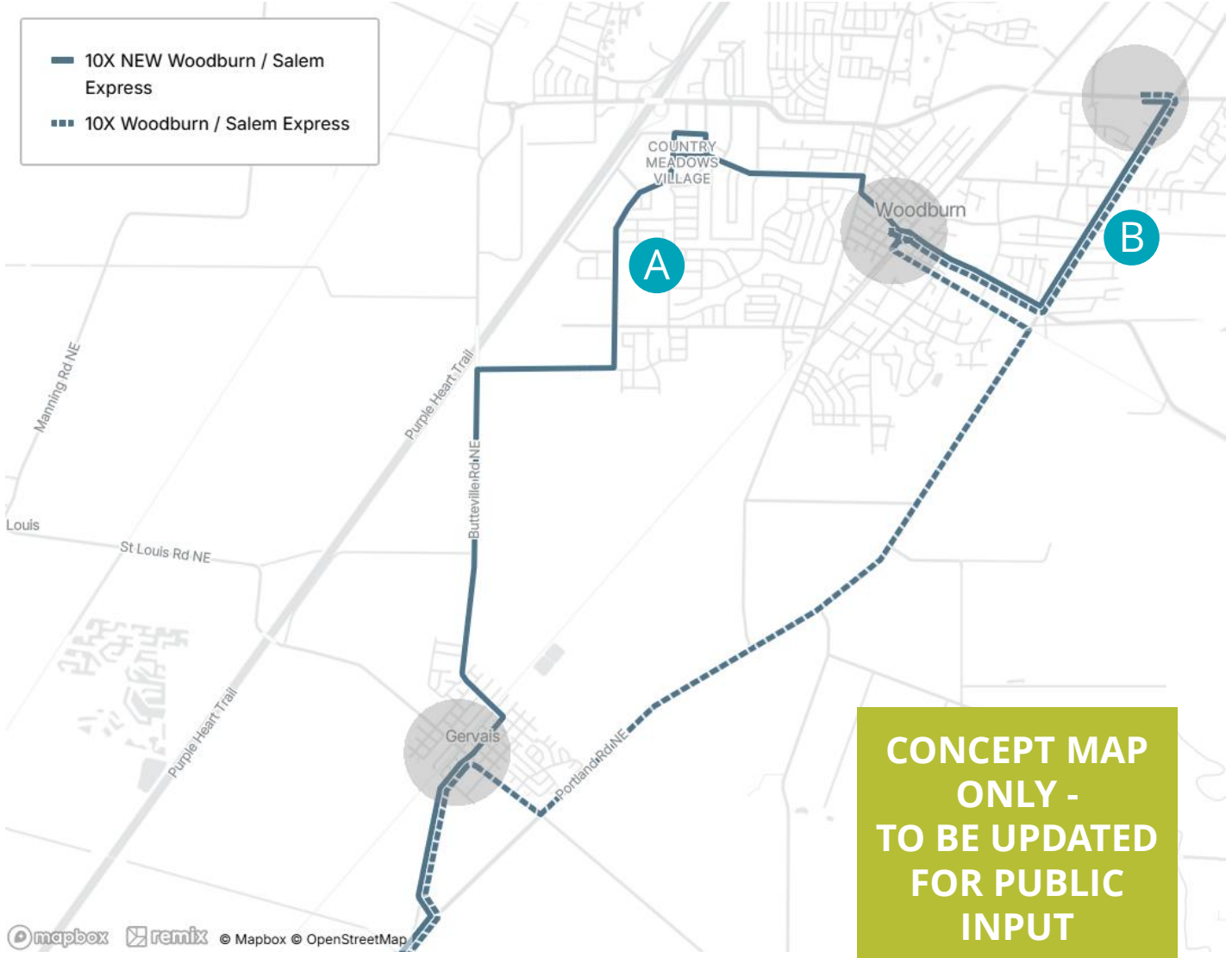
- A Modify alignment to serve the Walmart
- B Add a stop on Hwy 99E to improve access to retail/commercial services

Why are we considering these changes?

- Provide direct connection to Walmart and new Winco in Woodburn, with no additional travel time

What are some drawbacks of these changes?

- Potential duplication with Woodburn Transit services



CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

Return to the Agenda

Regional Routes – Route 20X

Proposed Changes in Woodburn

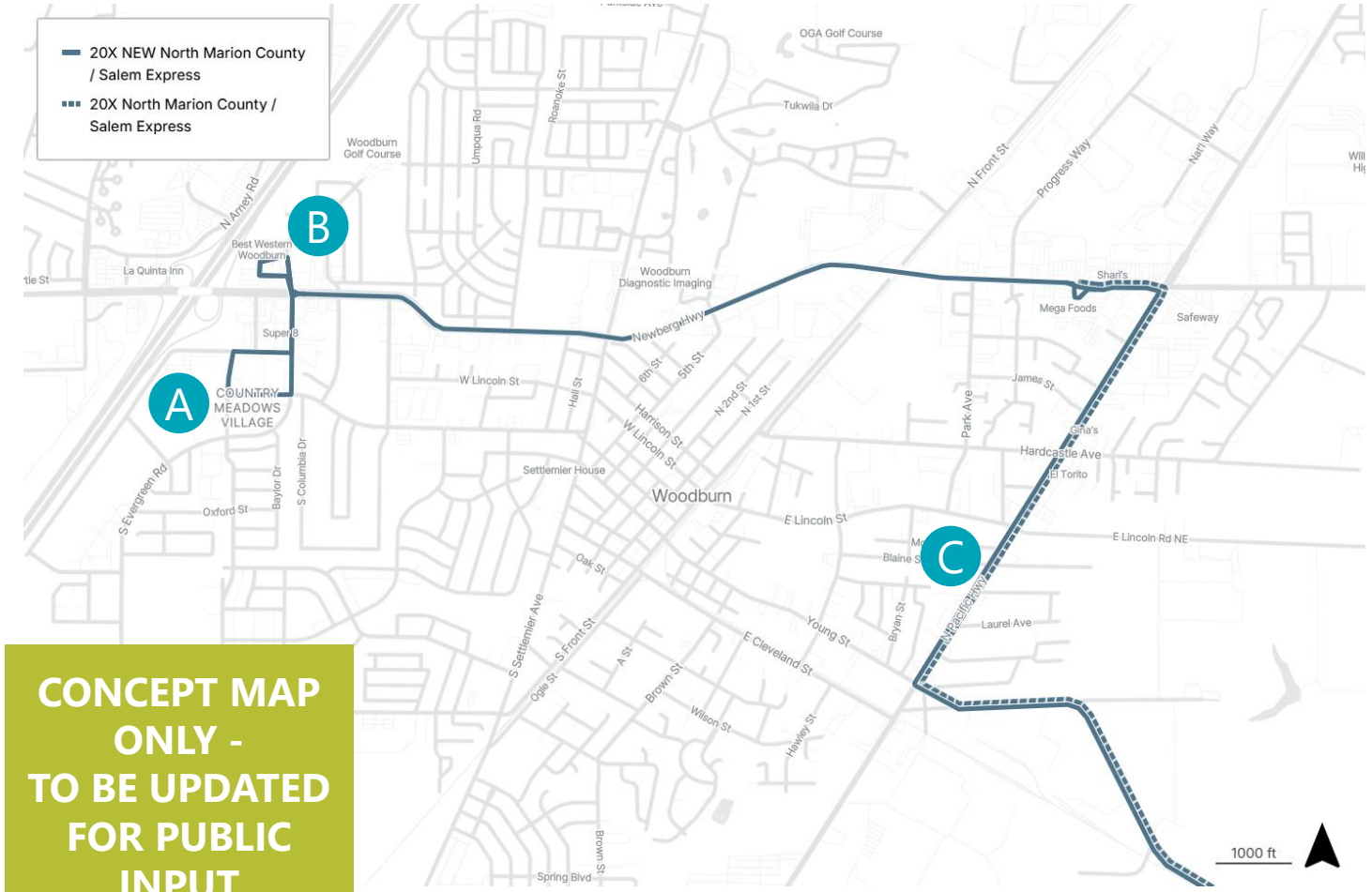
- A Extend to serve the Walmart
- B Deviate to connect to Woodburn Memorial Transit Center
- C Add a stop on Hwy 99E to improve access to retail/commercial services

Why are we considering these changes?

- Provide direct connection to Walmart in Woodburn
- Provide connection to local and regional routes at the Woodburn Memorial Transit Center

What are some drawbacks of these changes?

- Potential duplication with Woodburn Transit services



CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

Return to the Agenda

Regional Routes – Route 30X

Proposed Changes in Salem

A Option 1: Shift alignment onto Fairview Industrial Dr and serve Corban University

Why are we considering these changes?

- Provide better access to jobs on Fairview Industrial Dr
- Provide access to Corban University
- Serve the VA and Social Security Office on McGilchrist St

What are some drawbacks of these changes?

- No access to Walmart on Turner Road
- Longer travel times

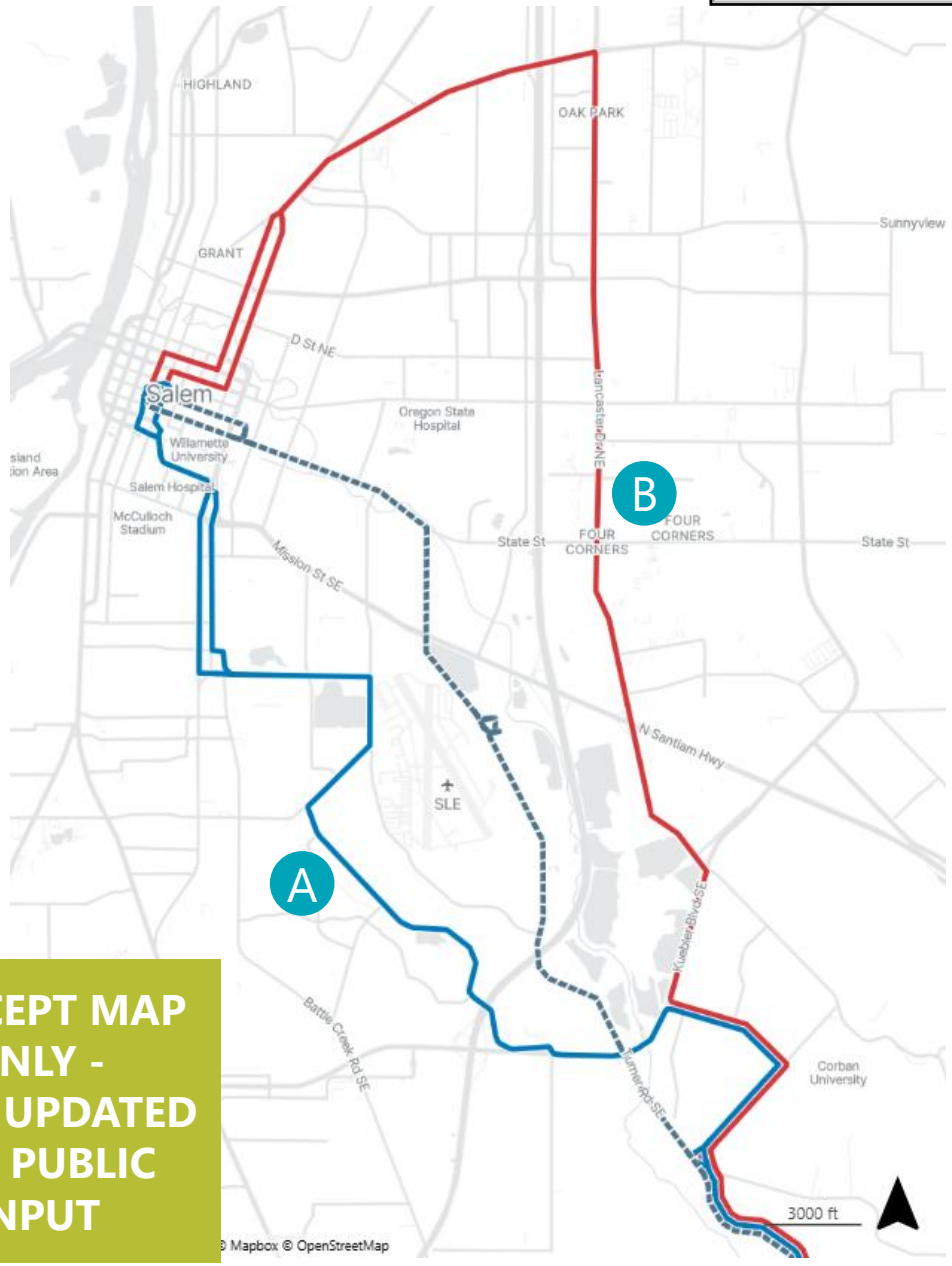
B Option 2: Shift alignment onto Lancaster Dr and serve Corban University

Why are we considering these changes?

- Provide better access to jobs and retail, including Walmart on Lancaster Drive
- Provide access to Corban University

What are some drawbacks of these changes?

- Longer travel times



CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

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Regional Routes – Route 30X

Proposed Changes in Stayton

- **A** Change alignment to improve access to hospital
- **B** Deviate to serve apartments and senior living facility on Third Ave

Why are we considering these changes?

- Provide better coverage in Stayton

What are some drawbacks of these changes?

- Slightly longer travel times

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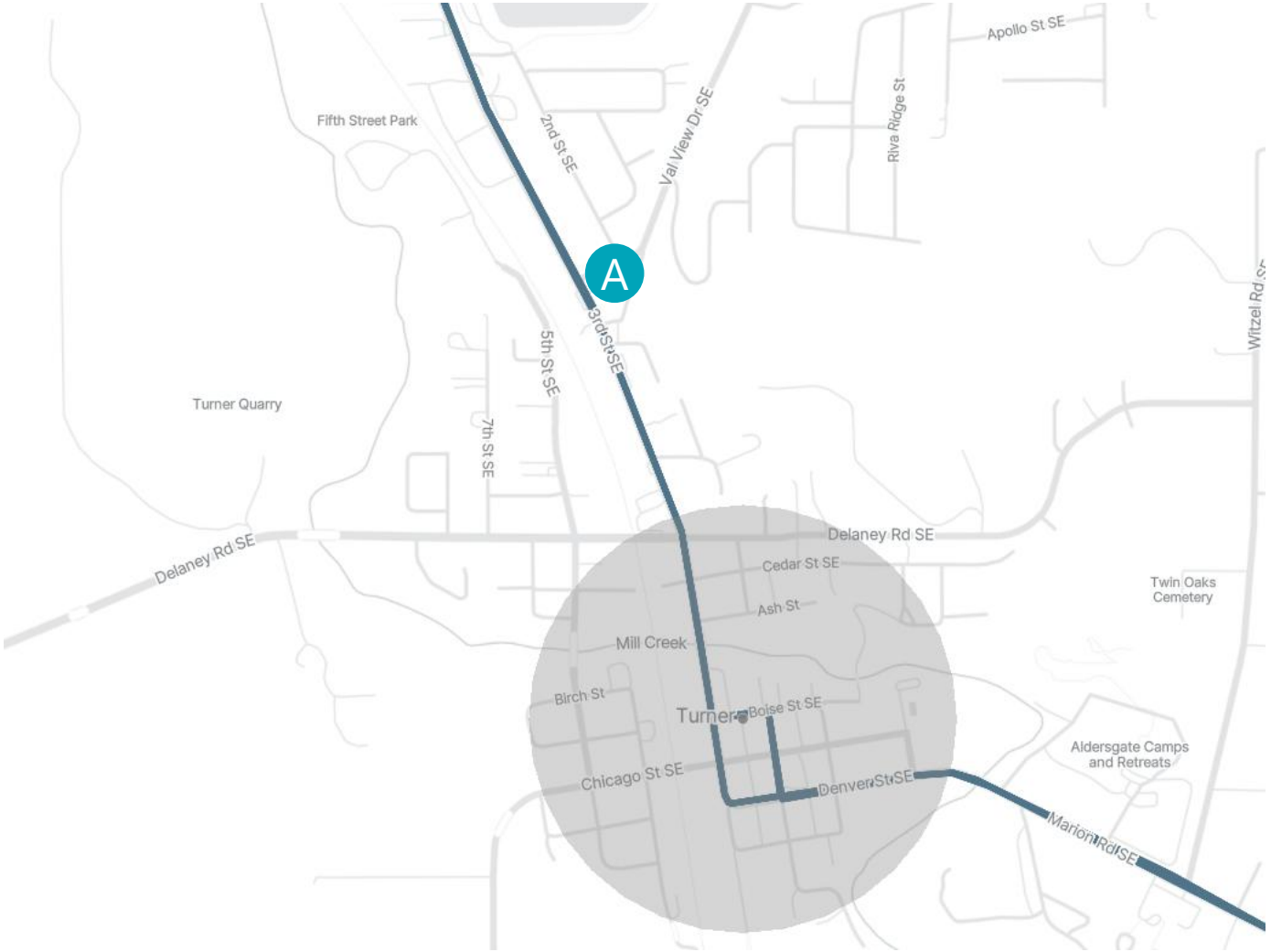
Regional Routes – Route 30X

Proposed Change in Turner

A Add stop near post office to improve access



Why are we considering these changes?

- Provide better coverage in Turner

What are some drawbacks of these changes?

- Minimal change in travel times

Return to the Agenda

Regional Routes – Route 30X

Proposed Change in Mill City

A Add stop to improve access

Why are we considering these changes?

- Provide better coverage in Mill City

What are some drawbacks of these changes?

- Minimal change in travel times

Return to the Agenda

Regional Routes – Polk County

Existing Conditions

- Route 50X ridership is too low to be its own standalone route
- Significant overlap of services between Dallas to Monmouth-Independence
- Monmouth-Independence Trolley directly competes with Cherriots routes:
  - Free
  - More frequent
  - Operates seven days a week
  - Also does deviations

CONCEPT MAP ONLY - TO BE UPDATED FOR PUBLIC INPUT

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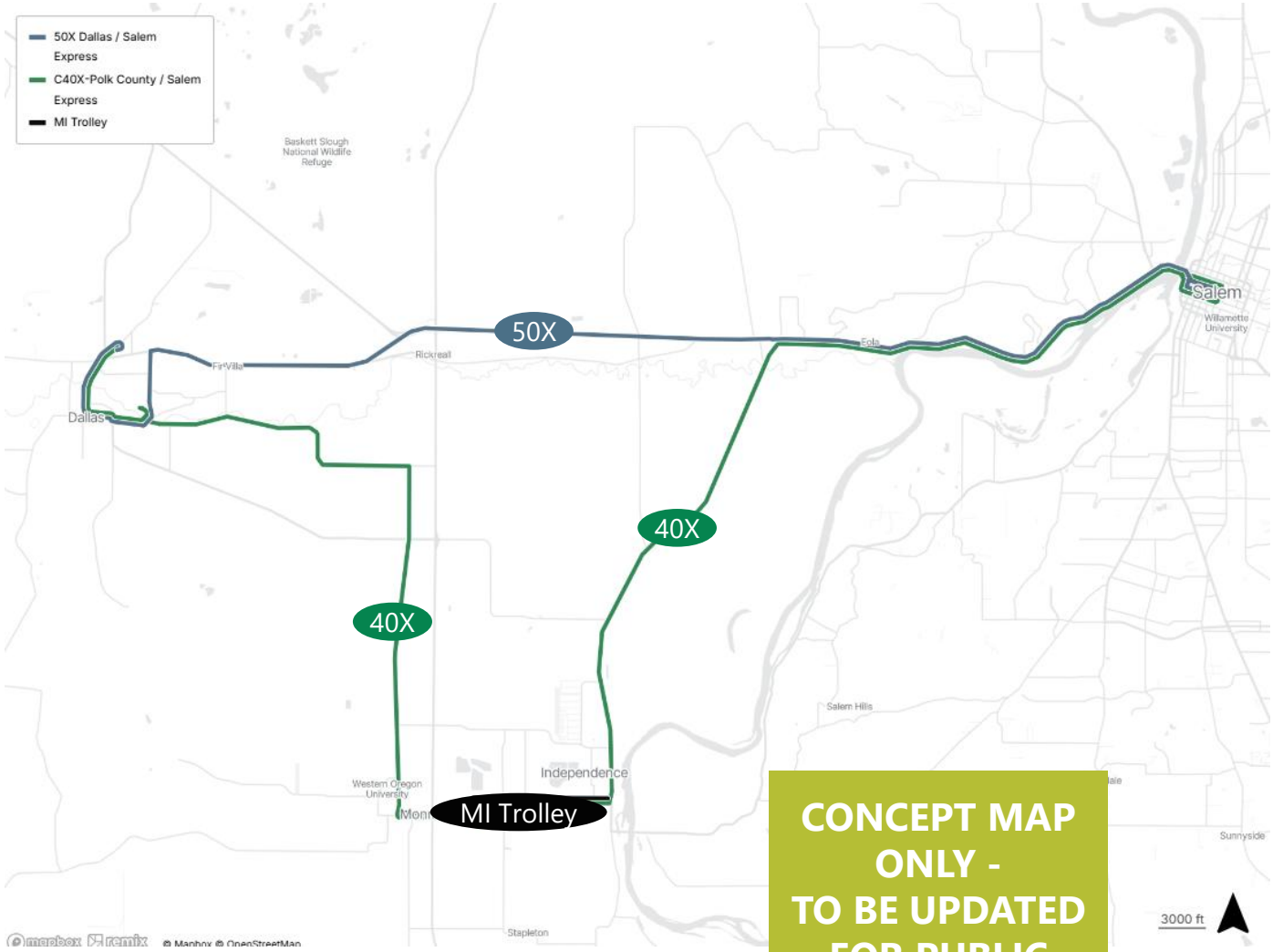
Regional Routes – Polk County

Proposed Changes

- Consolidate Route 45 and one of the Route 50X trips into Route 40X to operate hourly on weekdays
- Route 50X would have one trip in each direction in the morning and afternoon
  - One AM departure to Salem: ~7:20 AM
  - One PM departure from Salem: ~4:30 PM
- Monmouth-Independence Trolley to continue to operate



Why are we considering these changes?

- Provide consistent, hourly headways in Polk County

What are some drawbacks of these changes?

- Longer travel times between Dallas to Salem using Route 40X

4 What's Next?

What's Next?

- Utilize **LOCUS** data to assess potential network ridership impacts
- Develop **cost-neutral service plan**
- Briefing with **Cherriots Board of Directors** (August and October 2026)
- **Phase 2 Community Engagement** (July 2026)
- Development of **short- and medium-term service plan**
- **Phase 3 Community Engagement** (September 2026)
- Development of **final report**
- Briefing and adoption with **Cherriots Board of Directors** (August and October 2026)

Return to the Agenda

Work Session Memo – Item 3.B

To: Board of Directors

From: Kiki Dohman, Commuter Options Coordinator
Shofi Ull Azum, Chief Planning and Development Officer

Thru: Allan Pollock, General Manager

Date: June 11, 2026

Subject: Shared Micromobility: Next Steps

The District recently completed the Shared Micromobility Feasibility Study (Attachment A) to evaluate the potential for a shared bike and e-bike program in the Salem-Keizer area and to identify implementation approaches that support transit access, mobility, and community goals.

The feasibility study assessed market conditions, community interest, peer system experiences, potential service areas, implementation models, and funding opportunities. The study found that Salem-Keizer has many of the characteristics associated with successful micromobility programs, including short-trip travel patterns, activity centers, transit connections, and strong community interest. Public feedback was generally supportive, with particular interest in e-bikes and improved first- and last-mile connections to transit.

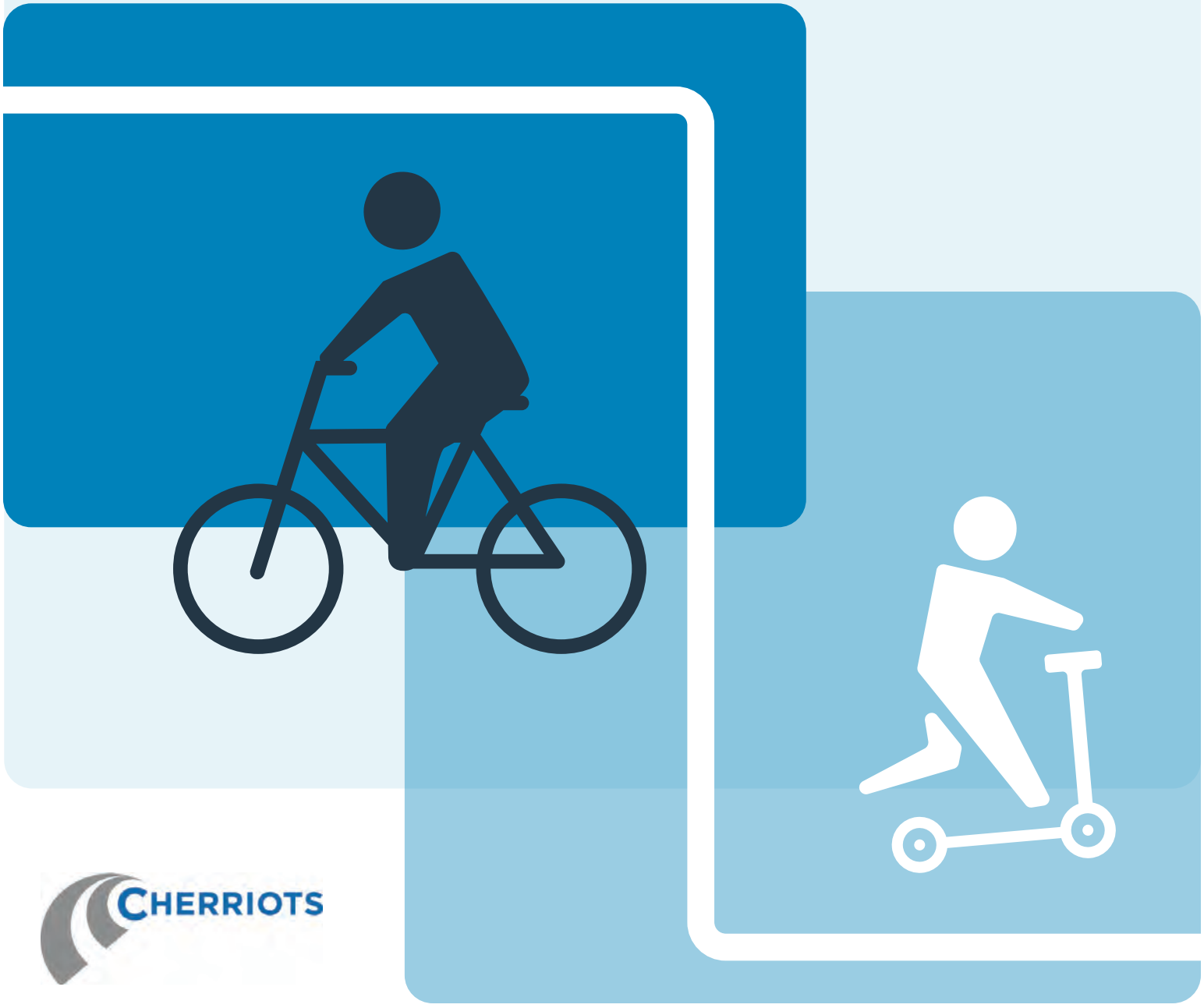
Based on the study findings, staff and the consultant team evaluated a range of implementation models that vary in cost, organizational responsibility, and risk. The study recommends a phased, operator-managed pilot approach that balances public goals with organizational capacity. Under this model, the District would help establish program goals related to equity, pricing, service expectations, and transit integration, while a private operator or nonprofit partner would manage day-to-day operations and maintenance.

The purpose of the attached presentation (Attachment B) is to provide the Board with an overview of the study findings, review potential implementation pathways, discuss organizational readiness and funding opportunities, and gather Board feedback on the Districts' desired role in advancing shared micromobility.

The goal of this discussion is not to make a final implementation decision, but rather to establish a clear policy direction regarding the Districts' level of involvement, appetite for investment and risk, and whether staff should pursue readiness activities and future grant opportunities. Following the Work Session, staff will use Board feedback to determine appropriate next steps, including potential grant applications, partner coordination, and further development of a phased pilot strategy that aligns with available resources and organizational capacity.

2025

Shared Micromobility Feasibility Study



CHERRIOTS

Contents

Prepared by: Toole Design

CHAPTER

1

Shared Micromobility Best Practices and Peer City Review

This chapter summarizes industry best practices as well as peer city policies, requirements, and lessons learned for shared micromobility programs. The overall regulatory environment and operations of each program were reviewed for specifics related to system/fleet types, service area, fleet size, vehicle specifications, safety requirements, fees, parking management, data sharing, evaluation, and equity considerations. A plan and policy review was also conducted (see Appendix A).

Overview

Four peer agencies with existing shared micromobility programs were included in an in-depth review as well as interviews (see Table 1):

- **City of Spokane, WA** who oversees the Wheelshare program (which includes shared bikes and scooters)
- **Lane Transit District (LTD)** in Lane County, OR, who supports the Peace Health Rides bikeshare system in Eugene and Springfield.
- **Roaring Fork Valley Transportation Authority (RFTA)** in Pitkin County, CO, who fund and manage the multi-jurisdictional Roaring Fork Valley Bikeshare program
- **Trinity Metro** in Fort Worth, TX, who manages and operates Trinity Metro Bikeshare.

TABLE 1: PEER AGENCY & PROGRAM OVERVIEW

Peer Agency (Program Name)	System Type	Vehicle Types	Operator	Program Launch
City of Spokane (Wheelshare)	Dockless	Pedal bikes, e-scooters	Lime	2019
Lane Transit District (Peace Health Rides)	Docked	Pedal bikes	Cascadia Mobility	2018
Roaring Fork Valley Transportation Authority (Roaring Fork Bikeshare)	Docked	Pedal bikes, e-bikes	We-Cycle	2021
Trinity Metro (Trinity Metro Bikeshare)	Hybrid	Pedal bikes, e-bikes	Trinity Metro	2013

System and Fleet Types

This section summarizes the range of potential system and fleet types within a shared micromobility program, as illustrated in Figure 1 and Figure 2.

FIGURE 1: SHARED MICROMOBILITY SYSTEM TYPES

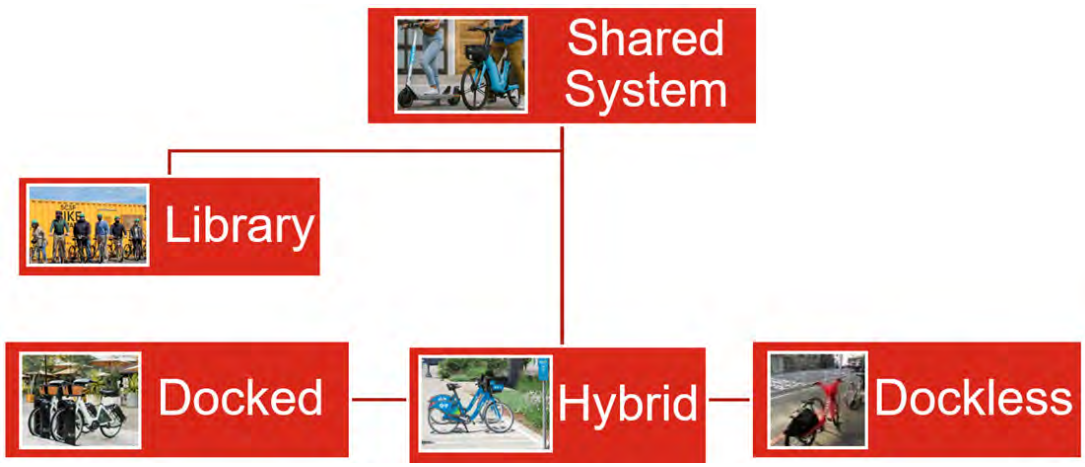
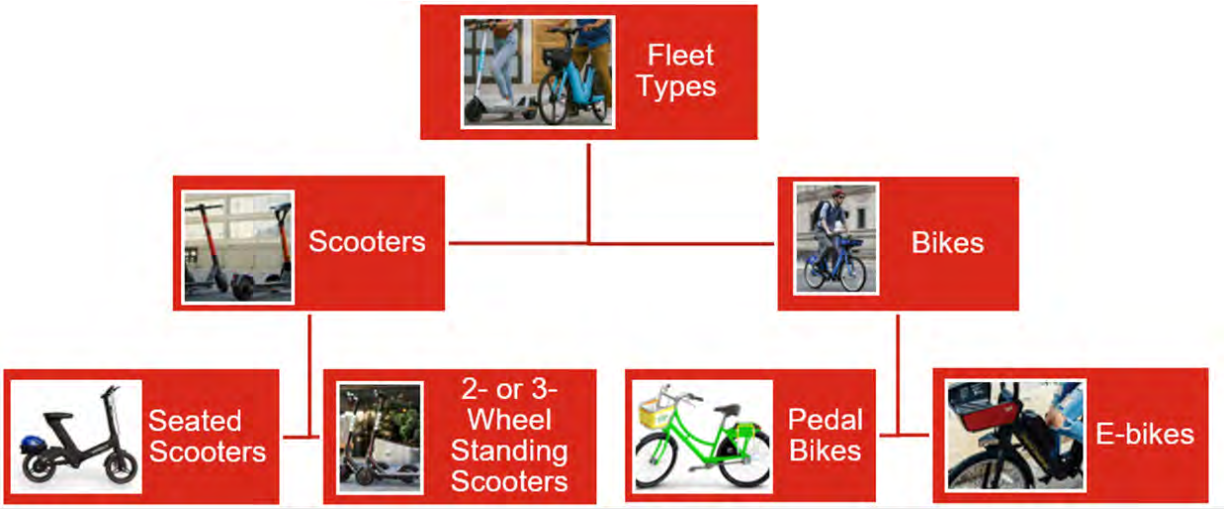


FIGURE 2: SHARED MICROMOBILITY FLEET TYPES



Docked vs Dockless

A docked or "station-based" shared micromobility system includes devices that can be rented from an automated "docking station" and returned to a station in the same system. A dockless or "free-floating" system does not require devices to be parked at a docking station. In most dockless systems, devices can be parked in the sidewalk furniture zone (the section of sidewalk between the curb and the pedestrian through zone where amenities and utilities are located) or at existing bike racks throughout the service area. A hybrid system combines features of docked and dockless models – devices can be parked at docking stations or in approved areas that can be physically or virtually demarcated.

Docked shared micromobility systems are generally more expensive and time-intensive than dockless systems given the additional capital cost of purchasing the docks and station infrastructure (while e-scooters and bikes can cost $1000-$2000, station equipment can range from $40,000-$50,000 per station). E-scootershare systems are predominantly dockless, while older bikeshare systems are predominantly docked.

TABLE 2: BENEFITS AND CHALLENGES OF DOCKED AND DOCKLESS SYSTEMS

System Type	Benefits	Challenges
Docked	Limited sidewalk clutter due to organized pick-up and drop off. Fleet redistribution and rebalancing occurs on a smaller geographic scale. Predictable and reliable vehicle availability.	Availability of devices is limited to stations. Can be costly and time-intensive to launch due to capital costs of purchasing station infrastructure and identifying, permitting, and installing stations in the public right-of-way. Service area cannot be easily adjusted.
Dockless	Travel behavior is not determined by location of docks/stations, allowing for flexible route choice. Service area can be easily modified. Can be easily integrated with public transit.	Parking management can be challenging, as sidewalk clutter and right-of-way obstruction is more likely. Fleet redistribution and rebalancing of devices across the service area occurs on a larger geographic scale. Fleet must be large enough to ensure riders are always in close proximity to available devices.

Trinity Metro was strongly supportive of maintaining their current docked system, noting that their shared e-bikes use the docking stations for charging and that the stations also limit sidewalk obstructions. LTD highlighted the flexibility of their hybrid model, stating that riders like the ability to end their rides at bike racks as well as docking stations.

Bikes Vs Scooters

Shared micromobility fleet types can be broadly categorized as bikeshare (including bikes and e-bikes) and scootershare (including stand-up and sit-down e-scooters). Other variations and vehicle types are in constant development, including shared mopeds and other devices.

2023 data from shared micromobility systems across North America (see Table 3) demonstrates the differences between trip distances and duration for three vehicle types—e-scooters are used for shorter trips, while the electric motor of e-bikes allow riders to travel longer distances. Of all shared micromobility trips in 2023, over half (51 percent) were made by docked bikes, nine percent by dockless bikes, and 40 percent by e-scooters.[1]

TABLE 3: AVERAGE SHARED MICROMOBILITY TRIP DISTANCE AND DURATION

Vehicle Type	Average Trip Distance	Average Trip Duration
E-scooters	1.2 mi	11.6 minutes
Bikes	1.4 mi	15.5 minutes
E-bikes	2.0 mi	20.3 minutes

Source: North American Bikeshare and Scootershare Association 2023 Report

All peer agencies had shared bikes as part of their fleets, while only one (Spokane) had e-scooters. Both Trinity Metro and LTD indicated that they were not interested in adding e-scooters due to the operational challenges of managing dockless devices—Trinity Metro also cited challenges neighboring jurisdictions have faced managing e-scooter parking and sidewalk clutter.

E-Bikes Vs Pedal Bikes

E-bikes and pedal bikes are operated very similarly, with the difference being the battery pack that aids an e-bike rider. E-bike benefits over pedal bikes include the ability to carry heavier loads, go longer distances, bike in hotter temperatures, and climb steep hills. While e-bikes are more expensive than traditional bicycles, e-bike sales have grown significantly in recent years, outpacing growth rates for pedal bicycles (between 2019 and 2023, e-bikes were responsible for 63% of the growth in all bicycle sales).[2]

Charging E-Devices

There are a variety of strategies to keep electric-powered fleets charged:

- **Battery Swapping**: Field technicians or contractors swap depleted batteries for fully charged ones directly on the street. This allows vehicles to stay in service without needing to be transported, reducing downtime.
- **Centralized Charging Depots**: Some operators rely on bringing vehicles back to a central warehouse or depot where they are plugged in and charged. This method is more labor-intensive but can be effective for smaller fleets or in areas where public right-of-way charging isn't feasible.

1 North American Bikeshare and Scootershare Association (NABSA) (2024): *5th Annual Shared Micromobility State of the Industry Report*.
2 https://www.peopleforbikes.org/news/electric-bicycle-market-insights-2024

- **On-Street Charging Stations**: In recent years, cities and operators have piloted on-street docking stations with built-in charging capabilities. These allow users to park and charge devices simultaneously, reducing the need for manual recharging and improving fleet reliability.
- **Contracted Chargers (Gig Economy Model)**: Some operators use independent contractors (often called "chargers" or "juicers") who collected devices, charged them at home, and redeployed them. This model has declined in recent years.

For the agencies that had e-bikes in their shared fleets, charging was a significant part of operations. In Eugene, operator Cascadia Mobility uses battery swapping to charge the e-bikes in the shared fleet, while Trinity Metro included 18 charging stations in their program relaunch in 2025. Trinity Metro staff highlighted the labor-intensive nature of battery-swapping as a primary reason for the switch to charging stations. Forty-seven of their new charging stations utilize solar power, while 18 plug into existing utility sources.

Fleet Size

Establishing minimum and maximum numbers of vehicles, as well as criteria for when the program can be expanded and by how much, provides parameters for shared micromobility growth. Minimums help ensure that the system remains viable and provides utility to users. Maximums ensure that devices are introduced in a controlled fashion and allows the public to get used to them and build support for expansion. Seasonal changes in ridership due to winter weather and flexibility for fleet expansion according to operator performance and ridership should also be considered when defining fleet sizes.

Shared micromobility devices need to be conveniently located a walkable distance from key origins and destinations. The North American Bikeshare and Scootershare Association (NABSA) found that cities with populations under 500,000 had an average of 4.1 bikes available per 1,000 residents and approximately 5.0 scooters available per 1,000 residents – for the entire Salem-Keizer UGB, this would equate to a fleet of 1,100 bikes or 1,300 scooters.[3] Table 4 summarizes peer agencies' shared micromobility fleet size and density.

TABLE 4: PEER AGENCIES' FLEET SIZE AND DENSITY

Program (City/Cities where program operates)	Population (2020 Census data)	Vehicle Type	Fleet Size	Estimated vehicles/ 1,000 residents
Wheelshare (City of Spokane)	228,978	Pedal Bike	Minimum of 50	0.21 – 6.6
		E-scooter	Up to 1450, 250 must be seated scooters	
Peace Health Rides (Cities of Eugene and Springfield)	239,090	Pedal Bike	450	1.9
Roaring Fork Valley Bikeshare (Cities of Aspen, Basalt, Willits, El Jebel, and Carbondale)	21,260	Pedal Bike	255	21.5
		E-bike	201	
Trinity Metro Bikeshare (City Fort Worth)	978,468	Pedal Bike	60	0.4
		E-bike	360	

3 North American Bikeshare and Scootershare Association (NABSA) (2024): *5th Annual Shared Micromobility State of the Industry Report*. Note: These statistics include permitted fleet caps and programs in varying stages of maturity and expansion.

Business Models and Funding Sources

Shared micromobility programs use a variety of business models and leverage different funding sources to initiate and sustain their programs. The way a shared micromobility system is structured has a direct impact on how costs are covered, revenues are generated, and fees are assessed. This section describes the various business models used for shared micromobility systems - see Table 5 for an overview of each model's strengths and weaknesses.

TABLE 5: BUSINESS MODEL STRENGTHS AND WEAKNESSES

Business Model	Strengths	Weaknesses
Publicly owned and operated	Full control over program decisions Ensures public transparency, accountability, and alignment with public service goals	Public agency assumes all risk, liability, and financial responsibility Requires staff capacity to oversee and operate the program
Publicly owned and privately operated	Public agency maintains control over program decisions Public agency does not need to create internal capacity to operate the program Potential opportunities for financial partnerships with the private sector (e.g., fee-for-service, revenue-sharing, etc.).	Public agency assumes the majority of risk, liability, and financial responsibility Incentivizing operators can increase performance Industry volatility for private operators could disrupt operations
Privately owned and operated	Significantly less start-up cost compared to public ownership (both in capital and labor costs) Public agency does not need to create internal capacity to operate the program Public agency disperses some or all risk, liability, and financial responsibility to the private sector Private sector can access and adapt to new technology and industry trends	Dependent on private sector interest Public agency has less control over program decisions than in publicly-owned models Third-party operators may need to be incentivized or enforced to meet required service levels Limited public agency control over system branding Industry volatility for private operators could disrupt operations
Non-profit owned and operated	Non-profit organizations can be more flexible and nimbler than public agencies Non-profits have access to a variety of funding sources including public and private funding sources (in comparison to private operators who lack such access)	Non-profit leadership and motivation may change over time Fundraising is variable and requires substantial time and effort

Publicly Owned and Operated

In this model, the public agency owns all assets (i.e., infrastructure and equipment including bikes, docks/stations, software) and carries all financial risk. The public agency also operates the system (i.e., performs maintenance, bicycle deployment/rebalancing, customer service, marketing, promotions, etc.) using either its own employees or in partnership with another government agency.

This model tends to have a more stable and predictable funding structure. These systems may be operated by a private vendor under a fee-for-service contract, where the public agency pays the vendor to operate the system. This model allows cities to retain control over pricing, service coverage, and equity programs, but it also means the public sector is responsible for covering any operational shortfalls. To help close funding gaps, these systems often pursue sponsorships, which are more attractive when the public agency controls branding and can offer prominent visibility across the fleet and stations.

There are very few publicly-owned and operated shared micromobility systems in North America—Trinity Metro is one example. The bikeshare program launched under a non-profit ownership and operational model in 2013, but was absorbed into the transit agency in 2021 as a way for the Trinity Metro to ensure the program complemented the transit services provided by other agency departments.

Publicly Owned and Privately/Non-Profit Operated

Like the publicly owned and operated model, in this model the public agency owns all assets and carries the financial risk for the program. However, the public agency contracts with a private or non-profit operator for day-to-day operations. In this model, cost and revenue responsibilities are typically negotiated through agreements or RFPs, and funding can come from a mix of user fees, public subsidies, and sponsorships.

Roaring Fork Bikeshare and PeaceHealth Rides both use this model. In the Roaring Fork Valley, the Roaring Fork Transportation Authority (RFTA) owns the equipment and contracts with the non-profit We-Cycle to manage daily operations. In Eugene, the City owns the equipment, while operations are provided by the non-profit Cascadia Mobility.

Privately Owned and Operated

In this model, which is the most commonly used shared micromobility business model for systems in North America, one or more private entities own all shared micromobility assets and operate the system, while the public agency grants permission and oversees the use of the right-of-way through a permit, contract, or other form of partnership agreement. The private operator typically bears the full cost of running the service and relies on user fees and sometimes advertisements to recoup costs. In these cases, agencies usually do not provide direct funding for operations. Instead, they charge permit fees to operators, which can include per-device fees, public right-of-way use fees, or performance-based incentives or penalties. These fees help cities cover administrative costs, infrastructure improvements, and enforcement efforts tied to the system—fee types are detailed in Table 6.

TABLE 6: TYPICAL FEE TYPES FOR PRIVATELY OWNED AND OPERATED SYSTEMS

Fee	Description
Application fee	Due every time an operator applies for the program or renews their permit. This fee is mostly used to pay for staff time to process the application and varies significantly between jurisdictions.
Annual fee	Typically a one-time, upfront fee that may be a fixed amount or assessed based on the number of vehicles deployed. This fee varies significantly between jurisdictions.
Per-trip or per-device fee	Ongoing fees that are often assessed monthly or quarterly depending on deployment or usage. Best practice is increasingly moving away from per device fees and towards per trip fees (usually $0.10 - $0.20 per trip) that are proportional to usage and incentivize both operators and agencies to support and promote the program.
Security deposit/bond	Some cities require operators to pay an upfront security deposit that is held in reserve until required to pay for any city resources needed to impound or relocate vehicles or address other issues.

The City of Spokane uses a privately owned and operated model for its Wheelshare program. Private operators respond to a city RFP for a permit to operate dockless shared micromobility devices. One permit is issued for a two-year term, and the selected operator pays the city an annual permit fee of $17,000, as well as a charge of $0.75 per device per day. In 2023, the city received $186,000 in revenue from the Wheelshare program. Spokane currently uses the revenue to fund active transportation projects: revenue has been used for new bike racks, to construct a temporary detour route on a popular trail that was under construction, as well as to procure sidewalk decals for shared micromobility self-guided tours.

Non-Profit Owned and Operated

In this model, an existing or specially formed non-profit organization owns all bikeshare assets and operates the system, carrying the overall financial risk for the program, although often in partnership with public and private sector partners.

Procurement Processes

Procurement processes for shared micromobility systems vary widely depending on the system type, with publicly owned models usually requiring formal competitive bidding and contracts, while fully private systems typically operate under permit-based frameworks with less direct public oversight. Peer agencies had the following procurement experiences:

- **Spokane**: Under City Council direction, Spokane went through an RFP process in 2023 to procure one private dockless operator. Of three applicants, incumbent operator Lime was selected. Key factors in selection included Lime's previous experience providing shared micromobility in the city, provision of technology to detect and curb sidewalk-riding, and the fact that the Lime Operations Manager lived in Spokane.
- **Trinity Metro:** Although the program is managed and operated in-house (with the exception of customer service which is provided by a third-party contractor), Trinity Metro went through procurement for new equipment in 2023 when the old bikes and stations reached the end of their life. The agency put out an RFP for capital equipment and selected Lyft to launch 20 new stations and a mix of e-bikes and pedal bikes in 2025.
- **RFTA**: The current program operator (We-Cycle) had an informal agreement in the early years of the program (without a competitive procurement process), and did not enter a formal contracting process until 2023. The current service agreement between RFTA and the operator terminates in 2028, at which time RFTA will launch a competitive RFP for future operations.
- **LTD**: After conducting a feasibility study in 2013, LTD and the City of Eugene launched a competitive RFP for operations and title sponsorship. Social Bicycles (eventually acquired by Uber) won the RFP to operate the system and worked to secure the title sponsorship with PeaceHealth. However, when Uber decided to cease shared micromobility operations, the program was abruptly ended in 2020. Non-profit operator Cascadia Mobility won the City of Eugene's next competitive RFP and has been operating the system since 2021.

Operations

Service Area

Most often, the service area of a shared micromobility program is defined as the entire area under the jurisdiction of the regulating agency, e.g., the city boundary. However, some cities use defined boundaries that restrict operations to specific areas within a city—especially during a pilot period. These are often limited to central business districts and high-activity centers. For example, Peace Health Rides' service area includes Downtown Eugene and Downtown Springfield, with some hubs located at major destinations like Autzen Stadium and Centennial Center in Springfield (see Figure 3: Peace Health Rides Service Area). In Spokane, the service area includes the entire city, although there are specific areas where the operator is required to reduce speeds or restrict usage, including certain parks, trails, and other large public spaces or zones.

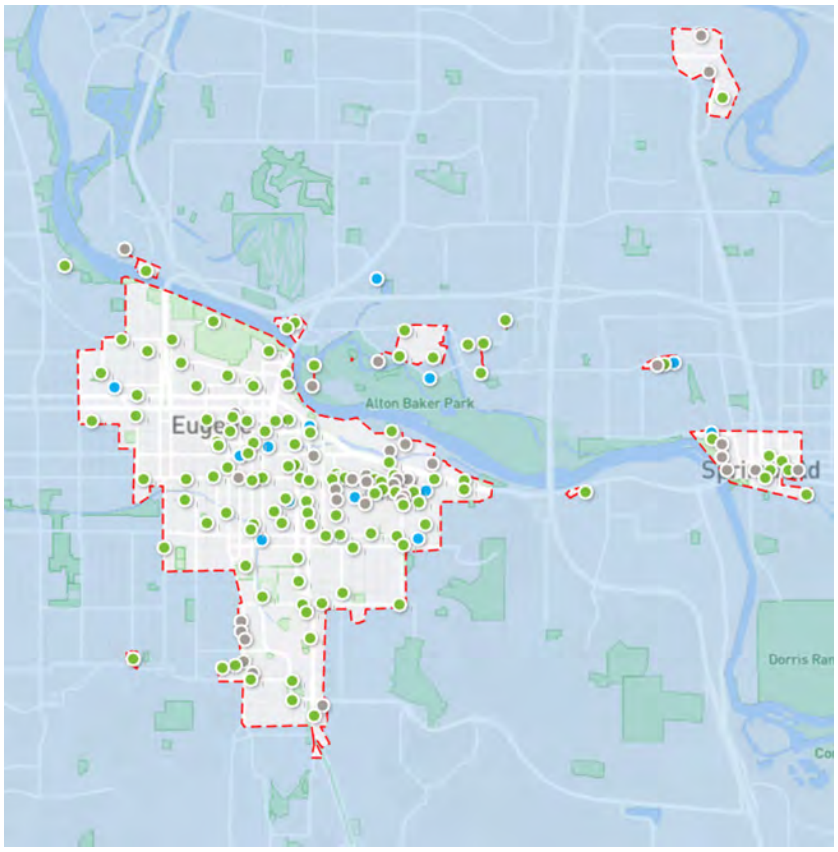


FIGURE 3: PEACE HEALTH RIDES SERVICE AREA
Source: Peace Health Rides

Parking Management

Docked systems usually have minimal parking issues, while improper parking is the most common complaint cities receive about dockless micromobility systems. While parking issues can be a major concern for cities preparing to launch shared micromobility programs, a 2020 study observing parking behaviors of 3600 shared bikes, shared scooters, and personal cars saw that only 0.8% of bikes and scooters were improperly parked, while 24.7% of motor vehicles were parked incorrectly.[4]

Dockless shared micromobility parking can be managed in a variety of ways. These include:

- **Designated Parking Areas**: Programs can create or expand formal parking opportunities using bike racks, on-street bike corrals, docking stations, and delineating parking areas with paint and/or stencils. Spokane requires all shared micromobility devices to be parked in the sidewalk furniture zone and has worked with operator Lime to establish designated parking areas in certain areas of downtown.
- **"Lock-to" Requirements:** Lock-to requirements are regulations that require devices to be fitted with a cable lock that has to be shown to be used to complete a trip. These are not common regulations but have been used to encourage riders to park and lock their vehicle to a bike rack

4 Brown, Anne, et al. "Impeding access: The frequency and characteristics of improper scooter, bike, and car parking." Transportation research interdisciplinary perspectives 4 (2020): 100099.

or other parking infrastructure. However, this does require that adequate bike racks and parking opportunities be provided to be convenient to users.

- **Regulation and Enforcement:** Dockless parking policies should be clearly communicated through physical infrastructure and/or within the smartphone app. To ensure compliance with parking rules, agencies can levy fines on operators for improperly parked devices, provide incentives for proper parking behavior, include end-of-trip photo requirements from users, or require specific response times to remove or relocate devices. In Spokane, operators receive discounts on their annual fees based on the amount the operator invests in operational and technological parking innovations. Operators are also required to fine users for wrongly parked vehicles (an escalating scale of $10 for the second violation, $20 for the third violation, $40 for the fourth violation and removal from the program for the fifth violation).
- **New Technologies:** Operator technology continues to advance to support improved parking behavior. For example, as of 2024, Spokane's Wheelshare program requires operators to phase in camera-based sidewalk-riding detection technology. Operators also can provide parking information and requirements on their website, including parking tips on their vehicles, or using pop-ups in their apps to remind users about proper parking.

Agency Staffing Needs

Many agencies launching a shared micromobility program underestimate the level of effort needed to set up and manage the program, and staff time tends to be driven more by the number of operators than the number of devices. Multiple departments are often involved in launching and managing a program, including procurement, contracting, planning, public works, the Mayor's Office, etc. Staff costs can include time for procurement, oversight, responding to media and public information requests, data analysis, operational coordination and communications, field checks, reporting, and other functions. Other costs can include removing or impounding vehicles, responding to community inquiries and information requests, parking enforcement, and costs to run programs and activities to promote and support the micromobility program.

Agency staffing varied across peer shared micromobility programs:

- **Trinity Metro**: Three FT office-based staff manage program oversight and administration, and three FT and one PT field staff handle operations – all staff have 100% of their time dedicated to the program
- **City of Spokane:** One FT staff spends ¼ of their time overseeing the program and private operator.
- **LTD**: There are no dedicated staff overseeing shared micromobility, but LTD plans to take on more of a leadership role in the future and anticipates more staffing needs.
- **RFTA**: One FT staff is dedicated to managing the program, along with other First and Last Mile Mobility (FLMM) projects, including the FLMM grant program.

Equitable Access

There are multiple regulatory tools that jurisdictions can use to promote equitable access to shared micromobility. There is significant variation in the deployment of these tools, but techniques can include:

- **Equitable distribution:** Operators provide and rebalance a certain percentage of vehicles in underserved or defined "equity" zones. Under a permit system where agencies charge operators fees, agencies can incentivize operator deployment in underserved areas by reducing fees for trips that start or end in these zones. For example, Spokane requires 10% of devices to be deployed in equity priority areas with high levels of poverty and low rates of private vehicle ownership.
- **Discounted pricing**: Operators provide discounted pricing for low-income individuals—often partnering with community-based organizations and/or using already established low-income qualification programs to confirm eligibility. For example, Trinity Metro offers a low-income plan for $10/year (compared to the standard $125 annual membership)—see Table 7 for more information on user costs among peer agency programs.
- **Non-digital/underbanked access:** Operators provide alternative access programs for people who do not have access to a smart phone or the operator's app or are unbanked/underbanked and need cash or pre-paid card payment options. Trinity Metro requires a credit card for access to bikeshare, as they require a $50 hold for each rental due to concerns about vehicle theft or damage. Roaring Fork Valley Bikeshare also requires a credit card for bikeshare access. Multiple shared micromobility systems across the country do allow for cash payment options. For example, Capital Bikeshare in Washington D.C. offers individuals who qualify for low-income pricing the opportunity to apply and pay cash for a $5 annual membership in-person at multiple retail locations across the region. Private operators like Spin and Bird offer options to purchase ride credits in cash at local retailers or use a prepaid debit card to pay.
- **Outreach/engagement with underserved communities:** Operators conduct digital and/or in-person outreach targeting underserved communities. This can include ad/social media campaigns, tabling/pop-up events, and demonstrations of micromobility devices. Agencies should ensure that underserved populations are engaged consistently and meaningfully throughout the program (not just during launch).
- **Access for users with disabilities:** Operators provide adaptive vehicles for users with disabilities or partner with other organizations that provide these services. None of the peer agencies interviewed currently provide adaptive vehicles as part of their shared fleets.

TABLE 7: USER COSTS AMONG PEER AGENCY PROGRAMS

Program	Standard Costs	Discounted Costs
Trinity Metro Bikeshare	$2 for up to 30 minutes; unlimited 60-minute rides for a $125 annual membership	$10 annual membership
Roaring Fork Valley Bikeshare	Free for the first 30 minutes, then $0.50/minute for pedal bikes or $5/minute for e-bikes	N/A
Wheelshare	Not specified	70% discount
Peace Health Rides	$1 to unlock a bike and $0.10/minute, or 60 minutes of daily rides for a $15 monthly membership	Free membership including free unlocks and 60 minutes of daily ride time

Safety

Ensuring safe operations is a critical component of a shared micromobility program. Common safety concerns, current state regulations, and safety approaches from peer agencies are included below:

- **Age limits**: Younger riders may lack the experience or maturity to navigate traffic or follow local laws. Oregon state vehicle code requires riders of e-bikes and e-scooters to be at least 16 years old. Age limits are typically enforced by the operator during the rider sign up process – potential riders usually must upload a government-issued ID to prove they are old enough to use the shared micromobility device. In Spokane, shared e-scooter riders must be 18 years old.
- **Collisions and injuries**: Studies show injury severity is higher for people riding bikes than for those driving in cars. In Oregon, helmets are mandatory for all e-scooter riders unless wearing a helmet violates religious beliefs.
- **Understanding the program and rules of the road:** Operators are often required to develop outreach and education campaigns to support safe rider behavior. These campaigns can take the form of pop-up events and safety trainings, traditional and social media campaigns, and in-app education. Oregon state vehicle code does not require rider education for people riding bikes or scooters. Roaring Fork Valley Bikeshare uses multiple outreach strategies including press releases, door-to-door flyering, and pop-up events to educate new communities about the program, and Spokane dedicated $10,000 of city funds to a "Rules to Roll" campaign as well as a self-guided tour for potential riders - see Figure 4 for an example of Rules to Roll messaging.
- **Riding on the sidewalk**: Many agencies have concerns about conflicts between pedestrians and shared micromobility riders. A study that reviewed micromobility rider behaviors in Salt Lake City, UT and Tucson, AZ found that riders are less likely to ride on the sidewalk when bike lanes are available, and those who predominately rode on a sidewalk were 151% more likely to report experiencing a crash than those who rode in bike lanes.[5] Oregon state vehicle code prohibits riding e-bikes on sidewalks, and e-scooters are only allowed to ride on sidewalks to enter or leave adjacent properties.

FIGURE 4: EDUCATIONAL COLLATERAL FROM SPOKANE'S RULES TO ROLL CAMPAIGN

5 Currans, Kristina M., et al. "Scooting to a New Era in Active Transportation: Examining the Use and Safety of E-scooters." *National Institute for Transportation and Communities* (2022).

Data Sharing

Shared micromobility vehicles can produce a wealth of data for cities to monitor the program, adapt regulations, and make informed decisions about the use of the public right-of-way. In addition to regular "static" reports that cities may require of operators for updates on the program, there are two data specifications that provide real-time data and make up the application programming interfaces (APIs) that are most frequently required by agencies:

- **General Bikeshare Feed Specification (GBFS):** Originally developed for docked bikeshare systems, this API reports real-time location and battery charge of available dockless vehicles and is often used to develop user apps to find available vehicles. GBFS does not include data on vehicles while in-use or historical data. In 2023, 71% of agencies with shared micromobility programs in North America required GBFS data feeds from operators.[6]
- **Mobility Data Specification (MDS):** In addition to real-time location and battery charge of available dockless vehicles, MDS also includes information about unavailable vehicles and can include real-time and historical data about trip origins, destinations, and some "breadcrumb" data about the routes taken by users recorded by GPS units on the micromobility vehicles. Agencies require MDS feeds less often than GBFS feeds.

Peer agencies currently depend on third parties for their data needs—Trinity Metro Bikeshare's operator Lyft uses a proprietary cloud-based management software called Comet to share data with the agency, RFTA requires monthly data-sharing from operator We-Cycle in their contract, and the City of Spokane contracts with data aggregator Ride Report for an interactive dashboard that includes live data. The Ride Report contract costs $15,000 per year, which Spokane considers worthwhile because it provides independent oversight of their operator and offers immediate access to data, eliminating the need to request information directly from the company each time it's needed.

6 North American Bikeshare and Scootershare Association (NABSA) (2024): *5th Annual Shared Micromobility State of the Industry Report*.

Transit Integration

Shared micromobility is increasingly viewed as an important first- and last-mile connection to transit; deploying vehicles and providing parking at or adjacent to transit stations can contribute to higher ridership.[7] The Institute for Transportation and Development Policy recommends the following methods to better integrate shared micromobility with public transit:[8]

- **Physical Integration:** Shared micromobility vehicles should be available in close proximity or visible to transit. This can include designated parking areas at bus stops and transit centers, active transportation infrastructure that connects to transit, or mobility hubs where multiple modes of transportation are available. For example, Trinity Metro Bikeshare has a bike/scooter station at every rail station in Fort Worth. In Spokane, the operator Lime is coordinating with the Spokane Transit Authority to deploy e-scooters near transit stops.
- **Payment and Fare Integration:** Payment integration allows users to reserve, transfer between, and pay for multiple modes of transportation. This can be costly and time-consuming to implement but can be (at least partially) achieved using smart/RFID cards, mobile payment apps, or reduced fare transfers. While none of the peer agencies have integrated shared micromobility payments with transit payments yet, all expressed that it is a future goal.
- **Informational Integration:** Clear, accessible information is key for informed trip-making decisions. Wayfinding signage, trip-planning applications (optimized for mobile use), and multimodal maps in public transit stations can promote use of micromobility. RFTA is currently working on a transportation map that includes fixed-route transit routes, on-demand microtransit service areas, bikeshare stations, and bike routes.
- **Institutional Integration:** Cooperation across departments, agencies, organizations, and levels of government can increase opportunities to integrate micromobility with transit. Expanding micromobility service areas beyond city partners can improve access and align with regional transit routes. In the Washington D.C. region, the MPO, seven local and regional jurisdictions, and the local transit agency work together to support the regional bikeshare program. This collaboration includes joint applications for federal funding to expand bikeshare, data-sharing, coordination on bikeshare station siting near transit, and general check-ins and meetings to ensure that bikeshare is included in ongoing transportation projects.

7 Abouelela, M., Chaniotakis, E., & Antoniou, C. (2023). Understanding the landscape of shared-e-scooters in North America; Spatiotemporal analysis and policy insights. *Transportation research part A: policy and practice*, *169*, 103602.

8 Institute for Transportation and Development Policy. (2021). *Maximizing Micromobility: Unlocking Opportunities to Integrate Micromobility and Public Transportation.*

CHAPTER

2

Existing Conditions Analysis

This chapter examines key factors influencing the successful deployment and use of shared micromobility in the Salem-Keizer region. It evaluates population density and geographic patterns to identify areas likely to support ridership, demographic characteristics that may shape travel behavior and mode choice, and active transportation infrastructure to assess network safety and connectivity. Major destinations are analyzed to understand potential trip demand, and opportunities to integrate with the Cherriots transit system are explored to strengthen first- and last-mile connections.

History Of Shared Micromobility

Non-profit Ride Salem previously operated a bikeshare program in the City of Salem from 2019-2022, with vendor Zagster supplying pedal bikes and providing online app services. When the pilot shared micromobility program ended in the summer of 2020, Ride Salem acquired the equipment from Zagster to continue to provide bikeshare services. The program did not receive ongoing financial support from the City of Salem, though the city waived right-of-way permit fees, and Ride Salem relied largely on donations and limited sponsorships. The program was limited in scale, with approximately 20 bikes across five stations, all located in Downtown Salem. This low station density and constrained geographic coverage resulted in a fragmented network that did not support spontaneous trips or reliable system access. Over time, persistent challenges (including theft and vandalism, ongoing maintenance demands, missing equipment, and limited non-profit staff capacity) undermined the program's viability. Ride Salem ceased operations and dissolved in September 2022.[9]

Currently, four other jurisdictions in Oregon have ongoing shared micromobility programs. See Table 8 for a summary of locations, operators, and types of shared micromobility.

TABLE 8: OTHER SHARED MICROMOBILITY PROGRAMS AND VEHICLE FLEETS IN OREGON

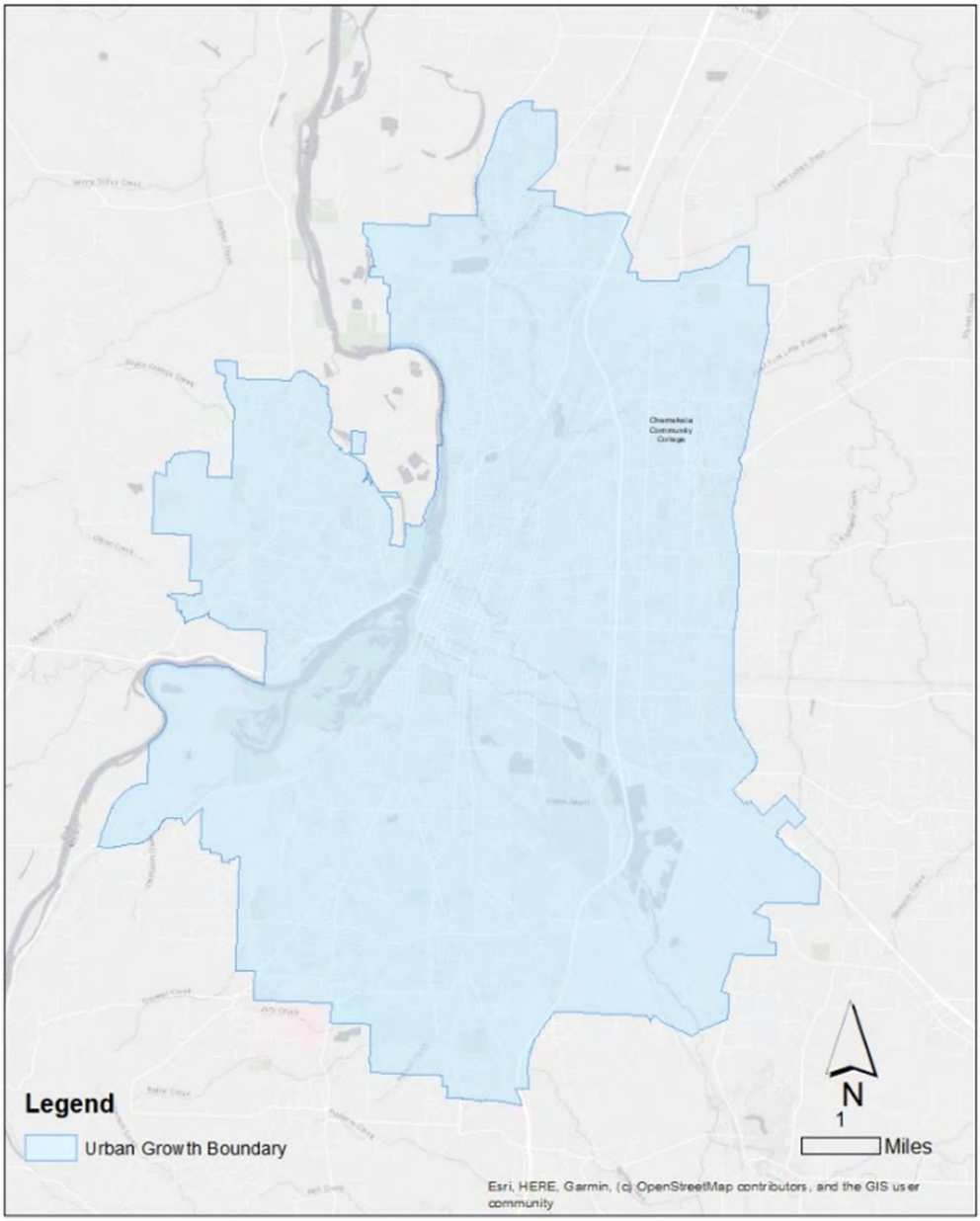
City	Program	Operators	Vehicle Types		
			Pedal bikes	E-bikes	E-scooters
Bend	E-scooter program	Bird		x	x
Eugene	PeaceHealth Rides (bikeshare)	Cascadia Mobility	x		
Medford	E-scooter program	Bird			x
Portland	BIKETOWN (bikeshare), E-scooter program	Lime and Lyft		x	x

9 Alex Hasenstab, "Salem's bike share program dead after vandalism and theft," OPB, Sept. 8, 2022, https://www.opb.org/article/2022/09/08/bike-share-ride-salem-nonprofit-bicycle/

Population and Geography

Cherriots serves the Salem-Keizer Urban Growth Boundary (UGB), which includes the Cities of Salem, Keizer, and parts of unincorporated Marion County. The Salem-Keizer UGB is situated on the Willamette River, with most of the population east of the river. The UGB population was 268,331 as of the 2020 Census, with a population density of 3,692 people per square mile. According to the City of Salem's Comprehensive Plan, the population in the Salem-Keizer UGB is expected to grow to 319,203 by 2035.[10]

FIGURE 5: SALEM URBAN GROWTH BOUNDARY
Source: Mid-Willamette Valley Council of Governments.



10 Salem Area Comprehensive Plan. https://www.cityofsalem.net/home/showpublisheddocument/5142/637969534610430000

Population Density

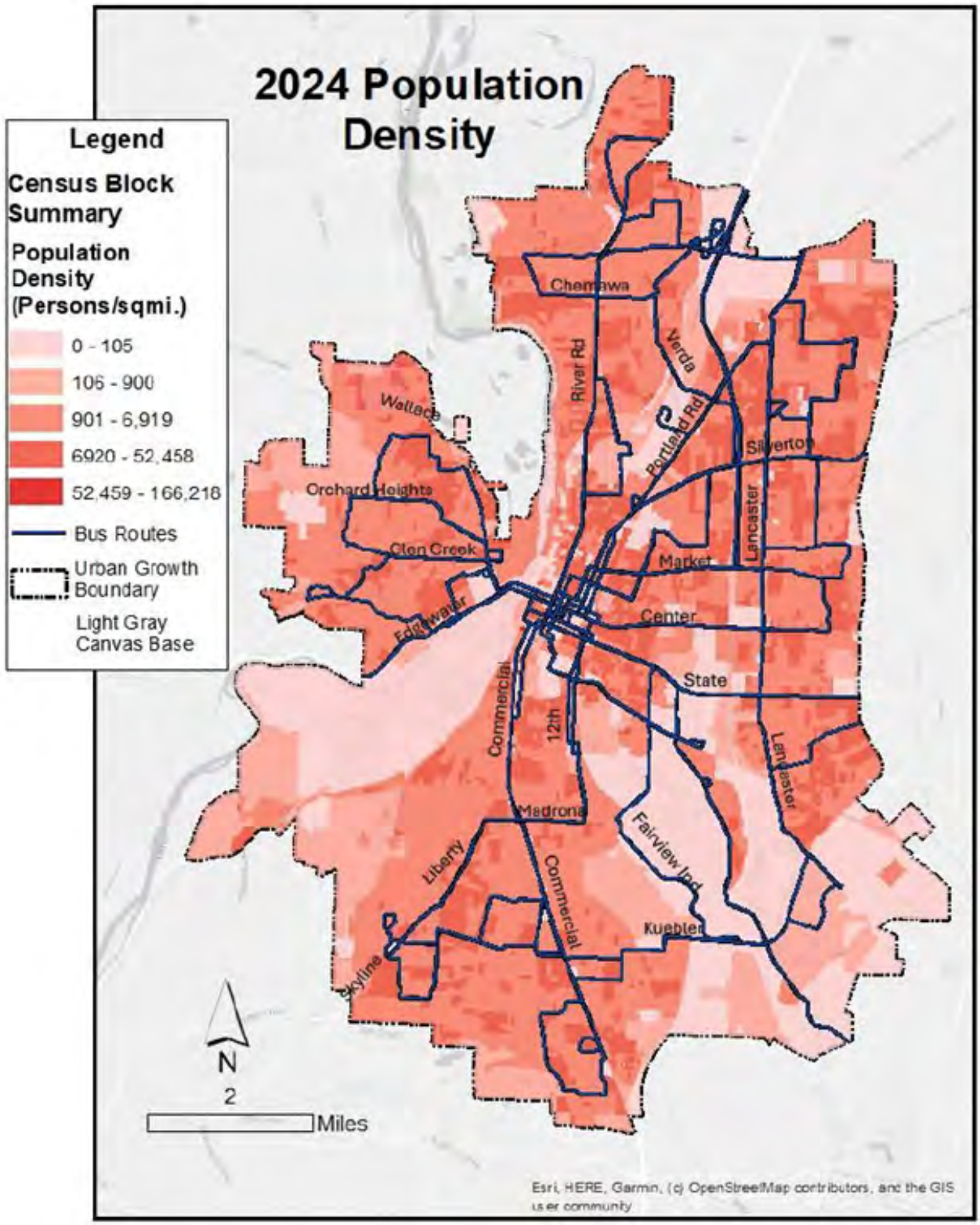
Higher population density indicates higher potential ridership for shared micromobility—the Salem-Keizer UGB's population density of 3,692 people per square mile is within range of the other jurisdictions in Oregon operating shared micromobility (see Table 9).

TABLE 9: 2020 POPULATION DENSITIES IN PEER CITIES WITH SHARED MICROMOBILITY.
Source: 2020 US Census.

Peer City Service Areas	Population Density (persons per square mile)
Salem-Keizer UGB	**3,692**
Aspen, Snowmass Village, Basalt, Willits, El Jebel, and Carbondale, CO	628
Bend, OR	2,950
Eugene, OR	3,998
Fort Worth, TX	2,898
Medford, OR	2,978
Portland, OR	4,888
Spokane, OR	3,330

The population of the UGB is concentrated in West Salem, south of downtown between Commercial Street and 12th Street, along Liberty Road S, and east of Downtown, especially in the Lancaster Drive corridor. (See Figure 6). There is also significant population density in the City of Keizer, north of Salem.

FIGURE 6: SALEM UGB POPULATION DENSITY.
Source: Cherriots 2024 Needs Assessment Report; Census ACS 2018-2022.



Employment Density and Commute to Work Modes

Employment Density

Employment density is a key indicator of potential demand for shared micromobility– especially commuters traveling from home-to-work, to access public transit, or to run errands or make social trips through the day or after work.[11] Generally, there is a strong concentration of employment in downtown Salem, and along Lancaster Drive (see Figure 7). Slightly lower levels of employment density are also located in West Salem and in Keizer (specifically in the Greater Gubser neighborhood and the Greater Northeast Keizer neighborhood).

Commute to Work

In 2023, a quarter of all shared micromobility trips in North American were taken to commute to work or school, demonstrating that shared micromobility can serve practical, everyday travel needs in addition to fun and recreation.[12] According to the 2024 Cherriots Community Value Survey, the vast majority of residents still commute by driving alone (80 percent), with only a small fraction currently walking, biking, or using transit. This mode split highlights a significant untapped market for shared micromobility—especially for short- to medium-distance commutes that may not be well-served by fixed-route transit or are too far to walk comfortably.

A third of Community Value Survey respondents reported that their commute takes less than 15 minutes. While the survey did not link commute time to mode choice, these short trip durations suggest strong potential for active transportation options, including shared micromobility. Nationally, more than half of all trips are under six miles—well within the typical range for e-bikes and scooters—highlighting the opportunity to shift a meaningful share of these short commutes away from driving and toward more sustainable, flexible modes.[13]

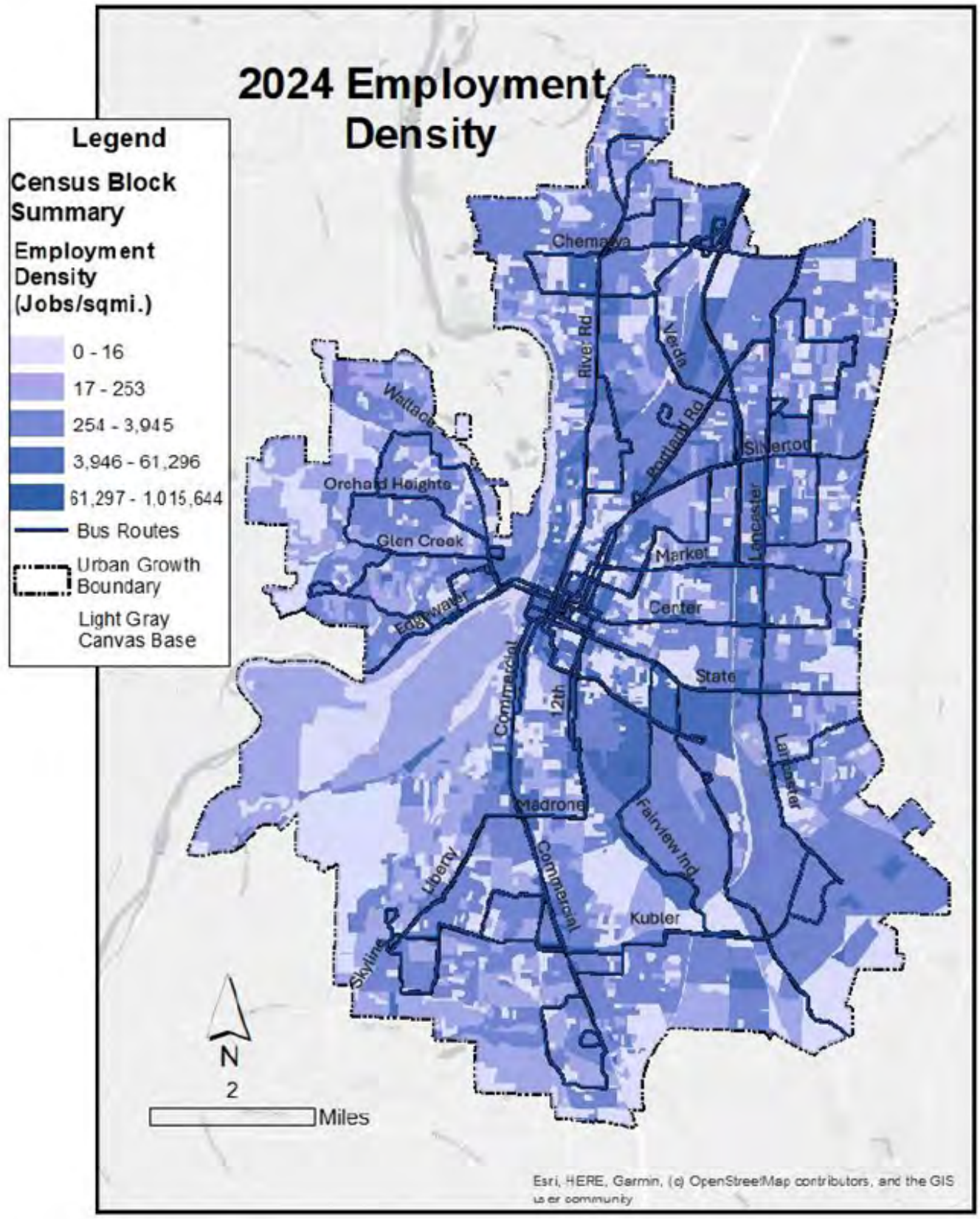
Of people who ride Cherriots on weekdays, more than one in 10 riders (almost 12%) indicated they have a transfer when traveling. Transit trips that include transfers can dissuade people who are more familiar and comfortable with direct trips via car. Shared micromobility is an option that can replace vehicular trips and also provide an alternative for transit users who would otherwise need to transfer.

11 Guo Y, Yang L and Chen Y (2022) Bike Share Usage and the Built Environment: A Review. Front. *Public Health* 10:848169. doi: 10.3389/fpubh.2022.848169. Accessed March 16, 2025. https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2022.848169/full

12 North American Bikeshare and Scootershare Association. (2023). 4th Annual Shared Micromobility State of the Industry Report – 2023.

13 Source: Oak Ridge National Laboratory, 2022 National Household Travel Survey. Accessed March 16, 2025. https://afdc.energy.gov/data/10318

FIGURE 7: EMPLOYMENT DENSITY.
Source: Cherriots 2024 Needs Assessment Report; Census ACS 2018-2022.



Land Use and Key Regional Destinations

Successful shared micromobility operations thrive in areas with higher-density, mixed-use land uses that generate frequent, short trips—such as commercial corridors, downtowns, transit hubs, and neighborhoods with multi-family housing.[14] These environments offer a steady flow of potential riders, support short travel distances, and provide a rich mix of destinations that make micromobility a convenient and attractive option.

The Salem-Keizer UGB is made up of a mixture of land uses. Areas with land use and destinations aligned with the features highly supportive of shared micromobility include:

Downtown Salem: Downtown Salem includes a mix of retail, restaurants, entertainment, as well as more than 30 miles of trails for walking, running, and biking.

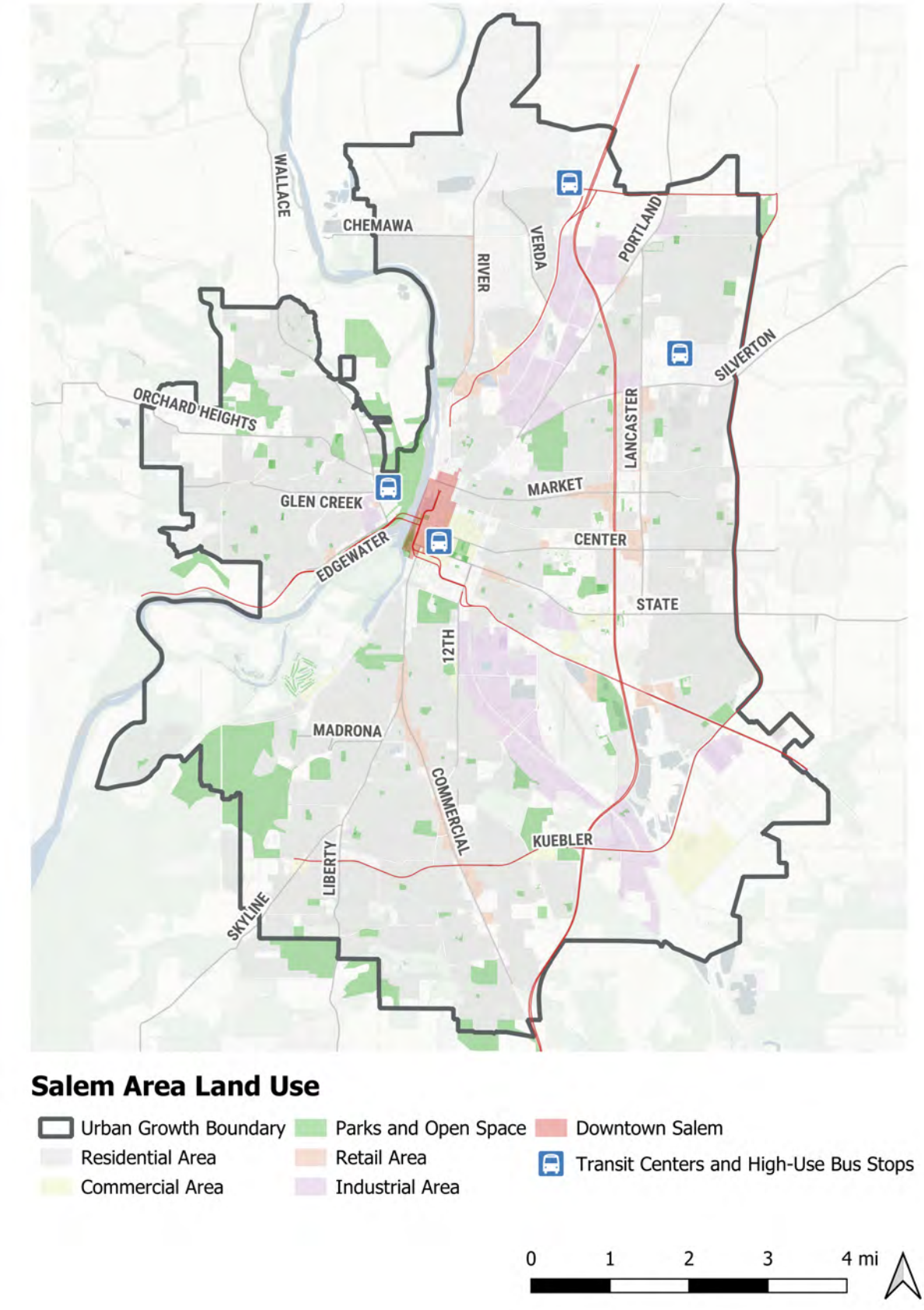
- **Commercial centers east of Portland Rd NE (Salem):** This area includes the Lancaster Drive corridor, Willamette Town Center, shopping centers, and large grocery stores, as well as multi-family housing.
- **Commercial Street SE and Fairgrounds Road NE/Silverton Road NE (Salem):** These corridors have a significant number of commercial destinations, such as restaurants, grocery stores, and shopping centers, as well as multi-family housing.
- **River Road NE (Keizer):** This corridor functions as a mixed-use spine through Keizer, with commercial development and multi-family residences directly accessible from the corridor, and single-family housing nearby.
- **Cherriots has a core network of streets** which receive frequent transit service, offering opportunities for first-last mile connections using shared micromobility.

Key regional destinations that could serve as trip generators for shared micromobility are listed below and reflected in Figure 8:

- **Downtown Transit Center and Keizer Transit Center:** Transit centers serve as key nodes in the transportation network, often where multiple transportation modes converge. Shared micromobility can help extend the reach of transit by filling first- and last-mile gaps. The Downtown Transit Center serves over 20 Cherriots routes, while the Keizer Transit Center serves five Cherriots routes.
- **The State Capitol and state department buildings:** Salem serves as a hub for Oregon's state government—there are up to 20,000 state employees who work out of state agencies located in Salem.
- **Willamette University, Chemeketa Community College, and Corban University:** College campuses are consistently strong trip generators for shared micromobility due to their dense populations and high travel demand.

14 Hossein Sabbaghian, M., Llopis-Castelló, D., & García, A. (2023). A safe infrastructure for micromobility: the current state of knowledge. Sustainability, 15(13), 10140.

FIGURE 8: SALEM AND KEIZER LAND USE AND TRANSIT CENTERS.
Source: Cherriots and Open Street Map



Demographics

Shared micromobility access can improve mobility for historically underserved communities, including low-income and minority populations, by providing a flexible, and convenient transportation option for short trips, creating a first-last mile connection to transit and reducing reliance on personal vehicles or costly ride-hailing services.

Jurisdictions across North America require shared micromobility operators to provide a wide range of equity initiatives and programs to support access to the services, including discount programs (90% of all programs), alternative payment options that support individuals who are unbanked or without credit cards (72%), education and outreach programs (69%), geographic distribution policies to underserved areas (67%), equitable hiring processes (69%), and adaptive vehicles to support riders with mobility challenges (31%).[15]

Low-Income Households

Figure 9 illustrates the spatial distribution of low-income households (earning 200% or less of the Federal Poverty Level). The map highlights a high concentration of these households near Silverton Road NE, Lancaster Drive, and Portland Road, spanning the unincorporated community of Hayesville, the North Lancaster neighborhood, and extending south to approximately State Street. Other areas with significant low-income populations include South Salem (between Liberty Road and Commercial Street), West Salem, and the City of Keizer.

Minority Populations

Minority populations are concentrated east of Lancaster Drive, approximately in Hayesville, North Lancaster, and East Lancaster (see Figure 10). There are also less dense concentrations in West Salem and Keizer. The term “minority population” in the Cherriots 2024 Needs Assessment Report is not defined but is assumed to be non-white.

15 North American Bikeshare and Scootershare Association. (2023). *4th Annual Shared Micromobility State of the Industry Report – 2023.*

FIGURE 9: LOW-INCOME HOUSEHOLDS.
Source: Cherriots 2024 Needs Assessment Report; Census ACS 2018-2022

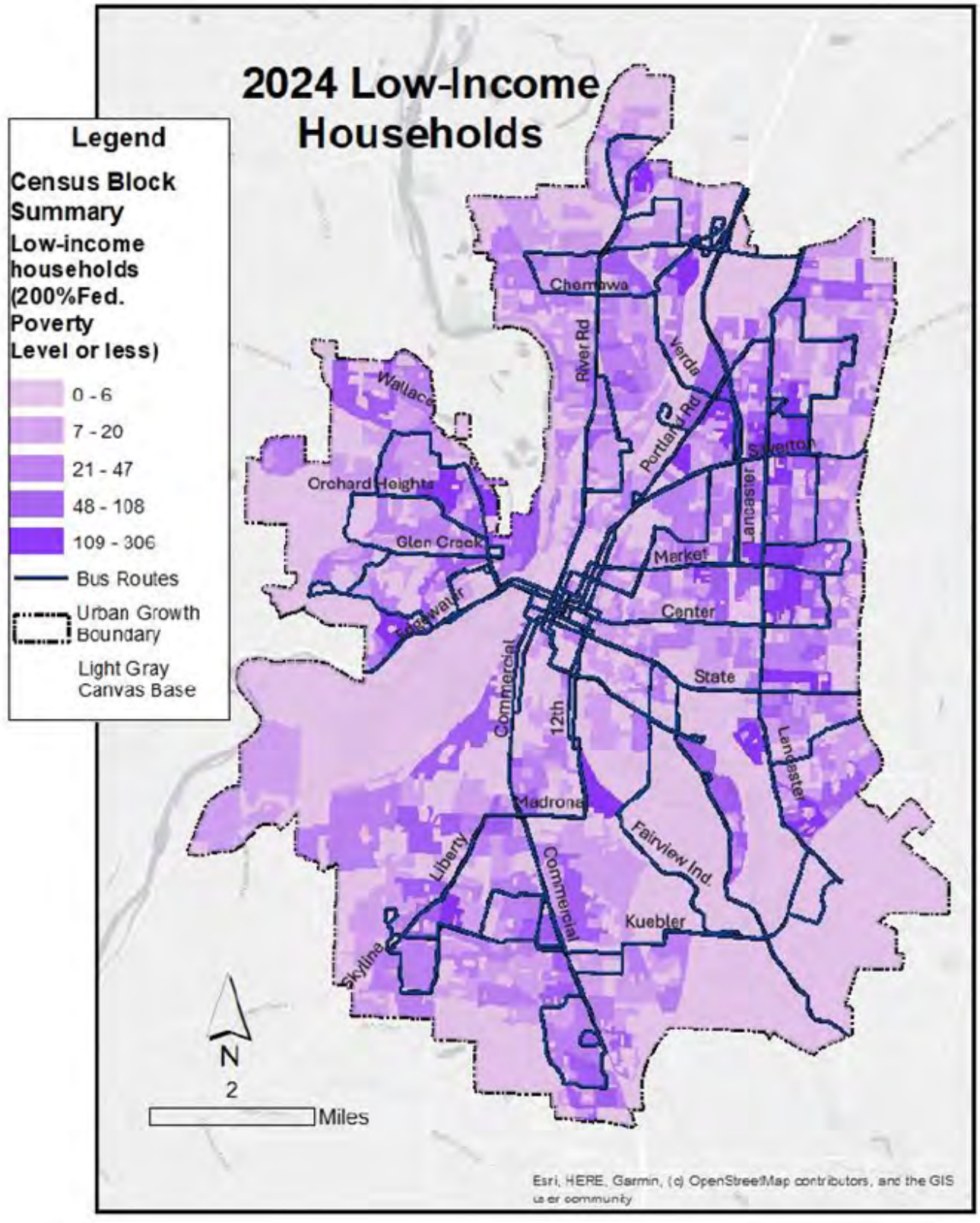
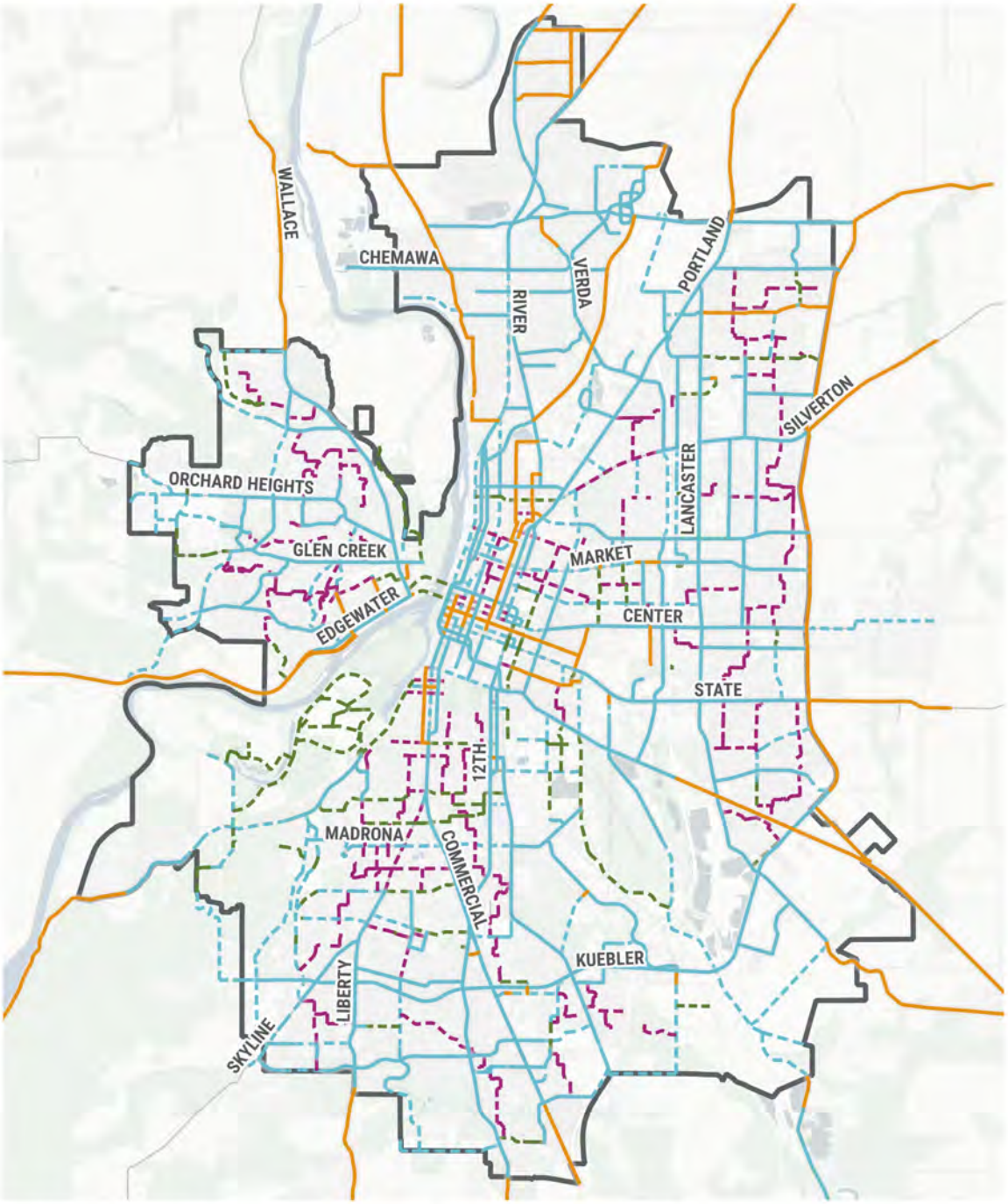


FIGURE 10: MINORITY POPULATIONS.
Source: Cherriots 2024 Needs Assessment Report; Census ACS 2018-2022



Active Transportation Infrastructure

A high-quality network of active transportation infrastructure helps support riders of all ages and abilities. Without this foundational infrastructure, riders may face gaps in the network, unsafe conditions, or circuitous routes that discourage use.

Existing Infrastructure

Most active transportation infrastructure in the Salem-Keizer UGB consists of a striped bike lane, either adjacent to the curb or in between parallel parked cars and the travel lane (also called a "parking-protected bike lane", as seen on Union St NE in downtown). Most existing bike facilities are on arterial or collector streets, which can provide direct and efficient routes to major destinations but are often high-stress environments for people riding bikes. See Figure 12 for a map of bikeways in the UGB.

North/south bikeway connectivity through downtown and throughout Salem is currently limited. Some north/south bikeways abruptly drop, such as Capitol Street NE, while others include shared lane markings without other traffic calming infrastructure or signage to support that street as a low-stress bikeway. The Willamette Valley Scenic Bikeway connects Keizer to Salem along a low-stress route that includes Cherry Avenue, Maple Avenue, and Winter Street. The City of Salem has developed some infrastructure to support major arterial street crossings of this north/south bikeway, including a bicycle signal at the intersection of Cherry Avenue & Salem Industrial Pkwy. While these connections exist, additional infrastructure considerations, such as pavement quality, should be considered as part of the user experience. In the City of Keizer, River Road N, a key north/south street has a curb-tight bike lane, but it is not continuous. Verda Lane NE/Hyacinth Street NE, as well as Cherry Avenue NE, are other north/south connections in Keizer. East/west bikeway connectivity is also limited: Bikeways along State Street and Center Street drop off as they approach Downtown Salem, and the City of Keizer has very few east/west connections.

There are limited bridge connections across the Willamette River to access West Salem on a bicycle: Marion St bridge, Center St NE, and the Union Street Railroad Bridge. Marion and Center St bridges have a narrow-shared use path, and the Union Street Railroad Bridge is a car-free bridge across the river. All three bridges are concentrated in one location, which limits connectivity.

Most proposed active transportation facilities in the Salem-Keizer UGB are located east of Interstate 5, such as the North Lancaster and East Lancaster neighborhoods, and south of Mission Street SE (South Central Salem neighborhood, Morningside neighborhood, and Sunnyslope neighborhood). Proposed facilities include bike routes, enhanced bikeways, bike lanes, family-friendly bike lanes, and shared use paths.

Topography

Steep and varied topography can be a barrier for active transportation use, but electric-powered shared micromobility devices can help minimize topographic challenges. Most of the topography of the Salem-Keizer UGB is flat, making it supportive of people using non-electric modes of active transportation. However, there are significant topographic changes and steep hills in West Salem (west and north of Piedmont Ave NW) and in southern West Salem. (See Figure 13 for a topographic map).

FIGURE 12. MAP OF EXISTING BIKE FACILITIES AND SHARED USE PATHS.
Source: Cherriots.

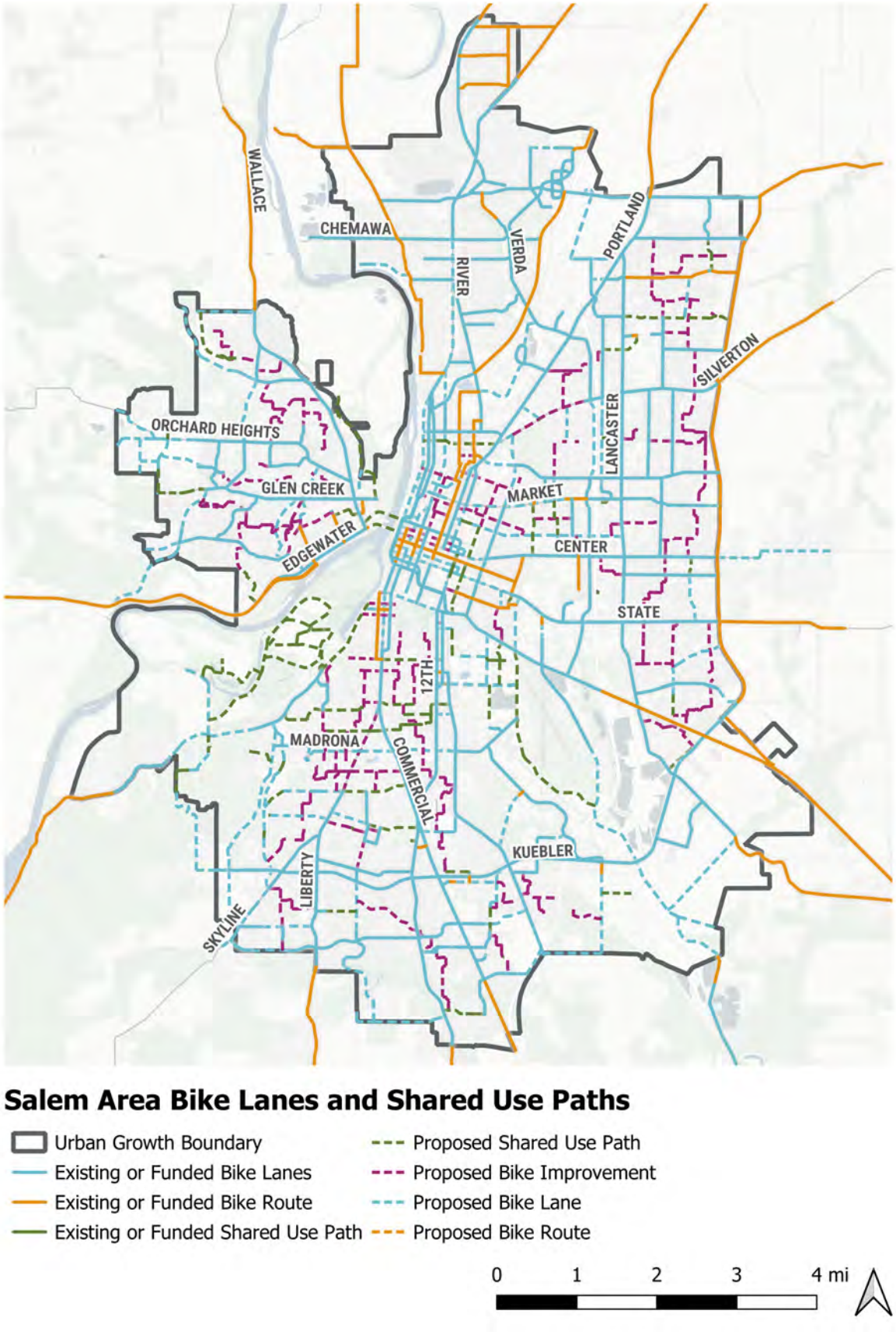
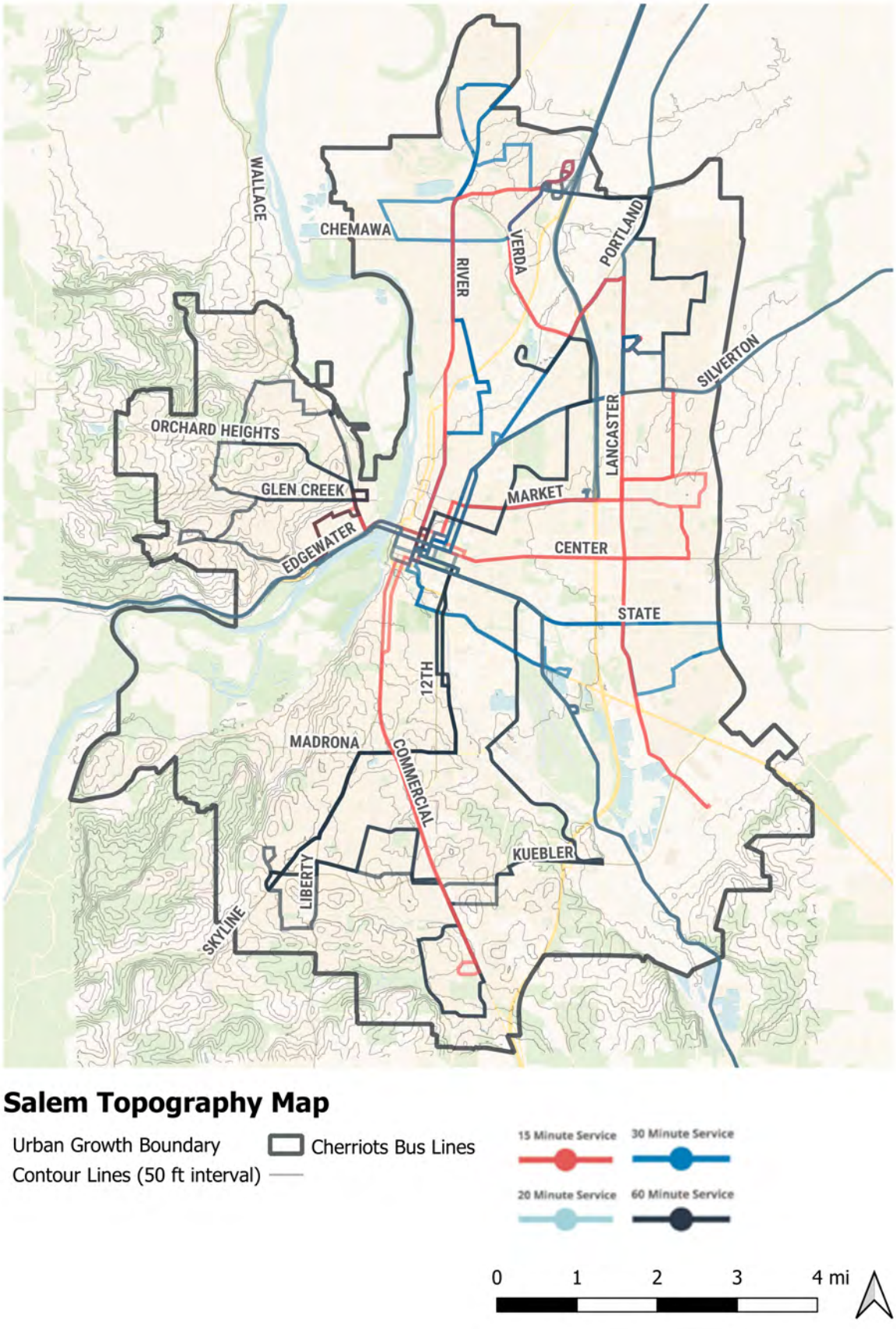


FIGURE 13: TOPOGRAPHY AND TRANSIT SERVICE IN SALEM UGB.
Source: Cherriots.



Transit

Shared micromobility can be an important first- and last-mile connection to transit, and deploying shared micromobility devices adjacent to transit stations can contribute to higher ridership.[16] Ideal locations for shared micromobility include transit centers, major bus stops in commercial corridors, and transit stops near colleges, large employers, or mixed-use residential developments.

Figure 14 maps the local route system, and Table 10 summarizes local Cherriots routes within the Salem-Keizer UGB, including their frequency, ridership, and share of total system boardings and alightings (based on 2024 data). Route 11 (Lancaster/Verda) had the highest ridership in 2024, accounting for around 15 percent of system boardings. This north-south route serves key destinations including the Keizer Transit Center, Chemeketa Community College, and Cordon Road, traveling through dense residential and commercial areas. Route 21 (South Commercial) follows as the second highest, with 12 percent of system boardings. It connects the Downtown Transit Center to residential and commercial areas along Commercial Street S.

The top five transit stations for boardings and alightings in 2024 were the Downtown Transit Center, Chemeketa College, Keizer Transit Center, West Salem Transit Center, and Lancaster @ Sunnyview (serving Route 11). Other high-ridership stops are located along the Lancaster Drive corridor.

16 Mohamed Abouelela, Emmanouil Chaniotakis, Constantinos Antoniou, Understanding the landscape of shared-e-scooters in North America; Spatiotemporal analysis and policy insights, Transportation Research Part A: Policy and Practice, Volume 169, 2023,103602, ISSN 0965-8564, https://doi.org/10.1016/j.tra.2023.103602.

FIGURE 14. MAP OF LOCAL CHERRIOTS SERVICE.
Source: Cherriots

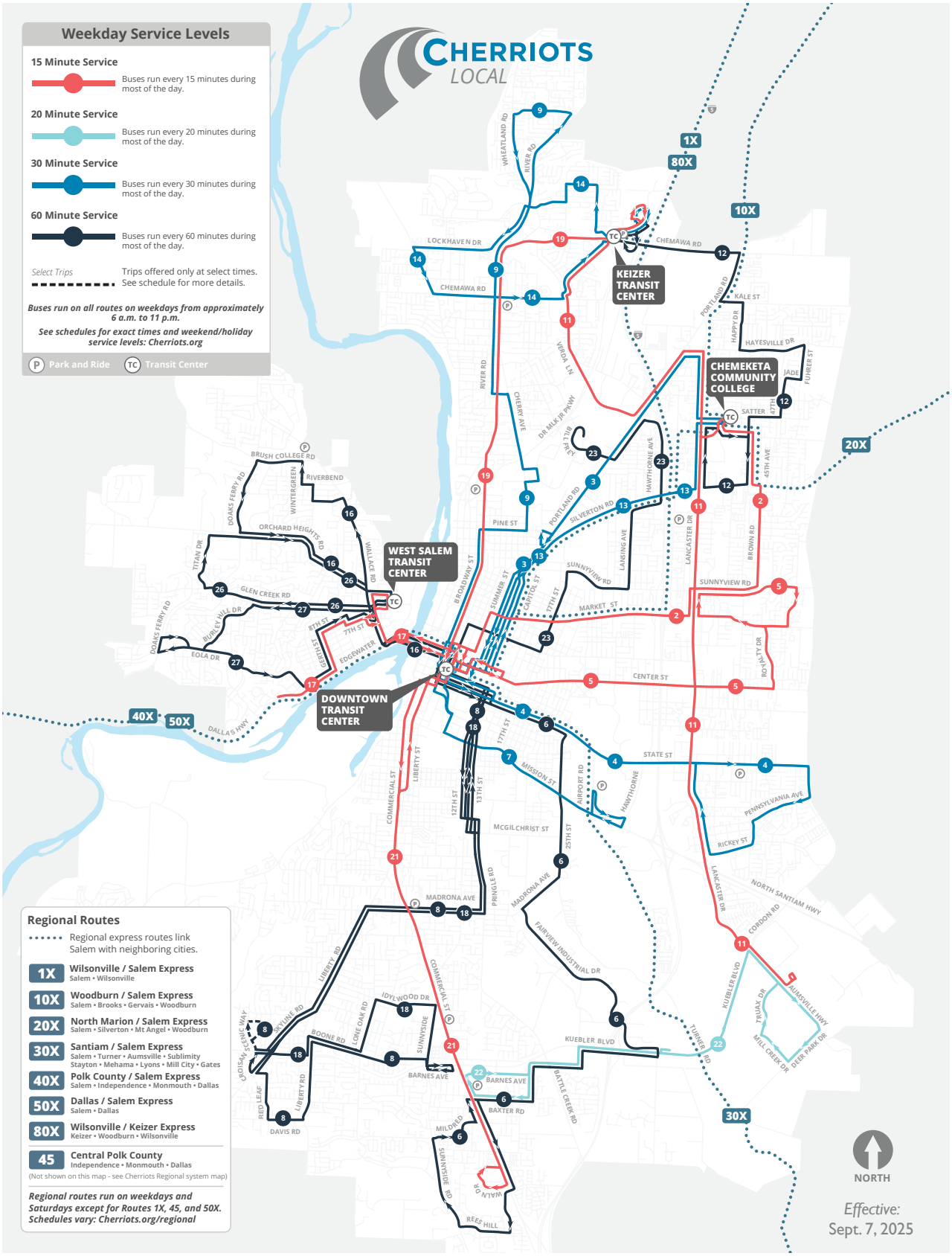


TABLE 10: 2024 ANNUAL CHERRIOTS RIDERSHIP BY ROUTE AND FREQUENCY

Frequency	Route		# Boardings	% of Total	# Alightings	% of Total
15 min	11	Lancaster/Verda	345,023	15.6%	316,625	14.7%
15 min	21	South Commercial	272,714	12.3%	262,669	12.2%
15 min	19	Broadway/River Rd	240,143	10.8%	236,454	11.0%
15 min	5	Center St	183,465	8.3%	188,479	8.8%
15 min	2	Market/Brown	169,125	7.6%	171,114	8.0%
30 min	4	State St	144,080	6.5%	132,347	6.2%
15 min	17	Edgewater St	122,076	5.5%	121,437	5.6%
30 min	3	Portland Rd	113,093	5.1%	98,896	4.6%
30 min	13	Silverton Rd	104,849	4.7%	113,531	5.3%
60 min	8	12th/Liberty	99,380	4.5%	96,740	4.5%
30 min	9	Cherry/River Rd	99,311	4.5%	95,074	4.4%
60 min	18	12th/Liberty	75,360	3.4%	79,156	3.7%
30 min	7	Mission St	66,487	3.0%	67,512	3.1%
60 min	6	Fairview Industrial	46,260	2.1%	52176	2.4%
60 min	16	Wallace Rd	44,231	2.0%	35,154	1.6%
60 min	23	Lansing/Hawthorne	36,877	1.7%	34,802	1.6%
30 min	14	Windsor Island Rd	25,416	1.1%	21,116	1.0%
60 min	12	Hayesville Dr	14,110	0.6%	12,572	0.6%
60 min	27	Glen Creek/Eola	8,673	0.4%	8,355	0.4%
60 min	26	Glen Creek/Orchard Heights	8,052	0.4%	7,769	0.4%
Totals			2,218,725	100%	2,151,978	100%

Existing Electric Vehicle Charging Infrastructure

Electric charging is a significant element of shared micromobility. With the rise of electric vehicles (EVs), there is an opportunity to tie shared micromobility charging into EV charging systems.

Charging electric shared micromobility devices (e-scooters and e-bikes) currently operates differently from EV charging – most shared e-scooters and e-bikes are charged through battery-swaps or out-of-field charging. These methods are resource-intensive and cost-intensive for the operators of shared micromobility. Charging stations for shared micromobility are a relatively recent development, but there is an opportunity to leverage installation of EV charging and co-locate and install shared micromobility charging at the same time. For example, the City of Vancouver's Public Realm Electrification Program plans for electrified bikeshare stations alongside EV-charging, food truck connections and other uses.

The Oregon Department of Transportation (ODOT) EV Infrastructure Planning Map visualizes Census tracts that are ranked by priority for Level 2 chargers and also maps the location of existing public and private chargers as of November 2022. A significant portion of the Salem-Keizer UGB was designated as "High Priority (80%)" or "Medium Priority (70%)". Currently, public Level 2 chargers and Fast Chargers are scattered across the UGB, with most chargers concentrated in downtown and along Highway 99E/22. Future installation of EV charging should consider the feasibility of shared micromobility charging capabilities.

Salem and Keizer are part of the Climate-Friendly and Equitable Communities, a state program that supports carbon reduction, increased transportation and housing choices, and equitable land use decisions in regions with populations over 50,000 people. One of the rules of this program (per OAR 660-012-0410) includes requiring new housing and mixed-use development with at least five units to include electrical conduit to 40% of parking spaces.[17]

17 Climate-Friendly and Equitable Communities. https://www.oregon.gov/lcd/CL/Pages/CFEC.aspx

Barriers and Opportunities

Based on the policy review and best practice and local context analyses, the following list of initial barriers and opportunities to launch a shared micromobility program in the Salem-Keizer UGB area were identified.

Barriers	Opportunities
Equitable access: Cherriots riders are five times more likely to live in households earning less than $10,000 per year - many of the residents who may benefit most from increased access from shared micromobility may be priced out unless equitable pricing strategies are utilized. **Willamette River**: With only a handful of bridges (the Marion and Center St bridges, and the Union Street Railroad Bridge) crossing the Willamette River, access between West Salem and Salem is limited. The Marion and Center St bridges have a narrow, separated walking and bicycling facility. These bridges are concentrated in one location, which limits connectivity across the river. **Interstate 5**: The freeway acts as a major barrier in the local street network, forcing detours that make short trips significantly longer. Limited crossings—often concentrated on high-traffic overpasses and underpasses—expose people riding bikes or scooters to heavy vehicular volumes, creating an uncomfortable and potentially unsafe riding experience. **Mode shift**: Since driving is the dominant form of transportation in the Salem-Keizer UGB, encouraging residents to shift from single-occupancy vehicles to bikeshare and e-scooter share will require targeted strategies and significant behavior change. **Multi-jurisdictional coordination**: The Salem-Keizer UGB spans multiple jurisdictions including the City of Salem, City of Keizer, and Marion County, which can complicate planning, permitting, and operations for shared micromobility. Navigating differing regulations, priorities, and permitting processes across cities, counties, and transit agencies can delay or complicate implementation.	**Baseline public familiarity and openness**: Recent survey results indicate that a meaningful share of Salem and Keizer residents are already familiar with shared micromobility, with over one-third having used bikeshare or scootershare previously and roughly two-thirds expressing a somewhat or very positive view of a future program. This existing awareness and openness can help reduce the initial learning curve, support early adoption, and create a more receptive environment for launching a new shared micromobility system. **Alignment with Agency Goals:** Shared micromobility supports Cherriots' Long-Range Transit Plan, which includes a strategy to evolve into a Mobility Integrator—offering a broader range of travel options beyond fixed-route bus service. Micromobility also can provide additional mobility for a fraction of the cost of a new bus or rail service. **Expanding Active Transportation Network:** While gaps remain, the region is planning a significant buildout of bike lanes and related infrastructure, creating a more supportive environment for shared micromobility over time. **Enhanced First-/Last-Mile Connections:** A large portion of Cherriots riders lack a driver's license (70%) and have limited access to a vehicle during the week (50%) and on weekends (56%). Shared micromobility can help bridge the gap between homes and transit stops, especially for those with fewer transportation options. **Supportive Topography:** The region's generally flat terrain is ideal for all types of micromobility, including traditional bikes and scooters. In steeper areas like West Salem, electric micromobility options can help users navigate inclines more comfortably. **Short commute trips:** Thirty-three percent of commute trips are less than 15 minutes. This creates an opportunity to use shared micromobility instead of driving. **Paid on-street parking** in downtown Salem could shift transportation choices away from driving and more towards cost-effective options, such as shared micromobility and transit. The **Center Street Bridge Seismic Upgrade** (anticipated Spring 2026 - 2029) will impact transportation behavior. Shared micromobility could help with congestion mitigation during this large construction project.

CHAPTER

3

Community Engagement

This chapter provides an overview of the engagement strategies and community feedback on a potential regional shared micromobility program

Engagement Strategies

Community engagement for this project blended in-person and digital strategies to reach a broad cross-section of community members in the UGB:

- **Pop-up events** created opportunities for informal, face-to-face conversations and allowed community members to share their experiences and ideas in real time. The project team "popped up" at Salem Library, El Ranchero Market, and the Salem Farmers Market.
- A complementary **online survey** provided a flexible way for participants to offer more detailed input at their convenience. 339 people responded to the survey. For additional survey analysis, see Appendix B.
- Targeted **social media outreach** helped extend the study's reach to audiences who might not attend in-person events
- **Virtual focus groups** provided an additional mechanism for stakeholder feedback and more in-depth conversations.

Key Engagement Takeaways

Most community members feel positively about a future shared micromobility program.
80% of survey respondents felt neutral to very positive about a potential shared micromobility program, and only 19% felt negatively. Focus group participants were also supportive, with some highlighting potential challenges for individuals who lack smartphone access or who are unbanked to use bikeshare and scootershare. Some community members stated that infrastructure issues and safety concerns should be addressed in combination with the shared micromobility program, while others believed funds should be dedicated to improving transit services or bike infrastructure before implementing a shared micromobility program.

Shared micromobility can fill key mobility gaps, especially for short trips and for residents without their own bike or scooter.
Nearly half of survey respondents (44%) lack access to a personal scooter or bicycle, underscoring the value of a shared fleet. 40% of survey respondents take public transit at least weekly, highlighting the potential for bikeshare or scootershare to provide first-last-mile connectivity to transit. Focus group participants also highlighted that shared micromobility has the potential to provide their clients/ communities with independence and access to daily living needs (e.g. going to the grocery store).

Docked bikeshare is the preferred system type and electric bikes are the preferred vehicle type.
When asked what type of shared micromobility system they are most likely to use, the top two survey responses were e-bikeshare (55%) and docked bikeshare (50%), while dockless scootershare was the least popular. Several concerns regarding dockless scooter stations included reckless driving and sidewalk clutter from improper parking that become hazards for pedestrians, especially for community members that are disabled.

Concerns persist about theft, vandalism, and destruction of shared micromobility fleets.
Community members at pop-ups state that previous shared micromobility attempts in the region have faced vandalism. Several survey respondents raised concerns regarding theft, vandalism, and destruction of shared bikes and scooters, and 22% stated that concerns about theft prevent them from riding a personal bike or scooter.

Some survey respondents note similar shared micromobility programs in nearby cities that were not successful due to issues of theft and destruction of bikes and scooters.

Improved active transportation infrastructure, availability of bikes and/or scooters, and low-cost pricing would encourage use of shared micromobility.
The majority of survey respondents (59%) believe that safer bike facilities like protected bike lanes would encourage them to use shared micromobility. Some respondents reported feeling unsafe using the current bike lanes located along main roads due to heavy vehicular volumes.

Easy availability of bikes or scooters nearby was a critical component of future program success, as 51% of survey respondents stated it would encourage them to use bikeshare or scootershare.

Low-cost pricing would also encourage community members to use shared micromobility: 33% of survey respondents were concerned that rides would be too expensive. Discount programs could be beneficial and advance equitable use of shared micromobility.

The biggest barrier preventing respondents from using bikeshare and/or scootershare is having too many things to carry or to transport (41%). One survey respondent shared that “it would be helpful if some bikes had a luggage attachment for running errands.”

CHAPTER

4

Program Recommendations

This chapter provides an overview of the recommended program model, service area, operating framework, and regulatory updates for a potential bikeshare program in the Salem-Keizer region.

The project team developed three potential scenarios for a future shared micromobility system in the Salem-Keizer region (see Appendix C for the full operational and financial analysis):

- **Low-resource scenario:** A privately owned and operated system with zero subsidies provided by Cherriots.
- **Medium-resource scenario**: A privately owned and operated system with an operational subsidy provided by Cherriots.
- **High-resource scenario:** A Cherriots-owned system with a third-party private operator.

The project team selected the medium-resource scenario for implementation of a shared micromobility system within the Urban Growth Boundary (UGB) because it leverages public investment to maintain some level of control over program decisions (including branding, user pricing, and service levels), attract a responsible operator, and allow for timely deployment.

This approach was chosen after careful consideration of available resources and the program's goals to provide a scalable, affordable, and equitable shared micromobility program without significant delay. Based on public and stakeholder feedback, it was recommended that the initial program be a bikeshare system with an all e-bike fleet or some combination of traditional and e-bike technology.

Funding for the program would come from some combination of user revenues; sponsorship of stations, bikes, and digital assets; funding or support brought by a private operator; and an operating subsidy provided by Cherriots. Revenues would be managed by Cherriots with the possibility of a revenue-sharing agreement with the private operator.

By playing a key role in funding the program and providing an operating subsidy, Cherriots retains more control over program decisions including user pricing, transit integration, and equitable access standards. Operators could choose not to use the subsidy, but will be required to meet defined service levels, deploy an affordable user pricing schedule, and provide an equitable access plan for Cherriots' review. This structure ensures that Cherriots retains a strong position to guide the program strategically, support its long-term sustainability, and advance regional goals for transportation access, equity, and climate resilience.

The medium resource scenario also allows for accelerated implementation. The operator will own, provide, and maintain all equipment, which avoids the need for Cherriots to own the equipment or to pursue and administer grant funding for capital procurement, which would extend the timeline for implementation.

Roles and Responsibilities

The program will be delivered through a public-private partnership:

- **Cherriots** will serve as the program administrator and manage contracts and agreements with the third-party operator and partner jurisdictions, ensuring compliance with service levels and equity benchmarks. Cherriots will oversee the program's financial performance and may provide an operating subsidy to offset program costs. Cherriots will also coordinate a technical advisory committee (TAC) and provide oversight for the program.
- **Partner Jurisdictions (City of Salem, City of Keizer, and Marion County)** will form part of the TAC and provide input on program recommendations. They will work with Cherriots and the operator to streamline station siting, permitting, and incorporate bikeshare into their travel demand management and development review processes. Partner jurisdictions can also support the program by updating their regulations and policies to recognize shared micromobility, supporting the continued build-out of comfortable, convenient, and connected bike infrastructure and bike parking, and promoting the program through their existing programs, online, and social media platforms.
- **A Third-Party Operator** will own, install, and maintain all equipment and operate the program in alignment with contractual obligations. Options may exist for the operator to take on more responsibility for fundraising with the opportunity for revenue-sharing.
- **Sponsor(s) and Advertiser(s)** can provide additional financial support for the program. An additional subsidy and/or revenue sharing agreement could be made available for the operator to pursue sponsorship or advertiser funding. The use of advertising is subject to the local regulations of the partner jurisdictions.

A more detailed breakdown of the roles and responsibilities for implementing the shared micromobility program are provided in Table 11.

TABLE 11: ROLES AND RESPONSIBILITIES FOR THE PROPOSED SALEM SHARED MICROMOBILITY PROGRAM

Role	Description	Responsibility
Owner	Maintains ultimate responsibility for the program. Responsible for ensuring that all roles are filled.	Cherriots
Manager	Leads day-to-day and long-term management. This may include contracting, collecting and dispersing funds or services, and administrative responsibilities.	Cherriots
Planner	Provides critical support in making program decisions, such as expansion, technology changes, service level changes, and station siting.	Cherriots with support of a Technical Advisory Committee (program decisions) Partner Jurisdictions (station siting / permitting)
Funder	Provides funding (monetary contributions) or in-kind support (e.g., staff time for policy and code changes, permitting, outreach, etc.).	Cherriots, sponsors, and advertisers Partner Jurisdiction contributions to bike parking and in-kind support
Operator	Responsible for on-the-ground service delivery, including service deployment, fleet and equipment maintenance, fleet rebalancing, etc.	Operator
Technology Provider	Provides software or other technology needed to operate the service.	Operator
Vehicle Provider	Provides the shared bike and e-bike fleet.	Operator
Promoter	Raises awareness of the existing service or program to potential customers; could include marketing and community outreach to the public or specific populations.	Operator with support from Cherriots and Partner Jurisdictions
Data Analyst	Analyzes customer, ridership, trip, and other data to report key performance metrics to funders, stakeholders, or community members, or uses data as part of academic research. The analyst does not make decisions about the future of a program or service.	Cherriots (including data provided by the Operator)

Service Area Analysis

A spatial analysis was conducted to identify areas with the greatest opportunity for shared micromobility within the Urban Growth Boundary (UGB). The analysis considered five key factors:

- Population density.
- Major destinations such as employment centers, schools, and retail areas.
- Transit access, measured by proximity to Cherriots bus stops.
- Existing or planned bike infrastructure.
- Designated Opportunity Zones (as defined by the 2017 Tax Cuts and Jobs Act).

A ¼-mile-wide hexagonal grid was applied across the entire UGB to standardize spatial comparison. Each hexagon received a score based on its proximity to the above factors, calculated within a defined search radius. Scores were normalized to percentile rankings within the UGB, and an overall composite score was derived by averaging the five category scores, with each weighted equally. A map of the resultant composite score is shown in Figure 15.

There are several concentrations of high-scoring zones that are strong opportunities for shared micromobility. These include:

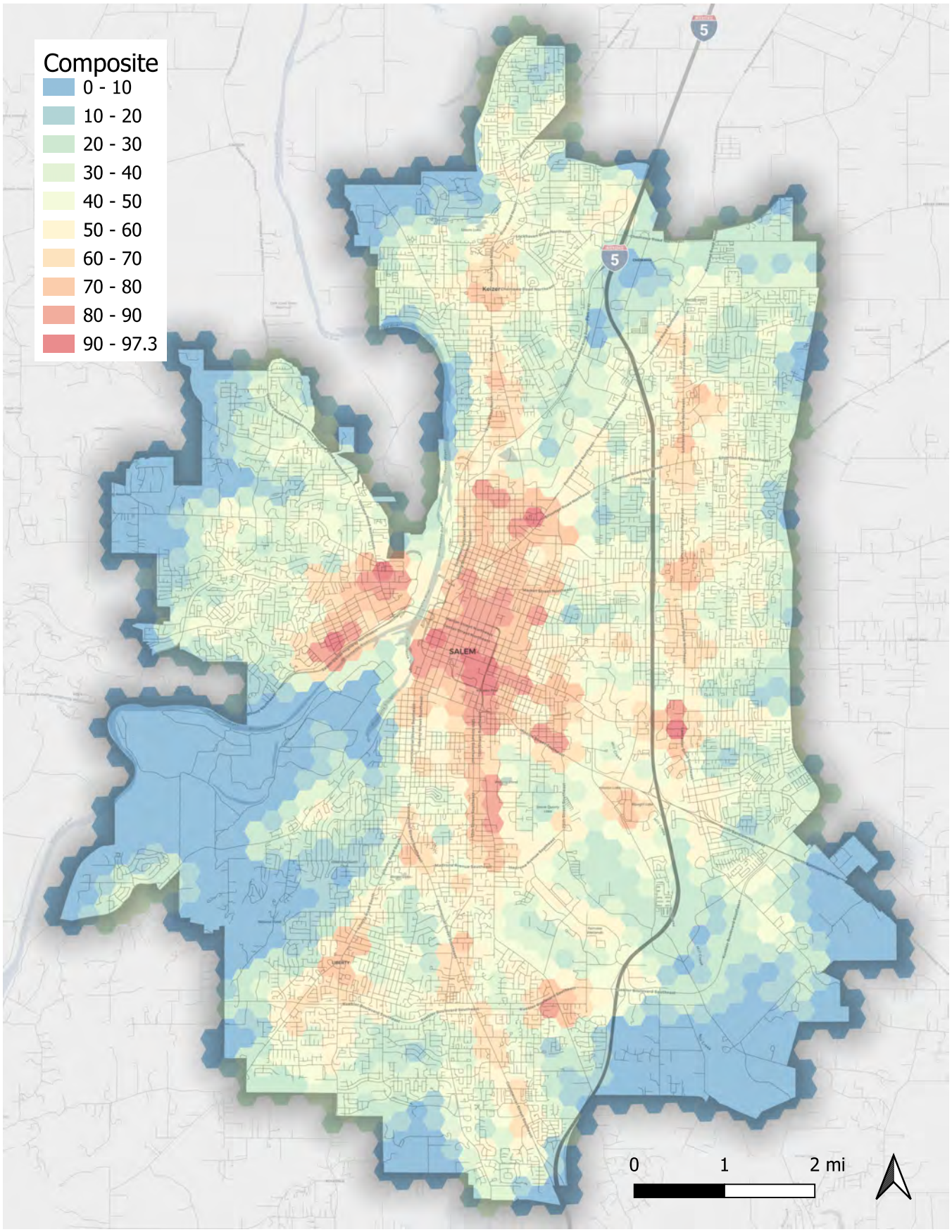
Areas scoring above the 90th percentile (12 total hex zones) that are concentrated primarily in:

- Downtown Salem (5 zones): centered around Willamette University and the State Capitol area.
- West Salem (2 zones): including the neighborhoods along the Edgewater Street NW commercial district and around the Glen Creek Road NW & Wallace Road NW intersection.
- North Salem (1 zone): around the Oregon State Fairgrounds and Expo Center, and near the intersection of Fairgrounds Road and Highland Avenue.
- Four Corners (1 zone): around the intersection of State Street and Lancaster Drive.

Areas scoring above the 70th percentile include several areas with promising characteristics:

- 12th Street SE / Pringle Road SE corridor.
- Keizer near the intersection of Chemawa Rd and River Road NE; the Cherry Avenue corridor.
- Chemeketa Community College.

FIGURE 15: HEAT MAP OF COMPOSITE SCORE FOR PILOT SERVICE AREA WITHIN THE UGB.



Proposed Service Area

Analysis of the opportunity areas shows several options for building out the shared micromobility program. The following framework should be considered to ensure early success and steady long-term expansion:

- Create a **pilot program** to develop the proof of concept and establish ridership and familiarity with the program.
- Prioritize contiguous expansion to increase network effects and **support investments in high-quality bike facilities**.
- **Support transit service changes** through first- and last-mile connectivity along core network high-frequency transit corridors and filling gaps in the transit network.
- Consider future **satellite service areas** where there are both local travel demands and very high-frequency transit or future BRT connecting to other parts of the shared micromobility network.

Initial Pilot Program

The initial pilot program should establish proof of concept, familiarize the community with the program, and generate strong early ridership – see Chapter 6 for examples of key performance indicators to track success. It should utilize the existing bike network and complement transit service changes filling gaps and creating first- and last-mile connections to high-frequency routes. Where possible, it should also support access for low-income and historically disadvantaged populations either through its service area or programming.

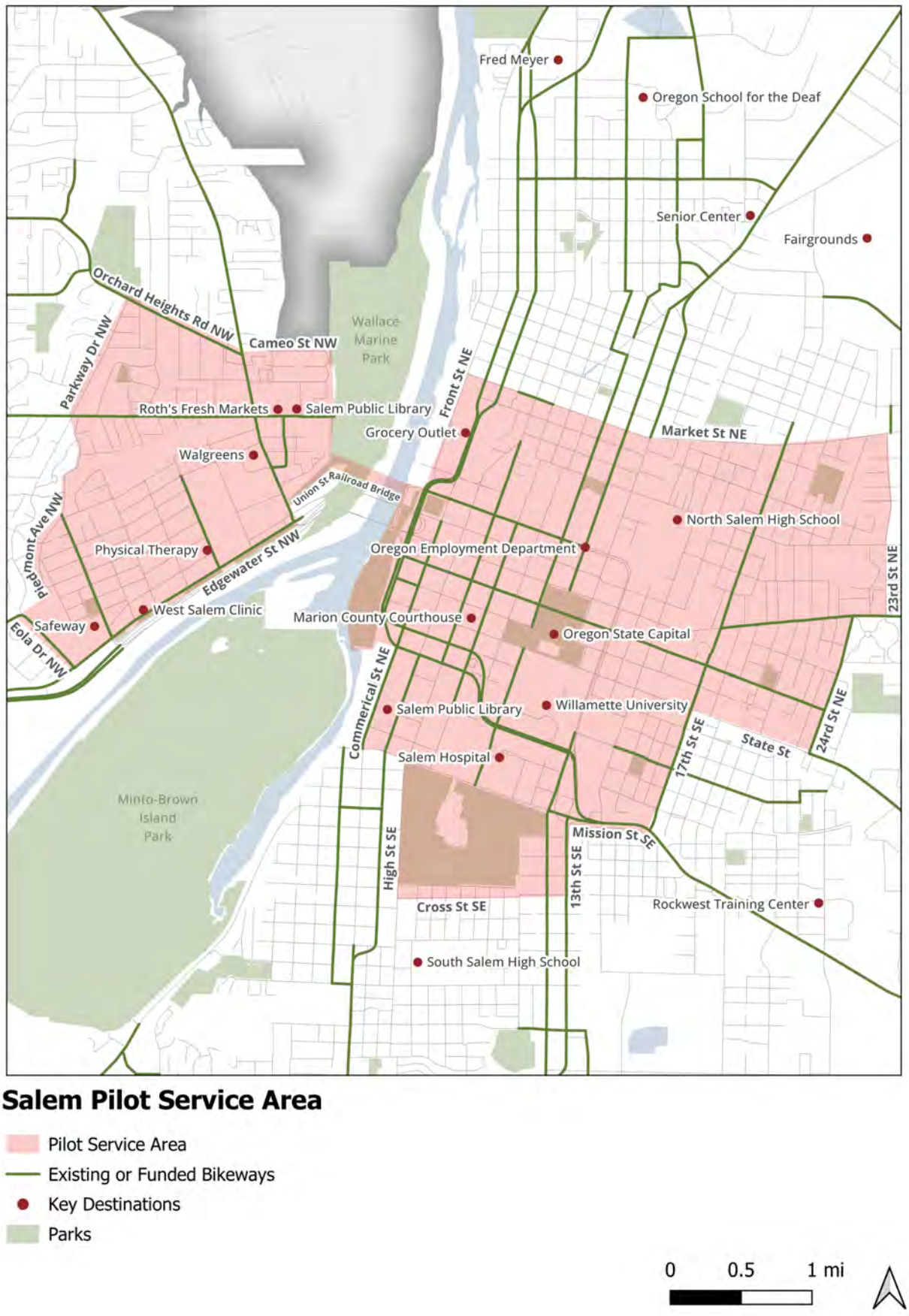
The initial pilot program will be established as a docked or hybrid bikeshare system operating with at least a 50% split of e-bikes. The proposed service area is approximately 12 square miles and includes areas of Central/Downtown Salem and West Salem, providing service where demand is expected to be the highest (see Figure 16). The West Salem portion of the pilot service area is not directly contiguous to the service area in Salem but connects via the Union Street Railroad Bridge.

Key destinations within the pilot service area include Willamette University, the State Capitol, State government office buildings, the Salem Convention Center, Salem Hospital, the Downtown Transit Center, the West Salem Transit Center, Amtrak station, multiple parks and high schools, and several commercial districts. The service area extends outside Downtown to connect to West Salem and several inner-city neighborhoods and provide opportunities for people without “front-door” transit to access high frequency transit lines (e.g. Route 21 along Commercial Street S) or to utilize existing high comfort bike corridors.

In addition to this primary service area, the operator may deploy bikes to and/or in the Minto-Brown Island Park to utilize the Peter Courtney Minto Island bridge from Riverfront Park. The River Road S pathway also provides access to the large system of recreational trails of Minto-Brown Island Park. This service will need to be coordinated between the operator, Cherriots, and the City of Salem.

Users may ride outside of the defined service area boundaries; however, all trips must end within the service area. For a fully docked system, bikes will need to be docked at a station. For a hybrid system, operators may charge a fee to allow users to park outside the service area to recoup the additional cost of collecting and redistributing bikes. Operators must implement system controls (e.g., app or device restrictions, incentives, and/or geofencing) to ensure that bikes are used and returned appropriately.

FIGURE 16: PROPOSED PILOT SERVICE AREA.



There is a core network of bikeways that can support the initial service area. However, there are also critical gaps in the network and enhancements needed to improve the comfort of bike facilities along key routes that should be a priority for the City of Salem. Existing bikeways include:

- Buffered bike lanes on the Church Street NE (northbound) / High Street NE (southbound) couplet and on Union Street (from Front Street to Summer Street).
- Regular bike lanes on Glen Creek Rd NW, Bellevue Street SE, Commercial Street NE, Ferry Street SE, Front Street NE, Summer Street NE, and Trade Street SE.
- Bike lanes outside downtown on Liberty Street SE, Winter Street SE, 12th Street SE/NE, 13th Street NE, and 17th Street NE.
- Sharrow markings on D Street NE, Commercial St, and Chemeketa Street NE.
- Shared use path along the east side of 12th Street NE.
- Pathways through several of the City's parks, the Willamette University campus, around the State Capitol, and along River Road S connecting to the entrance of Minto-Brown Island Park.

Contiguous Expansion and High-Quality Bike Facilities

The initial service area may be expanded based on system performance, community feedback, and demonstrated need. Contiguous expansion into areas north, east, and south of the initial service area would increase network connectivity and ridership and maintain operational efficiency.

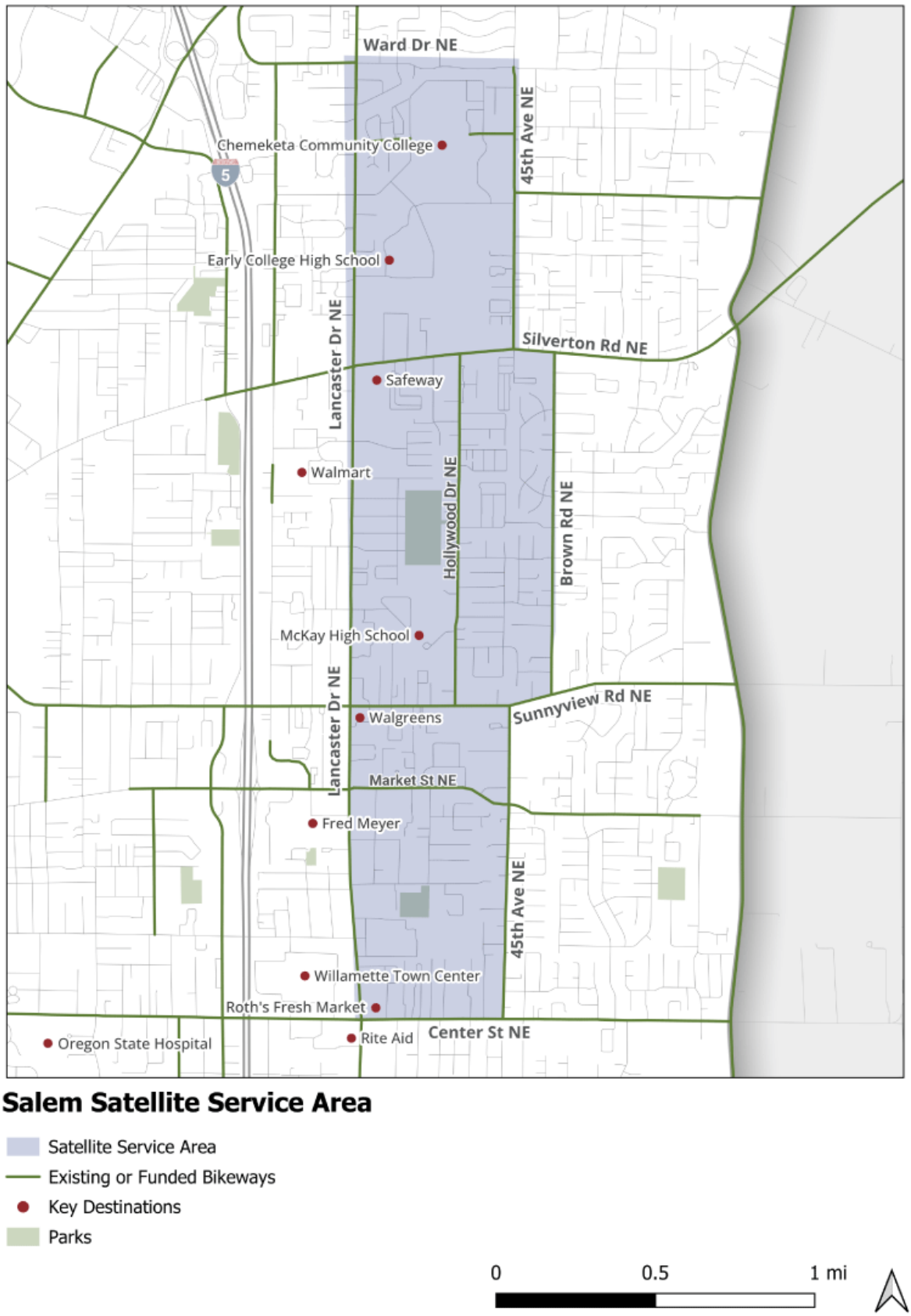
Similar to private bicycling, the success of a shared micromobility program is predicated on riders feeling safe and comfortable using the bikeway network. The City of Salem has invested in increasing its network of high-comfort bike facilities in recent years and should focus on filling gaps in the existing network to support the initial service area and continuing its build-out of new facilities.

Satellite Service Areas

Although contiguous expansion is preferred, there may be a case for expanding the program into other areas and creating satellite service areas. Disconnected satellite systems increase the burden on operations (e.g., further distance to rebalance bikes or the need to set up a second operations hub) and will not contribute to network increases in the same way that contiguous expansion does but could provide first- and last-mile connections and access to a bicycle at both ends of the trip.

One area that scored above the 70th percentile in the service area analysis with potential for satellite service is the Lancaster Drive corridor and Chemeketa Community College (see Figure 17). Service in this area would provide access for students and staff to connect to other parts of the city via high-frequency transit routes (Routes 02, 05, 11) and existing bike lanes on Lancaster Drive, Hollywood Drive NE, Brown Road NE, Market Street NE, Sunnyview Road NE, Center Street NE, 45th Avenue NE, and Silverton Road NE.

FIGURE 17. POTENTIAL SATELLITE SERVICE AREA



Program Phasing

The shared micromobility program should be introduced and expanded in phases to ensure a measured and informed approach to growth. The following provides an approximate timeline:

- **Pilot Phase (initial 2-year contract term):** the program could operate as a pilot for the first 24 months allowing Cherriots and partner jurisdictions to evaluate system performance, user adoption, public reaction, and operational effectiveness. During this initial period, data will be collected on ridership trends, utilization rates, connections to active transportation infrastructure, and integration with the transit network. Public outreach should be conducted to understand the public's reactions and preferences for future phases of the program. If no expansion is planned, 1-year contract renewals could be provided based on performance and available funding.
- **Phase 2 (Years 2+):** the second phase, which begins after the initial contract term ends, will include expanding the fleet and/or service area depending on performance metrics, public feedback, and available funding. Priority should be given to contiguous expansion to build up network effects, maintain operational efficiency, and service continuity. However, introducing service in other communities could be considered depending on available funding and interest. Decisions on where and how to expand will be made collaboratively by Cherriots, the partner cities/county, and the operator, and should be guided by clear criteria such as ridership, multimodal connectivity, influence on bike culture and infrastructure buildout, available funding, etc.
- **Phase 3 (Years 5+)**: the program will enter Phase 3 when fully established. The service area may continue to expand and Cherriots should re-evaluate service performance, innovative technology, the range of devices offered, etc. This stage will be informed by the lessons learned from the pilot and early expansion phases, ensuring that growth continues to align with community needs, equity goals, and long-term transportation planning priorities.

Program Characteristics

Vehicle Fleet

Based on public and stakeholder feedback, the initial program should be a bikeshare system made up of at least 50% e-bikes. Experience in other North American bikeshare systems has shown that e-bikes receive approximately 56% more ridership than traditional pedal bikes.[18] The operator may not introduce new device types (e.g., e-scooters) without prior approval from Cherriots and the partner jurisdictions.

Device Specifications

Equipment must align with national safety standards for pedal bicycles and e-bikes as defined by the National Highway Traffic Safety Administration and the Consumer Product Safety Commission. Specific requirements are listed in Table 12.

18 NABSA 2022 State of the Industry Report.

FIGURE 18: DOCKED BIKESHARE IN PORTLAND, OREGON

TABLE 12: DEVICE SPECIFICATIONS

Pedal Bike Requirements	E-Bike Requirements
Pedal bikes should meet the following requirements: • Minimum equipment requirements for bicycles per ORS 801.150.[19] • Provide safety features such as front and back lights and reflectors. • Provide a visible vehicle identification number located on the rear fender to allow identification by the public while the vehicle is in use. • Be fitted with a basket that is permanently secured to the bicycle. • Provide a bell (or audible device) that allows the user to notify others when passing.	E-bikes should meet all requirements for pedal bikes, as well as: • Minimum equipment requirements for e-bikes per ORS 801.258.[20] • Comply with the Underwriters Laboratories (UL) 2849 safety standard for batteries.[21] • Be fitted with a functional speedometer which can be easily read by the user.

19 Oregon Revised Statutes. § 801.150. https://oregon.public.law/statutes/ors_801.150
20 Oregon Revised Statues. § 801.258. https://oregon.public.law/statutes/ors_801.258
21 UL 2849, Standard for Electrical Systems for eBikes. https://www.ul.comservices/e-bikes-certificationevaluating-and-testing-ul-2849

Fleet Size

The operator will work with Cherriots and the partner jurisdictions to recommend an initial fleet size for the pilot program based on the proposed service area and available funding. Expansion and increases to the fleet size will be determined based on performance, demand, and available funding.

Table 13 compares fleet sizes with other characteristics for bikeshare programs operating in Oregon. Based on an average of approximately 30 bikes per square mile of service area in those communities, the initial service area of 12 square miles in Salem could be provided with up to 250 bikes.

FIGURE 19: SHARED MICROMOBILITY CORRAL IN RALEIGH, NC
Image source: City of Raleigh, NC

The number of parking hubs (designated parking areas that could consist of physical infrastructure like corrals or bike racks or virtual geofencing) depends on the parking model. For a hybrid system where bikes can be locked to dedicated racks or at bike corrals, a density of approximately one parking hub every 0.4 miles or 2,000 feet would require approximately 50 parking hubs and place a hub within a reasonable walking distance for people living, working, and visiting the service area. This number of hubs would result in an average ratio of 5 bikes per hub, which is a reasonable operating ratio. If bikes are required to lock to a rack to end the trip, the number of available parking spaces should be at least 1.7 and preferably 2.0 parking spaces per bike to ensure an available parking space when a user turns up at a hub and to reduce operating costs for rebalancing. This would require between 425 and 500 parking spaces in the initial service area.

For a fully docked system, where the stations have built in locking technology that can only be used by the bikeshare fleet and have a much higher cost per station (see Figure 18), a density of one station every 0.5 miles may be more appropriate and would require approximately 30 stations and between 425 and 500 docks. This would result in a ratio of just over 8 bikes per station.

TABLE 13: BIKESHARE SERVICE AREA, FLEET SIZE, AND PARKING INFORMATION FOR SYSTEMS IN OREGON

Program	City Population	Service Area	Vehicle Type	Fleet Size	Parking	Bikes per sq.mi.
Biketown (Portland, OR)	635,000	~45 sq.mi.	E-bikes	2,400	230 stations (does not include public bike racks)	53.3
Veo (Bend, OR)	105,000	~35 sq.mi. (citywide)	E-bikes	300	N/A (free-floating)	8.6
Peace Health Rides (Eugene, OR)	180,000	~15 sq.mi.	Pedal bikes	450	148 hubs (including public bike racks)	30.0
Average						**30.6**
Salem Pilot Program	**180,000**	**12 sq.mi.**	**E-bikes and pedal bikes**	**250**	**50 hubs**	

Operations

The operator must operate the shared micromobility system in accordance with all applicable federal, state, and local laws and regulations. An operating permit or service level agreement will outline the expectations and requirements for operating the program and could include the following characteristics.

Service Hours

The operator must operate 24 hours a day, 7 days a week. Interruptions in service may only be permitted with approval from Cherriots. Service can be suspended for up to 72 hours at the operator's discretion in response to adverse weather conditions or other qualifying emergencies.

Parking and Deployment

Cherriots seeks innovative approaches to parking but has heard from stakeholders and public engagement that operators need to ensure orderly parking to minimize the impact on sidewalks, private property, and the public realm. If operators do not propose to operate a fully docked bikeshare system, they are encouraged to propose additional solutions to ensure bikes are distributed equitably and parked in an orderly fashion. This could include requirements for:

- **Deployment and Rebalancing**: bikes shall only be deployed in designated parking areas, and the operator must not allow users to end a trip outside of a designated parking area or otherwise may charge a fee to recover bikes parked outside the service area. Cherriots and partner cities shall approve all parking areas. The operator shall actively monitor the service area and collect bikes for regular redistribution to ensure availability across the service area. Bikes shall only be rebalanced to designated parking areas.
- **Parking behavior:** parked vehicles must remain in an upright position within designated parking areas and must not obstruct the path of travel of other road users or pedestrians. The operator must ensure that parked vehicles are not blocking sidewalks, pathways, traffic lanes, doorways, driveways, curb ramps, bus stops, cross walks, multi-use paths, and bike lanes. The operator shall actively monitor the service area to correct any improperly or haphazardly parked bikes within the timelines specified in the service agreement.
- **Physical parking infrastructure:** the program will operate with dedicated physical parking infrastructure that could include docking stations, parking hubs, bike corrals, or other physical fixtures to support orderly parking and distribution across the service area. Partner agencies can support the program with in-kind services such as permitting stations and parking areas and if the program is to operate with bike corrals or parking areas, Cherriots and the partner jurisdictions could help to fund and install this infrastructure.
- **Parking and speed management:** the operator should be capable of implementing additional parking management strategies, which may include education strategies through their website and app, applying incentives and/or penalties, and geofencing designated parking areas, slow zones, service boundaries, or other areas. The operator is responsible for marking these areas appropriately in their app within one week of notice and ensuring users are informed on how to operate in these areas.

Maintenance

The bike fleet must meet all necessary local, state, and federal requirements and include necessary safety features including UL certification for e-bike and e-charging equipment. The operator will be responsible for regular maintenance of the fleet to ensure it is in safe working order. The operator should provide a way for users to report defects with a bike (e.g., flat tire, broken light or reflector, etc.).

Response to Complaints

The operator should have a method for receiving, tracking, and addressing complaints and service issues. If Cherriots or City/County staff identify or receive a nuisance complaint, these will be forwarded to the operator, who must address the issue in a timely manner. An example of this may be regulatory language requiring the operator to "relocate or rebalance vehicles creating an obstruction within two (2) hours of receiving notice of the complaint between the hours of 8am-8pm, and within eight (8) hours between the hours of 8pm-8am". If the City/County determines the vehicle is a public safety concern or is impeding the public right of way, the City/County may remove it immediately. The cost of removal and impoundment could be charged back to the operator or deducted from an up-front bond payment held in reserve.

Special Events or Emergencies

Upon the direction of Cherriots or City/County staff, the operator must collect and secure all, or a portion of, the fleet to a location outside of the public right-of-way in response to a weather event, emergency event, construction, parade, festivals, public gatherings, or other situations affecting the normal operation of the right-of-way. The location must not impede Cherriots' or a Partner Jurisdiction's access and response to the situation for the duration of the event.

Marketing and Engagement

The operator must provide a plan for how marketing, public engagement, and ridership promotion will be addressed. Cherriots and the partner jurisdictions can provide in-kind support by promoting the program through their media channels and incorporating it into public engagement, traffic safety, and other promotions.

Data Sharing and Reporting

The operator must comply with the following data sharing requirements:

- Publish real-time information about their systems and device availability to the public through the General Bikeshare Feed Specification (GBFS). This would allow Cherriots to integrate bike availability into its Trip Planner (available on Cherriots.org) and/or the Umo (electronic fare) app.
- Supply Cherriots with raw consumable trip data and status change data conforming to the Mobility Data Specification (MDS), and/or provide monthly summary reports on usage and other metrics as defined by Cherriots. Reports should include the following Key Performance Indicators (KPI) at a minimum:
  - Total number of vehicles.
  - Usage (total trips, per time frame, per location, per vehicle).
  - Trip origins and destinations by census block or block group.
  - Complaints and response times.
  - Vehicle maintenance reports.

- Reported collisions.
- Comply with all applicable federal, state, and local laws and regulations regarding privacy protection of all personally identifiable information of users of its service.
- Data as listed above (at a minimum) shall be available for the duration of the program.
- Provide annual report on equity impacts of the program, including metrics on low-income users and outreach and engagement efforts.
- Distribute an annual customer survey and provide results to Cherriots.

Funding and Revenues

Program Cost

Table 14 includes examples of annual operating costs for bikeshare programs that are a similar size and funded by public agencies. Costs vary between locations as well as based on any additional services provided by the operator. For example, some non-profit operators provide additional bike advocacy, parking, and other services.

TABLE 14: EXAMPLE BIKESHARE PROGRAM OPERATIONAL COSTS

Program	Ownership	Fleet Size	Annual Operating Cost*	Annual Operating Cost per Bike*
Ride New Haven: Bikeshare program in New Haven, CT.	Bikes are owned by the public agency and operated by Drop Mobility.	100 pedal bikes plus 100 e-bikes 31 stations	$184,000 (2024)	$920
Valley Bike Share: Regional bikeshare program operating in eight communities in Massachusetts.	Bikes are owned and operated by Drop Mobility	350 e-bikes 25 stations	$600,000 (2024, includes one-time start-up fee of $150,000)	$1,714
Bike Share ICT: Bikeshare program in Wichita, KS.	Bikes are owned and operated by Tandem Mobility.	200 pedal bikes 40 stations	$360,000 (2020)	$1,800
Humboldt Bike Share: Bikeshare program in Arcata, CA.	Bikes are owned and operated by Tandem Mobility.	40 pedal bikes 8 stations	$72,000 (2023)	$1,800
Long Beach Bike Share: Bikeshare program in Long Beach, CA.	Bikes are owned by the public agency and operated by Pedal Movement.	800 pedal bikes 100 stations	$1.7 million (2023)	$2,215
PeaceHealth Bikeshare: Bikeshare program in Eugene and Springfield	Bikes are owned by the public agency and operated by Cascadia Mobility	450 pedal bikes 148 parking hubs 400 e-scooters	$1.07 million (2023)^	$2,377^

** Operating costs depend on system size, responsibilities, service levels, and any additional operating services (e.g., bike valet, etc.).*

^ Based on 2023 Form 990. In addition to the bikeshare program, Cascadia Mobility operated a 400 e-scootershare program for 9-months, provided bike valet services, and conducted bike events.

Based on an approximate cost of $1,800 per bike per year for a turn-key operating model where an operator provides the bikes and operates the program, a 250 bike system would cost in the order of $450,000 per year to operate.

Funding

Funding for the program would come from some combination of user revenues; sponsorship of stations, bikes, and digital assets; funding or support brought by a private operator; and an operating subsidy provided by Cherriots. Revenues would be managed by Cherriots with the possibility of a revenue-sharing agreement with the private operator.

Operating Subsidy

Cherriots is prepared to provide an operating subsidy to help close gaps in program costs and keep user pricing affordable. Operators interested in this subsidy should provide proposed operational costs on a per-bike, per-year basis. Operators can choose not to use the subsidy, but will be required to meet defined service levels, deploy an affordable user pricing schedule, and provide an equitable access plan for Cherriots' review.

Sponsorship

A cost-sharing agreement will be provided for operators to take on the responsibility of securing sponsorships or advertising. The Cherriots brand would be incorporated into the bikes and other equipment as a primary funder. Cherriots and participating jurisdictions will allow sponsors to place appropriate branding on vehicles, parking/docking stations, and the mobile app. The use of advertising is subject to the local regulations and approval of the partner jurisdictions.

User Pricing and Equitable Access

The operator is required to establish a user pricing schedule that is equitable, affordable, and aligned with the goals of the regional shared micromobility program. Cherriots' operational subsidy is intended to offset program costs and ensure that user pricing is lower and more affordable than it would be without this subsidy. The user pricing schedule should:

- Promote affordability and broad access to the system, including discounts for low-income riders and access for those without credit cards or smartphones.
- Provide clear, transparent rates for pay-as-you-go trips and membership options.

TABLE 15: USER PRICING SCHEDULES FOR BIKESHARE SYSTEMS IN OREGON

Program	Single Ride	Membership Rides
Biketown (Portland, OR) – Lyft	$1 to unlock, $0.35/min	$99/year, includes unlimited free unlocks and $0.15/min rides
Bend Bike Share (Bend, OR) – Veo	$1 to unlock, $0.39/min	None
Peace Health Rides (Eugene, OR) – Cascadia Mobility	$1.50 to unlock, $0.19/min (University of Oregon students, faculty, and staff are eligible for a discounted rate of $0.10/min and $1 unlock fees)	$15/month, includes unlimited free unlocks and 60 minutes of ride time per day. Additional time is $0.19/min.

Revenue Share Opportunities

The operator must provide transparent reporting of all revenue sources, including user fees, sponsorships, and other system-generated revenue. Cherriots reserves the right to negotiate revenue-sharing provisions as part of the contract. Potential models include gross or net revenue share, threshold-based approaches, or other structures that balance financial sustainability for the operator with reinvestment into the program.

Revenue sharing arrangements may be tied to performance metrics such as ridership growth, equity outcomes, or revenue thresholds, and will be determined during contract negotiations.

CHAPTER

5

Regulatory Landscape and Updates

This chapter provides an overview of current state and local regulations related to personal and shared micromobility that impact a regional shared micromobility program.

State Regulations

Oregon classifies e-bikes as bicycles,[22] meaning e-bikes have all the privileges and restrictions of a pedal bike. E-bikes are classified into three categories based on degree of assistance and the maximum operating speed:

- **Class 1** are pedal-assist bikes that provide motor assistance up to speeds of 20 mph; the motor *cannot* exclusively power the e-bike.
- **Class 2** are throttle-assist bikes that provide motor assistance up to speeds of 20 mph; the motor *can* exclusively power the e-bike.
- **Class 3** are pedal-assist bikes with a maximum operating speed of 28 mph and must be equipped with a speedometer.

Table 16 provides an overview of where pedal bikes and e-bikes can operate according to state law. There are no statewide regulations for shared micromobility.

TABLE 16: STATE REGULATIONS FOR WHERE PEDAL BIKES AND E-BIKES CAN OPERATE[23,24]

Facility Type	Pedal Bike Regulations	E-Bike Regulations (all classes)
On-street bike lanes & protected cycle tracks	Allowed	Same as pedal bikes
Multi-use paths, sidepaths, and off-street bike trails	Allowed unless prohibited by local ordinances	Same as pedal bikes
Sidewalks	Allowed unless prohibited by local ordinances	Not allowed
Regular streets & traffic lanes	Allowed, unless designated bike facility is present; must follow roadway rules.	Same as pedal bikes
Freeways & urban expressways	Not allowed if a "Bicycles Prohibited" sign is posted by the Oregon Department of Transportation and/or local authorities.	Same as pedal bikes

Local Regulations

Local jurisdictions within the Salem-Keizer region vary in how they regulate different types of micromobility vehicles. Table 17 summarizes whether each jurisdiction's municipal code includes specific regulations for pedal bicycles, e-bikes, and e-scooters.

TABLE 17: MUNICIPAL / COUNTY CODE LANGUAGE RELATED TO MICROMOBILITY VEHICLES

Jurisdiction	Pedal Bicycles	E-Bikes	E-Scooters
City of Salem	Yes	No	No
City of Keizer	Yes (parking requirements only, as related to development)	No	No
Marion County	Yes (parking requirements only, as related to development)	No	No

22 Oregon Revised Statutes, § 814.405. https://oregon.public.law/statutes/ors_814.405
23 Oregon Revised Statutes, § 814.400-430. https://oregon.public.law/statutes/ors_chapter_814
24 Oregon Revised Statutes, § 814.510-536. https://oregon.public.law/statutes/ors_chapter_814

Salem is the only local jurisdiction with specific regulations related to micromobility operations: riding a bicycle on the sidewalk is banned "within that area bounded by and including Front Street on the west, save and except the bridges, Cottage Street on the east, Union Street on the north, and Trade Street on the south; bicycles cannot be parked on the sidewalk except at a bike rack (if no rack is available, bicycles cannot be parked blocking roads, sidewalks, driveways, or entrances).

Marion County and the cities of Salem and Keizer do not currently have regulations specific to shared micromobility. As a result, there is no clear administrative framework to define shared micromobility systems, set operational standards, or manage compliance. As part of participating in the TAC, Cherriots can support adoption of a coordinated regulatory approach. As part of that coordinated approach, each partner jurisdiction could adopt language limiting the number of shared micromobility operators within the UGB**.** Having a single operator can help prevent market fragmentation, overlapping systems, conflicting operational standards, and aligns the region around a unified shared micromobility system.

The following examples from Bend and Eugene illustrate how cities are defining shared micromobility, setting operational requirements for service providers, and creating administrative processes to oversee compliance and address public concerns. These approaches, detailed in Table 18, can be used as a reference for Salem, Keizer, and Marion County to consider potential amendments that better enable and regulate shared micromobility services effectively.

TABLE 18: SHARED MICROMOBILITY CODE AMENDMENTS IN BEND AND EUGENE

Jurisdiction	Amendments
Bend amended their municipal code to include a section on shared micromobility businesses and establish a permit program for shared micromobility operators	Section 7.60.005: Provides definitions for key terms like "micromobility device" and "mobility hub" Section 7.6.010: Details the requirements for a shared micromobility operator to provide service within city limits. This section includes requirements for operator selection, business license term, specific operating criteria, fleet size, insurance requirements, and fees.
Eugene also amended their municipal code to address shared micromobility devices.	Section 3.570: Establishes a requirement for any shared micromobility operator to obtain a valid license from the city Section 3.572: Allows the city manager to adopt administrative rules and impose fees related to shared micromobility, including the form and content of license applications, insurance/safety/operating requirements, company audits, location restrictions, number of licensees, fleet size, and license terms. Section 3.574: Allows any person to appeal actions taken pursuant to Sections 3.570 and 3.572.

CHAPTER

6

Implementation Strategy

This implementation strategy provides a roadmap for launching and scaling the Salem Shared Micromobility Program under a public-private partnership in which Cherriots administers the program and provides an operating subsidy, while a third-party operator owns and operates the system. The strategy identifies the short-term actions, milestones, and responsibilities necessary to move from planning to successful launch, as well as long-term considerations for program expansion.

The shared micromobility program would be implemented through a defined governance structure and a phased rollout approach. Clear roles and responsibilities across Cherriots, partner jurisdictions, the operator, and a technical advisory committee support coordinated delivery, operational accountability, and performance oversight. A three-phase implementation strategy allows the program to scale over time based on pilot outcomes, funding availability, and community needs. Table 19 provides an overview of key roles and responsibilities for implementation, and Table 20 details the three-phase implementation process.

TABLE 19 ROLES AND RESPONSIBILITIES

Role	Primary Responsibilities
Cherriots	Program administration, contract management, KPI monitoring, financial oversight, stakeholder coordination.
Partner Jurisdictions	Siting approvals, permitting, local outreach, regulatory updates, infrastructure coordination.
Operator	Day-to-day operations, fleet maintenance, data sharing, marketing, coordination with Cherriots, and user engagement.
Technical Advisory Committee	Provide strategic recommendations, review performance metrics, and advise on program expansion.

TABLE 20: IMPLEMENTATION PHASING

Phase	Timeframe	Purpose	Key Outputs
Phase 1: Pilot Launch	0–24 months	Establish proof of concept and public familiarity.	Pilot fleet deployment (~250 bikes), 50 parking hubs, operator contract, evaluation framework.
Phase 2: Expansion and Optimization	Years 3–4	Expand fleet and/or service area based on pilot performance.	Contiguous network growth, performance review, integration with new bikeway infrastructure.
Phase 3: Maturity and Innovation	Years 5+	Program refinement and regional expansion.	Technology updates, potential satellite expansion (e.g., Keizer, Chemeketa College), long-term funding stabilization.

Short-Term (Pilot) Implementation Plan

Table 21 outlines key milestones required to bring the Salem Shared Micromobility pilot from concept to launch and describes the shared responsibilities between Cherriots, the selected operator, and partner jurisdictions.

TABLE 21: SHORT-TERM MILESTONES

Milestone	Description	Responsible Parties
Partner Jurisdiction Decision Maker Briefings	Present the shared micromobility program plan to regional partners to obtain consensus and formal acknowledgment that this initiative will serve as the coordinated program for the region, ensuring alignment and preventing the development of separate or competing efforts.	Cherriots + Salem + other partner jurisdictions
Develop intergovernmental agreements (IGAs)	Cherriots and partner jurisdictions sign an IGA that outlines the various partners' roles in the project.	Cherriots + Salem + other partner jurisdictions
RFI for estimated costs	Prepare and send out a request for information to potential operators for a 250 bike system with 50 hubs/stations.	Cherriots
Secure Funding	Receive approval from Cherriots Board to provide an operating subsidy for at least the first two years of operation	Cherriots
Procurement	Prepare, send out, and evaluate an RFP for an operator	Cherriots
Finalize Operator Contract	Execute an agreement with the selected third-party operator defining roles, service levels, reporting, equity, and branding.	Cherriots + Operator
Program Branding and Marketing	Develop program name, logo, website, and outreach materials to build awareness.	Operator + Cherriots
Station Siting and Permitting	Identify and secure 50 hub locations within the 12 sq. mi pilot service area; coordinate permitting with City of Salem.	Operator + Salem + Cherriots
Fleet Procurement and Setup	Deliver and setup ~250 bikes (≥ 50 % e-bikes), install station hardware, setup operating systems, QA testing.	Operator
Launch Operations	Public launch event, community outreach, promotional campaigns.	Cherriots + Salem + Operator
Monitoring and Evaluation	Begin monthly KPI tracking and quarterly progress reporting.	Cherriots
Pilot Evaluation and Adjustment	Review performance; refine pricing, operations, equity programs, and service coverage.	Cherriots + Operator

Long-Term Expansion Planning

As the program matures, system growth should follow a structured, data-driven approach that reinforces connectivity, supports equity, and aligns with ongoing transportation investments. The expansion framework below outlines the path forward for contiguous network growth and consideration of potential satellite service areas.

Expansion Strategies

Contiguous Expansion: Contiguous expansion supports operational efficiency, strong ridership growth, and community familiarity by building on existing system infrastructure and brand recognition. Extending service to nearby neighborhoods allows the program to achieve economies of scale while maintaining high bike availability and predictable service quality.
An expansion model similar to Portland's Biketown could be supported where the service area is incrementally expanded upon review of current performance, interest from contiguous local neighborhoods, and upon build-out of sufficient bikeshare parking locations that can support organized parking in these areas.

Satellite Expansion: Satellite expansion would allow Cherriots to extend shared micromobility benefits to distinct population centers, equity priority areas, or major trip generators that are not contiguous to the core service area. The risk for this model is that it can result in multiple small systems that do not get the network benefits of system expansion. See Chapter 4 for potential satellite service areas.

The WE-Cycle system in Colorado's Roaring Fork Valley is an example of a successful satellite system model (see Figure 20). This system works because there is a large commuter and travel demand from bedroom communities such as Basalt and Carbondale travelling into larger employment centers such as Aspen and Glenwood Springs. These communities are connected by very high frequency (at least 15-minute headways) and high-speed BRT service that make bicycling at either end of the journey attractive compared to the cost of owning, operating, and parking a private vehicle These communities also have short, local travel demands that have strengthened the case and the success of bikeshare in these communities.

FIGURE 20. SCREENSHOT OF WE-CYCLE STATIONS IN THE COMMUNITIES OF EL JEBEL, BASALT, AND WILLITS.

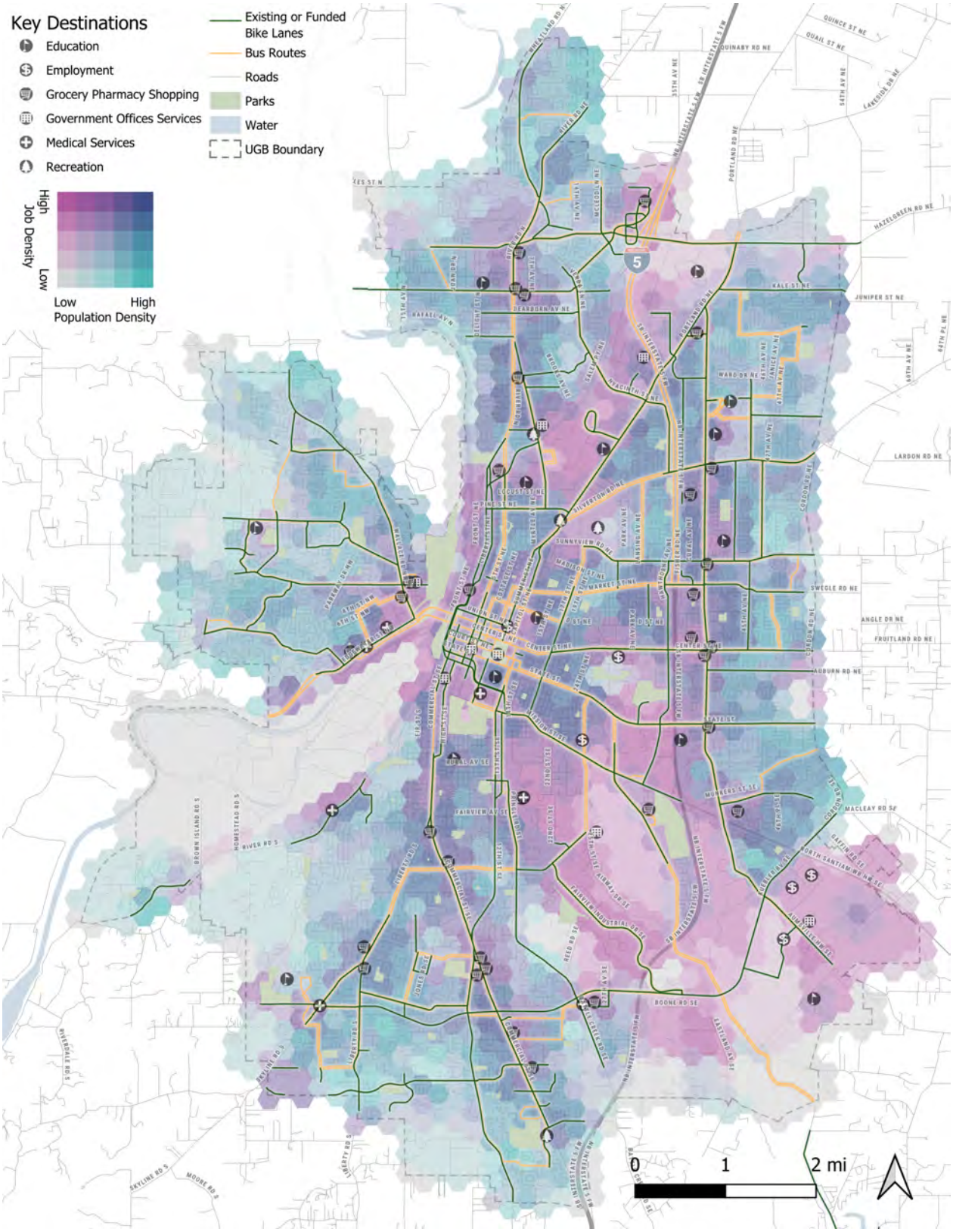
Evaluating Expansion Opportunities

When evaluating whether to expand, Cherriots should consider:

- **Performance-based metrics**: Use ridership, operational, and survey data from the pilot phase to guide future adjustments and growth. Expansion decisions may not follow a rigid schedule and should be based on observed system performance and community response. The first level of system adjustments should focus on station optimization—rebalancing, consolidating, or expanding stations based on usage patterns, rebalancing efficiency, and full/empty events at both the station and system levels. Cherriots and the operator should also evaluate service area or fleet expansion by reviewing key indicators such as ridership density, station utilization rates, and user feedback.
- **Operations:** A contiguous service area minimizes travel distances for maintenance and rebalancing operations. Satellite expansion may require the operator to travel longer distances increasing their service hours (and costs) or to establish separate rebalancing teams and mobile operations to manage distinct service areas.
- **Funding sustainability**: long-term funding sources are needed to provide a solid base for the program. Expansion will increase costs and new funding will need to be found. This could include requesting additional funding from existing sources or exploring opportunities for additional funding from existing or expansion partners, grants, sponsorship, cost-sharing, institutional or other partnerships, or in-kind support.
- **Active transportation infrastructure implementation:** Expansion should consider and follow investments in high-quality bike infrastructure. Expansion planning should consider bikeway and safety projects identified in local and regional plans and capital works programs. For example, the 2023 Transportation System Plan (TSP) includes several proposed bike lanes, shared use paths, and potential enhanced bikeways that could support expansion along these corridors.

See Figure 21 for a sample spatial analysis that could be used to support future expansion decisions. Analysis factors include key destinations, existing or funded bike lanes, transit routes, and population and job density.

FIGURE 21: ANALYSIS OF DENSITIES, DESTINATIONS, AND TRANSIT AND ACTIVE TRANSPORTATION:



Key Performance Indicators (KPIs)

KPIs provide a framework for assessing program performance, financial sustainability, equity outcomes, and user satisfaction. Regular monitoring will support adaptive management, enabling timely adjustments to operations, pricing, and outreach strategies based on real-world data. Table 22 includes potential KPIs and data sources for the program, which can be reviewed with the Technical Advisory Committee and future operator. Examples of KPIs tracked by Cascadia Mobility in their 2024 Program Report for the PeaceHealth Rides bikeshare system in Eugene are included in Figure 22 and Figure 23 for comparison.

TABLE 22: KPIs

Category	Potential KPIs	Data source
Ridership and Utilization	Total trips, average trips per bike per day, average trip distance and duration, geographic coverage.	Operator (MDS feed)
Equity and Access	% of low-income users, % of service area in Equity Zones, use of discount pricing, non-smartphone, or cash payment programs.	Operator (manual reports)
System Operations	Fleet availability rate, maintenance turnaround time, rebalancing efficiency, complaint response time, safety performance.	Operator (MDS and manual reports)
Financial Performance	Revenue per trip, operating cost per trip, sponsorship revenue secured.	Operator (manual reports)
Sustainability	% of trips replacing vehicle trips, estimated VMT, CO2, and GHG reduction.	Operator (user surveys)
User Satisfaction	Customer survey rating, complaint volume and resolution rate.	Operator (user surveys and customer service logs)

FIGURE 22: RIDERSHIP KPIS FROM CASCADIA MOBILITY

FIGURE 23: OPERATIONAL KPIS FROM CASCADIA MOBILITY

An example of a KPI reporting template is included with sample data in Table 23 below.

TABLE 23: EXAMPLE KPI TEMPLATE

Category	KPI	Target/ Benchmark	Reporting Frequency	Data Source	Performance Summary	Notes/Corrective Actions
Utilization	Trips per bike per day	>1	Monthly	Operator	1.3	Above target

Engagement Plan

Authentic engagement will build familiarity and a sense of ownership in the program, identify service issues that need to be addressed, inform expansion, and support ongoing collaboration with community organizations, local institutions, and users. Table 24 provides an overview of engagement and activities for each phase of implementation.

TABLE 24: ENGAGEMENT OBJECTIVES AND ACTIVITIES

Implementation Phase	Engagement Objectives	Engagement Activities
Pre-Launch	Build early awareness of the program and its benefits for mobility, affordability, and sustainability. Engage residents, employers, and local organizations in the planning and siting process. Prepare the public for the pilot's rollout through education and visible outreach.	**Stakeholder Roundtables:** Convene meetings with neighborhood associations, Willamette University, Chemeketa Community College, major employers, advocacy groups, and downtown business associations to refine station siting and outreach priorities. **Community Mapping Workshops:** Host interactive events—virtual or in-person—to gather input on preferred station locations, access barriers, and community priorities. **Brand Reveal and Messaging Campaign:** Introduce the program's name, logo, and branding through social media teasers, local media coverage, and community partner newsletters. **Operator and Safety Training Coordination:** Coordinate with the operator to train ambassadors and outreach staff, ensuring consistent messaging about safe riding, parking, and program benefits. **Press and Partner Toolkit:** Provide partner organizations with a shared communications toolkit (logos, talking points, social media content) to amplify awareness.

Launch-Phase	Introduce the system to the public and demonstrate ease of use. Encourage early adoption and safe riding practices. Promote integration with Cherriots' transit services. Promote benefits, discount fare, and other programs to equity populations.	**Public launch event**: Host a public launch event featuring free trial rides, helmet giveaways, and rider safety clinics. **Demo events**: Conduct community demonstrations and "learn-to-ride" events prior to and during the launch, hosted in collaboration with Willamette University, Chemeketa Community College, downtown business associations, and major employers. Partner with local bike advocacy groups and neighborhood associations. **Marketing Integration:** Coordinate with Cherriots' marketing team to integrate micromobility information into existing travel-behavior and transit-education campaigns. **Equity outreach:** Partner with community-based organizations for equity outreach and low-income program enrollment.
Ongoing Engagement	Maintain community engagement and system visibility. Encourage recurring use and safe behavior. Gather feedback for continuous improvement.	**Pop-ups:** Maintain quarterly pop-up events at high-traffic community hubs, farmers markets, and transit centers to engage riders and collect feedback. **Equity outreach**: Work with community-based organizations, affordable housing providers, and social service agencies to promote reduced-fare programs, cash payment options, and non-smartphone access. Establish partnerships with organizations serving historically disadvantaged communities to co-design outreach activities and identify barriers to participation **Continued marketing integration:** Integrate micromobility messages into seasonal campaigns (e.g., "Ride to Transit Week" or "Car-Free Summer"). Use Cherriots' communication channels—including the Umo app, social media, and rider newsletters—to promote safe riding behavior, trip-planning features, and membership options.
Annual Feedback and Evaluation	Maintain transparency and responsiveness. Use data and community input to guide program evolution.	**Surveys**: Partner with the operator and/or local jurisdictions to conduct annual user surveys to measure satisfaction, identify improvements, and monitor progress toward equity and sustainability goals. **Technical Advisory Committee (TAC) evaluation:** Convene the TAC to review performance data and guide future program phases. **Dashboard**: Publish an annual Program Performance Dashboard summarizing ridership trends, equity outcomes, and community feedback to maintain transparency and accountability.

Appendices

APPENDIX A: PLANS AND POLICY REVIEW

APPENDIX B: SURVEY ANALYSIS

APPENDIX C: OPERATIONAL AND FINANCIAL MODEL ANALYSIS

Appendix A: Plan and Policy Review

Plans and Policy Review

The project team reviewed the following local plans, policies, and regulations to analyze existing policy impacts on a shared micromobility program within the Salem Urban Growth Boundary.

- **2024 Strategic Plan**
- **2024 Community Value Report**
- **2024 Needs Assessment**
- **2024 Rider Survey**
- **2024 LIFT Report**
- **2024 Customer Satisfaction Report**
- **2022 Long Range Transit Plan**

Strategic Plan (2025)

The Strategic Plan includes overarching SAMTD organizational information, such as its Board of Directors, leadership, vision and mission, and Cherriots values. The Plan also includes its 2025 success outcomes and strategies to make progress while addressing evolving needs of the Cherriots service. The plan goes into depth on organizational workplace tactics (such tactics for the Communications Division, Finance Division, Human Resources Division, the Operations Division, etc.), planning tactics, technology and infrastructure tactics, and strategies for implementation.

A micromobility feasibility study is identified as a strategy to enhance local Cherriots service. Shared micromobility could tie in with other tactics, such as:

- Increase access to major destinations by transit
- E-Fare strategic integration
- Brand advocacy program
- Develop a long-range financial plan

Community Value Report (2025)

This Community Value Report summarizes public outreach gathered in fall 2024 via random mailer and online feedback to understand public perceptions around Cherriots services. The report includes public feedback on general use of Cherriots, benchmark data comparing Cherriots to national survey results, and data on trends compared to the 2023 Community Value Report.

Results from the report provide insight on potential gaps that shared micromobility should fill, including the following takeaways:

- People want more routes to serve places they need to go (31 percent).
- People who previously used Cherriots said they stopped because there are no transit stops near their home (22 percent), or no bus routes are conveniently located (18 percent)
- Bus doesn't operate on days or at times I need it (11 percent).
- "Cherriots provides affordable transportation options" was one of the top 3 items people said Cherriots leadership should focus on in the next two years.
- Importance-Satisfaction Analysis found that "Cherriots reduces traffic congestion" was the only item identified as high importance but low satisfaction.

Needs Assessment Report (2024)
The Needs Assessment Report is a biannual report identifying the unmet needs of the Cherriots transit system. The report details current routes and route type, frequency, and performance. It also indicates on-time performance. Included in the report is ACS (2018-2022) demographics by Census block, including population and employment density, low-income, minority, youth, senior, no car households, disability, veteran status, and multifamily households.

The report notes development changes and new signalized intersections in the past two years, and anticipated development and planned signalized intersections. The report does not include past or planned active transportation changes, such as sidewalks or bike lanes.

Key insights potentially related to the role of shared micromobility and riders' service needs include the following:

- Increased route frequency on weekends.
- Increased span of service on weekdays, with preference towards earlier service times.
- Increased span of service on weekends, towards later times.

Rider Survey (2024)
This origin-destination transit report collected onboard intercept survey data to understand travel patterns and riders' decisions for future transit system decisions. The survey collected rider information on their trip origin, their destination, the number of previous and next transfers, and their fare category and type.

Key insights potentially related to the role of shared micromobility, and user experience include:

- 30 percent of respondents speak a language other than English at home (most indicated Spanish)
- Access to a vehicle is limited on weekdays (50 percent of respondents) and on weekends (56 percent)
- 70 percent indicated they do not have a valid drivers license
- Walking is the primary mode to access bus stops and to destinations
- One in five users paid a reduced fare, while 65 percent paid the full fare
- 56 percent of riders wanted an increase in weekend coverage, while 16 percent want the span of service to increase

Cherriots LIFT Survey Findings Report (2024)
Cherriots LIFT service is a paratransit service for eligible riders who need ADA support in their trips and require an origin-to-destination trip (i.e., are not able to use a regular Cherriots Local bus). The LIFT Survey Findings Report focuses on better understanding LIFT riders' satisfaction and traveler behavior. Through a mailer survey, the report gathered demographic information, customer transportation habits and service use, and perception of service. A majority of respondents were female (70 percent) with an income under $25,000 (56 percent).

The report found that LIFT riders are very satisfied with the service. An area for opportunity, as indicated through an Importance-Satisfaction Analysis, was "Vehicles arrive within scheduled pickup window." This could be a key insight as it relates to shared micromobility for LIFT users. Feedback and insight from users' experiences on LIFT could be both an opportunity and challenge for shared micromobility. As a challenge, shared micromobility requires adaptive shared micromobility vehicles. As an opportunity, it could provide another mobility option for paratransit users.

Customer Satisfaction Report (2024)
This Customer Satisfaction Report collected over 400 responses in fall 2024 from current Cherriots users regarding bus services.

Respondents indicated favorable views on Cherriots customer service. Many who had filed a concern or complaint indicated they were addressed promptly (93 percent) and that customer service representatives were helpful (94 percent). Respondents were also likely to recommend Cherriots' bus service.

Respondents indicated these areas as areas of opportunity for Cherriots to improve service, which could also yield insight to the role of shared micromobility:

- Buses running on time
- Buses are in clean condition
- Feeling safe and secure while waiting for the bus
- Buses operate at the times needed during the day
- Buses operate frequently

Long-Range Transit Plan (2022)
The Long-Range Transit Plan is a 20-year planning document that captures current and future transit needs. The plan includes the vision, mission, and values of Cherriots, a snapshot of rider profiles and travel behaviors, a look into short-, medium-, and long-term future services, and implementation strategies.

The plan includes a strategy to build Cherriots into a Mobility Integrator, including options such as flexible routes, micro-transit, and bike share as a first- and last-mile connector. There are other strategies that could work in tandem with shared micromobility as well, such as:

- Work with service providers to integrate new mobility options.
- Expand program activities to promote bicycle riding and provide training.
- Develop a bus stop typology to design, identify amenities and prioritize improvements for standard bus stops, superstop bus stops, transit mobility hubs, and transit centers.
- Look for opportunities to extend e-fare payment to new and existing services and explore new technologies that make fare payment easier for customers.
- Look for opportunities to use flexible mobility to provide first- and last-mile connections for riders who are traveling throughout the region.
- Work with service providers to integrate new mobility options into Cherriots e-fare payment and trip planning systems.

The report includes potential new service areas, including a matrix on types of services and growing neighborhoods, as well as bus stop types. Bike share is listed as a potential service type in nine out of these 10 new service neighborhoods.

Appendix B: Survey Analysis

TOOLE DESIGN

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SALEM SHARED MICROMOBILITY SURVEY MEMORANDUM

July 3, 2025

To: Kiki Dohman
Organization: Salem Area Mass Transit District (Cherriots)
From: Malia Schilling and Nicole Carrera, Toole Design
Project: Salem Shared Micromobility Study

Re: Salem Shared Micromobility Community Survey Results

This memo provides a comprehensive review of the results gathered through a survey conducted by Cherriots. Community members of the Salem and Keizer region in Oregon were asked to complete a survey to gauge perceptions, interests, and concerns in a potential shared micromobility program. A total of 339 responses were recorded between April and June, 2025. The survey was hosted online and promoted through social media and in-person events. The 15-question survey inquired about travel behaviors and preferences and interest in shared micromobility and pedicabs for the Salem-Keizer region in Oregon.

SURVEY DEMOGRAPHICS

A total of 339 people filled out the survey, with 234 complete responses, 70 partial responses, and 35 disqualified responses. Disqualified respondents did not live, work, or go to school within the project area. All demographic questions were optional, and respondents could also select “prefer not to answer.”

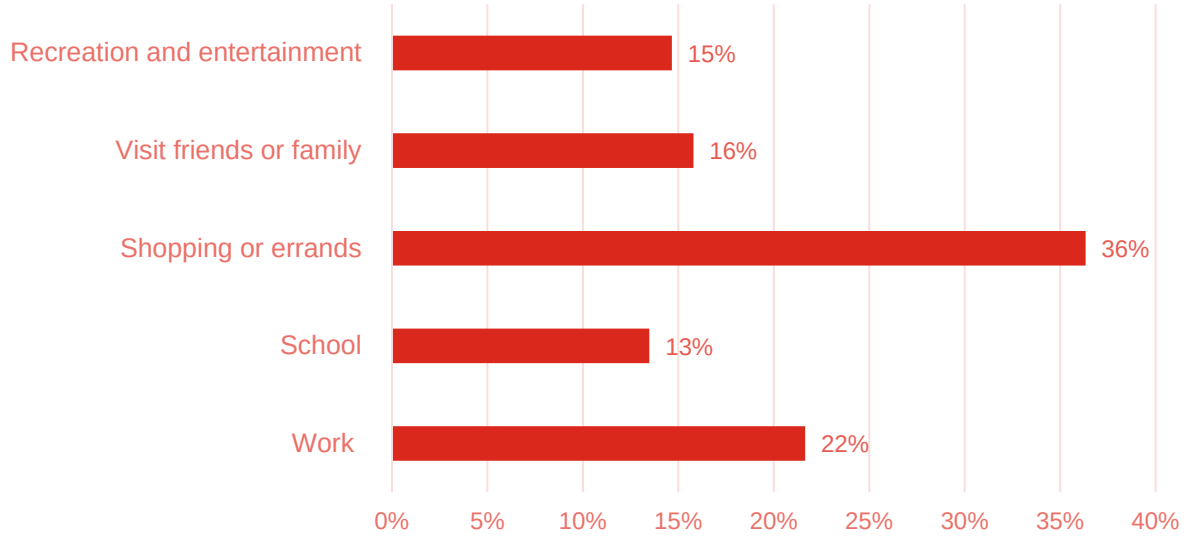
- **Relationship to Project Area:** 83% of respondents live, work, or go to school in Salem; 14% live, work, or go to school in Keizer; 13% of respondents live, work, or go to school in unincorporated Marion County (either Hayesville area or Four Corners area).
- **Gender**: 49% of respondents were female. (n=238)
- **Age**: 30% of respondents were aged 18-34, 26% were aged 35-44, 30% were aged 45-64, and 12% were 65 years or older. (n=237)
- **Ethnicity**: The majority (75%) of respondents were White. 12% were Hispanic/Latino and 11% were other ethnicities. (n=261)
- **Language**: 93% of respondents speak English very well, and 20% speak a language other than English at home.
- **Household Income**: 27% of respondents had household incomes under $25,000, 12% were between $25,000 and $50,000, 24% were between $75,000 and $100,000, and 25% had incomes above $100,000. (n=238)
- **Disability**: 20% of respondents indicated they have a mobility disability (n=278)

KEY TAKEAWAYS

Shared micromobility can fill key mobility gaps, especially for short trips and for residents without their own bike or scooter.

Nearly half of respondents (44%) lack access to a personal scooter or bicycle, underscoring the value of a shared fleet. Many routine trips are well within micromobility range: 36% of shopping or errand trips and 2% of work trips are less than three miles (see Figure 1). 40% of respondents take public transit at least weekly, highlighting the potential for bikeshare or scootershare to provide first-last-mile connectivity to transit.

Figure 1: Percent of Respondent Trips Under 3 Miles



The majority of respondents feel positively about a future shared micromobility program.

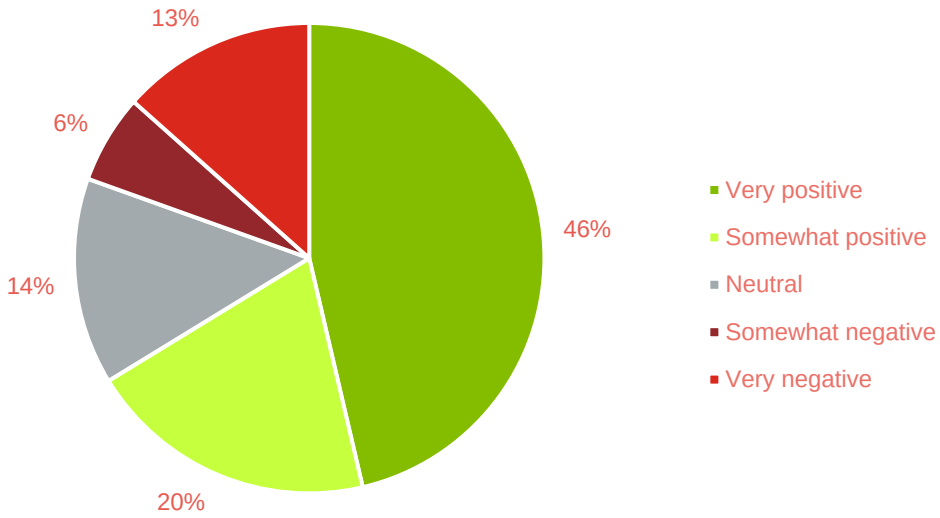
80% of respondents felt neutral to very positive about a potential shared micromobility program, and only 19% felt negatively (see Figure 2). 69% of respondents had not used any type of shared micromobility before.

While there is strong interest in a bikeshare and/or scootershare program, several community members shared their concerns. Some believe infrastructure issues and safety concerns should be addressed in combination with the shared micromobility program, while others believe funds should be dedicated to improving transit services or bike infrastructure before implementing a shared micromobility program.

Specific feedback shared by survey respondents included:

- *"Don't believe the cost of acquiring and maintenance outweighs the benefit of shared micromobility."*
- *"I do think it might be a good to first invest in the infrastructure and then add the e-bikes and scooters once the streets no longer resemble 12th St. and bike lanes don't suddenly end like on State St."*
- *"While I support a micromobility program in Salem, I don't think it is more valuable than continuing to expand regular bus service."*

Figure 2: Responses to "How do you feel about introducing a shared micromobility program in the Salem Keizer region, which would allow for short-term rentals of bikes, e-bikes, and/or scooters?"



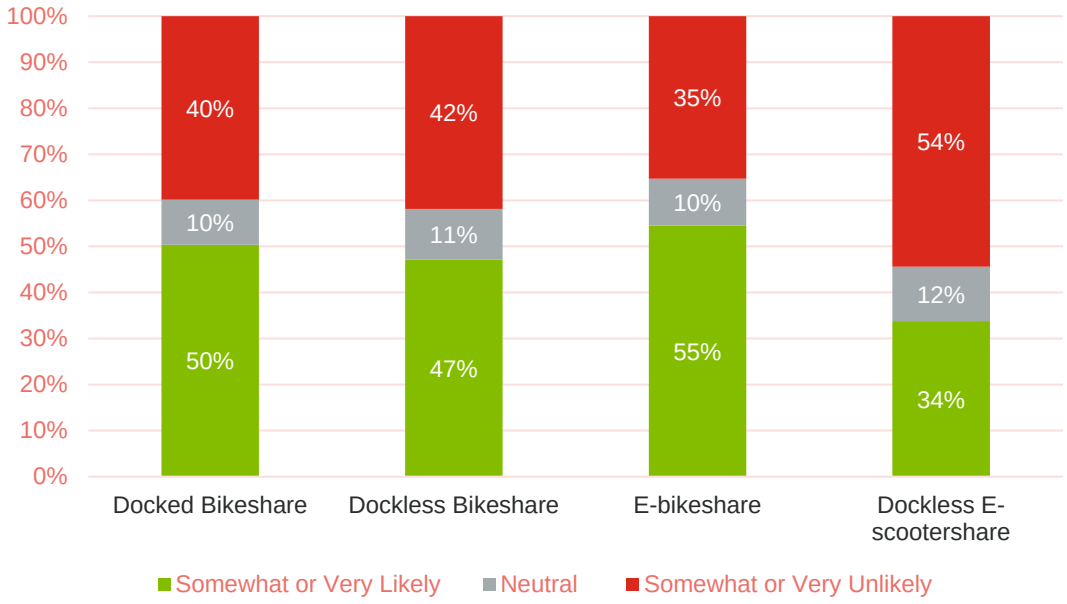
Docked bikeshare is the preferred system type and electric bikes are the preferred vehicle type.

When asked what type of shared micromobility system they are most likely to use, the top two responses were e-bikeshare (55%) and docked bikeshare (50%), while dockless scootershare was the least popular (see Figure 3). Several concerns regarding dockless scooter stations included reckless driving and sidewalk clutter from improper parking that become hazards for pedestrians, especially for community members that are disabled. Riding speeds is also a concern for electric vehicles, so enforcing speed limits on vehicles can be an option to encourage safe riding.

Specific feedback shared by survey respondents included:

- *"I am also concerned about any system which does not use fixed docking or return stations…the fact that many folks will block the sidewalk or other pedestrian pathway at the end of their ride is frustrating."*
- *"I am concerned about electric bicycles and scooters. I ride them regularly and think they would be very dangerous for anyone to use them because people [can be] reckless and crash. I think if you implement these, they should be restricted to low speeds like 10mph."*
- *"I'm concerned about people running around on scooters and bikes without helmets. I'm also concerned about inexperienced riders zipping around on the sidewalks (downtown) or trails (Minto) without regard for pedestrians. Currently, most laws related to riding bikes seem to go unenforced."*

Figure 3: Responses to "How likely are you to use the following shared micromobility options if they were available in the Salem-Keizer region?"



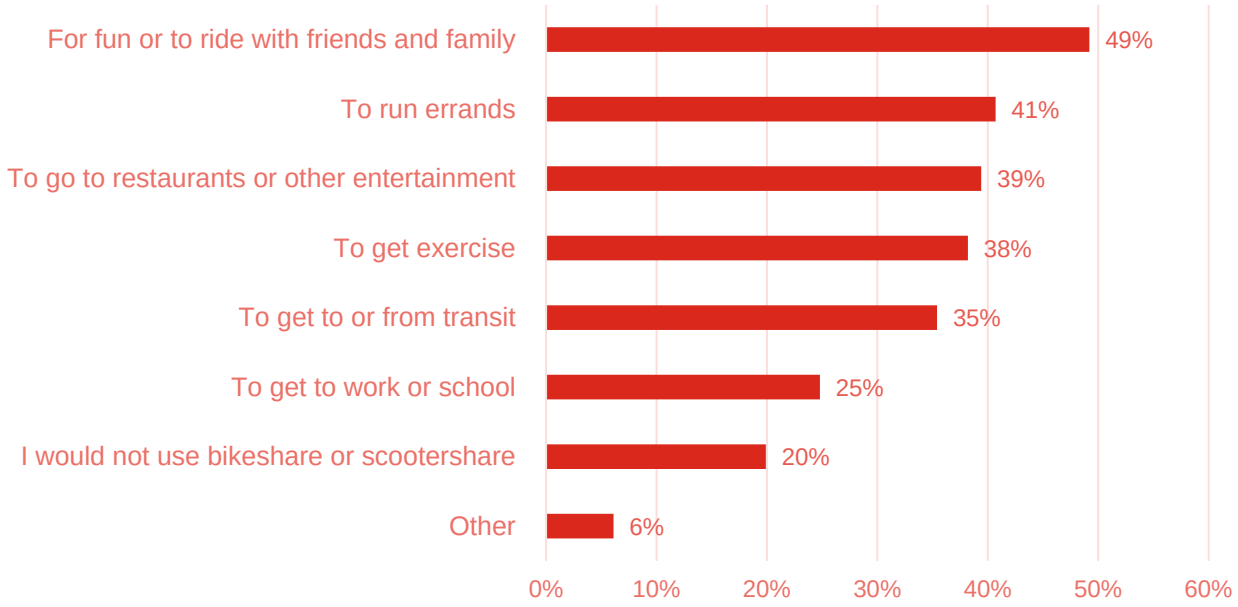
Shared micromobility can improve access to recreation, daily errands, and dining/entertainment.

The most popular potential trip types for shared micromobility included "for fun or to ride with friends and family" (49%)," to run errands" (41%), and "to go to restaurants or other entertainment" (39%). Other reasons survey respondents would use micromobility for included to get exercise (38.2%) and to get to or from transit (35.4%). While it seems that community members have interest in using shared micromobility for leisure, a shared micromobility program can also enhance access to transportation needs. 83% of respondents indicated that they typically walk to get to transit stops or stations.

Specific feedback shared by survey respondents included:

- *"Some locations I would like to visit, such as Minto, Park, are nowhere near a bus route."*
- *"While I walk great distances all the time it would be nice to have options, and the availability of a bike would be a great alternative!"*
- *"This is a great idea! I work 4 miles from home and have to walk home on Sundays and holidays because the bus stops too early. I would use this service!"*

Figure 4: Responses to "What types of trips would you take using bikeshare or scootershare if it was available in the Salem-Keizer region? (Select all that apply)"



Respondents are worried about theft, vandalism, and destruction of shared micromobility fleets.

Several respondents raised concerns regarding theft, vandalism, and destruction of shared bikes and scooters, and 22% stated that concerns about theft prevent them from riding a personal bike or scooter.

Some respondents note similar shared micromobility programs in nearby cities that were not successful due to issues of theft and destruction of bikes and scooters. Community members wanted to know how these issues would be prevented if a shared micromobility program is implemented.

Specific feedback examples shared by survey respondents include:

- *"Only concern is theft (specifically downtown) and how they would be left at a non-safe area where people can't have access to them when needed"*
- *"I'm really scared of people throwing bikeshare/scootershare vehicles into the Willamette River."*
- *"I think the likelihood of vandalism; destruction of the bikes/scooters is so high that the program will not be functional/reliable/cost-effective."*
- *"My fear is that it will be eliminated shortly after implementation as has happened in numerous other cities."*

Improved active transportation infrastructure, availability of bikes and/or scooters, and low-cost pricing would encourage use of shared micromobility.

The majority of survey respondents (59%) believe that safer bike facilities like protected bike lanes would encourage them to use shared micromobility – see Figure 5. Some respondents reported feeling unsafe using the current bike lanes located along main roads due to heavy vehicular volumes.

Easy availability of bikes or scooters nearby was a critical component of future program success, as 51% of respondents stated it would encourage them to use bikeshare or scootershare – see Figure 5.

Low-cost pricing would also encourage community members to use shared micromobility: 33% of respondents were concerned that rides would be too expensive. Discount programs could be beneficial and advance equitable use of shared micromobility.

The biggest barrier preventing respondents from using bikeshare and/or scootershare is having too many things to carry or to transport (41%) – see Figure 6. A survey respondent shared that "it would be helpful if some bikes had a luggage attachment for running errands."

Figure 5: Responses to "What would encourage you to use bikeshare or scootershare in the Salem-Keizer region? (Select all that apply)"

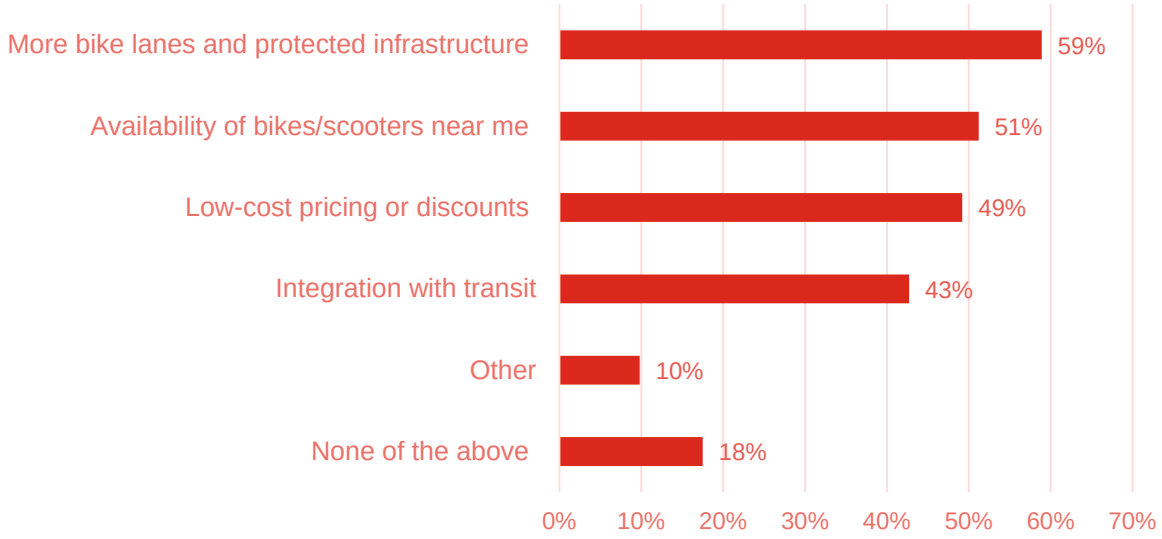
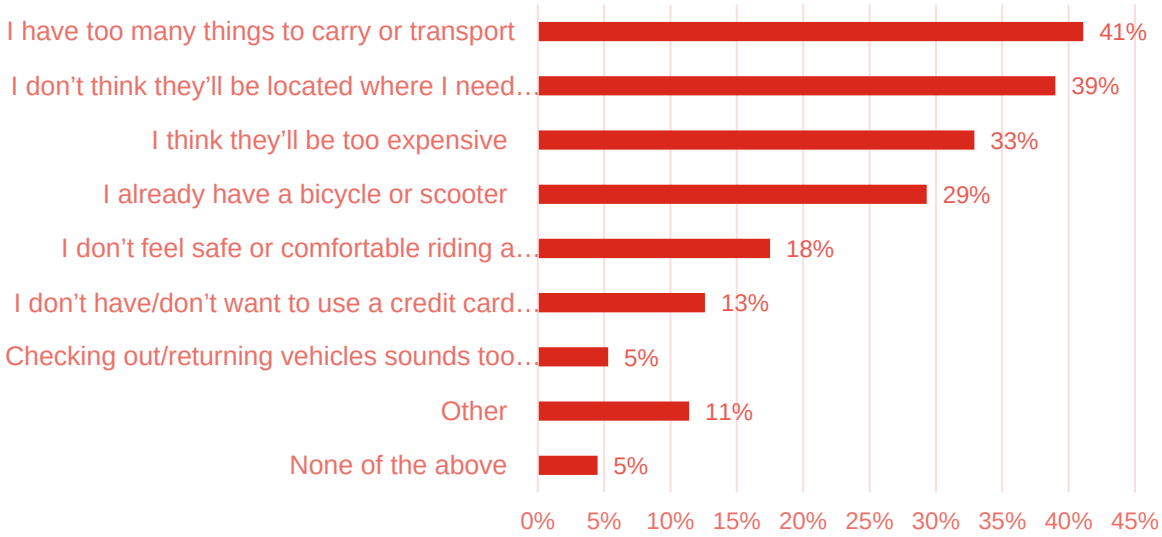


Figure 6: Responses to "What might prevent you from using bikeshare or scootershare if it were available in the Salem-Keizer region? (Select up to three reasons)"

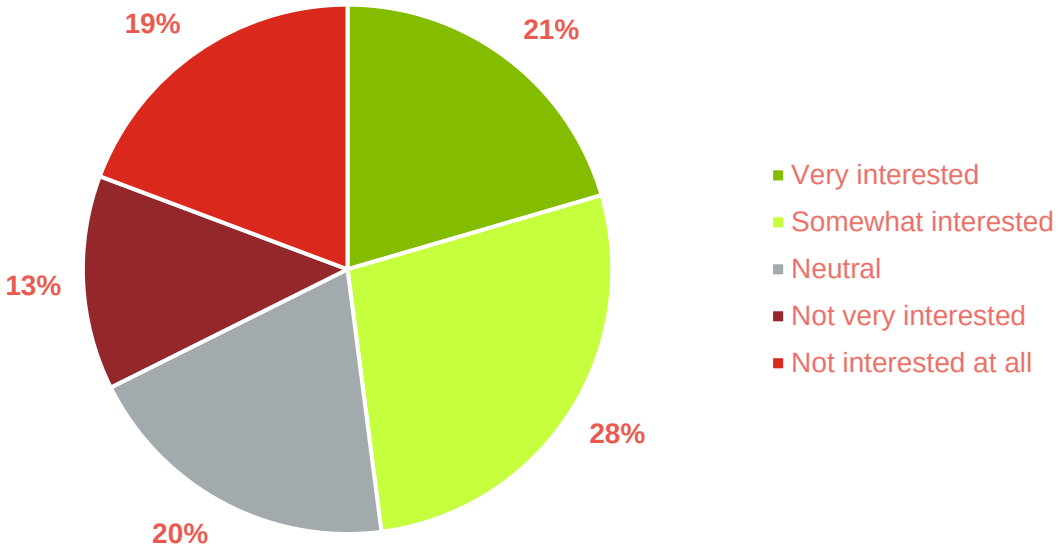


Pedicabs are a potential additional mode to complement existing transportation options.

69% of respondents felt neutral to very interested in seeing pedicab services in the region. One respondent indicated preference for three-wheel vehicle options, but not specifically pedicabs. Another stated: "I love the

concept of Pedicabs in theory, but in my experience in other cities the operators are predatory, aggressively trying to get riders onboard and then charging astronomical prices."

Figure 7: Responses to "Pedicabs (sometimes called rickshaws) are three-wheeled vehicles operated by a human driver, often with electric-assist, that provide short passenger trips in city centers, at special events, or for tourism. How interested would you be in seeing pedicab services in the Salem-Keizer region?"



Appendix C: Operational and Financial Analysis

TOOLE DESIGN

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MEMORANDUM

December 9, 2025

To: Kiki Dohman, Salem Area Mass Transit District
From: Malia Schilling and Adrian Witte, Toole Design
Project: Salem Shared Micromobility Feasibility Study

Re: Operational and Financial Model Analysis

This memo provides an overview of three potential scenarios for a future shared micromobility system in the Salem-Keizer region:

- **Low-resource scenario:** A privately owned and operated system with zero subsidy provided by Cherriots.
- **Medium-resource scenario:** A privately owned and operated system with an operational subsidy provided by Cherriots.
- **High-resource scenario:** A Cherriots-owned system with a third-party private operator.

This memorandum includes an analysis of the benefits and challenges of each scenario as well as guidance for procurement, program requirements, a financial analysis, and review of equitable access opportunities.

This memorandum also includes a discussion of potential operational models as well as opportunities and challenges for a bike lending library program as an alternative to a shared micromobility program.

Low-Resource Scenario: Zero-Subsidy System

Scenario Overview: Benefits and Considerations

In the low-resource scenario, one private vendor would be selected to own and operate the shared micromobility system. This scenario is the fastest to launch and carries low financial risk as it involves no capital or operating costs for Cherriots or the local jurisdictions. Private operators can deploy fleets quickly, meaning this is likely the shortest timeline option.

However, without public agency investment, private operators will assess the market to determine if potential revenues will sustain capital and operating costs or if there are other strategic reasons to apply for the program (e.g., proof of concept for a newer operator, piloting a different type of vehicle, strategic entry into a nearby market, etc.).

Smaller cities were a strategic target for shared micromobility program growth coming out of the pandemic as companies vied for market share across the country. However, growth in these markets has slowed and smaller cities need to carefully consider their offerings to attract operators.

Some smaller cities have struggled to find operators to apply for their program. For example, Aurora was the first city in Colorado to host a dockless bikeshare program but has since struggled to attract operators, while the program in Denver has grown significantly. Smaller markets are also more likely to see operators depart for financial reasons, especially in communities that do not allow e-scooters (which tend to have a higher return on investment for operators). For example, Bird cancelled its 150-bike dockless bikeshare program in Burlington, VT because of costs exceeding revenue. In 2022, Spin pulled out of all markets where multiple operators were allowed to provide shared micromobility services, citing low consumer demand and unsustainable operating costs. Industry consolidation has also disrupted service in many U.S. cities; 2023 saw multiple operators close leaving many municipalities without a shared micromobility program.

Procurement

For this scenario, Cherriots would develop the terms of the shared micromobility program, enter into an agreement with participating local jurisdictions, and work with those jurisdictions to develop regulations for the use of shared micromobility vehicles in the public right-of-way. Cherriots could convene interested jurisdictions in a working group to ensure regulations and program terms are unified across the region and to give them a voice in ongoing program governance and decision-making. The program can be codified as a permit or license program where private operators apply to provide shared micromobility services in a defined geographic area. Criteria would need to be developed to evaluate and select a single or select number of operators from multiple candidates that may apply for the permit.

Program Requirements

To attract interest from private operators, program requirements should remain intentionally flexible while still setting clear operating expectations. By keeping requirements concise and performance-based rather than prescriptive, the region can protect public space and rider safety without deterring potential vendors.

Table 1: Low-Resource Scenario Program Requirements

Operations	Description
Fleet type and size	E-scooters typically have the highest return on investment for operators and would likely need to be a part of the program to attract a potential operator. The program can require a minimum e-scooter fleet and allow companies to scale vehicle numbers up or down with seasonal and ridership changes. Additional vehicles could be allowed with the achievement of certain ridership or other performance metrics.
Technology and infrastructure needs	The operator would be responsible for all technology and infrastructure needs, including the rider app and payment gateway, vehicles with onboard GPS, cloud servers and open data feeds (GBFS/MDS), geofencing and parking-compliance software, batteries and charging equipment, a local warehouse for storage and repairs, spare parts, and vehicles and staff required for rebalancing and maintenance.
Service area	The service area should be co-designed with the selected vendor, and could include a small pilot area or an entire jurisdiction. If starting with a smaller zone, the service area should prioritize denser areas (Downtown Salem, the Capitol Mall, Willamette University, and Cherriots' core transit hubs) where short trip lengths and concentrated origins/destinations will

Operations	Description
	support ridership and sufficient revenue to sustain operations. Lower-density neighborhoods will have lower demand and revenues such that incentives may be needed to encourage expansion into areas such as West Salem or Keizer.
Parking and redistribution logistics	Without additional funding, parking management will rely on low-cost treatments rather than more expensive docking stations. These include software-based controls like geofencing to digitally designate parking areas, no-ride zones, and no parking zones, promoting the use of existing bike racks, and the furniture zone for parking vehicles. Cherriots and/or the local jurisdiction should maintain enough capacity to review performance data, process complaints, and work with operators to correct mis-parked vehicles. The permit can be written to levy fines for non-compliance, mandate “lock-to” requirements, and require digital parking management strategies. Public agencies can also support the program through investment of public funds or reinvestment of operator fees into parking areas and bike corrals. The operator covers all rebalancing expenses and will need to swap batteries or collect e-scooters for recharging and/or repair. Because labor, mileage, and battery swaps are costly, operators prioritize high-usage areas unless subsidies make wider coverage worthwhile.

Financial Analysis

Costs

In this scenario, all costs beyond public agency staff time to manage the program fall to the private operator. However, the time commitment for staff can vary depending on the complexity of the program. For example, the City of Spokane has one full-time staffer who spends 25% of their time overseeing the privately owned and operated dockless scootershare program, while a 6-month dockless e-scootershare program in King County, WA in 2020 cost $112,640 in staff time. If the operator does not provide a dashboard of analytics, Cherriots or local jurisdictions may need to contract with a third-party data aggregator to evaluate the program against KPIs.

In this scenario, public agencies still provide a vital partnership role in supporting the program. This can come in the form of continued investment in high comfort, convenient, and connected bike facilities, build out of bike parking corrals and bike racks, and promoting the program through existing media, events, and programs. Additional public support can help fund areas of the program that have lower return on investment for operators such as increased service levels in lower density (and lower ridership areas).

Table 2: Low-Resource Scenario Cost Responsibilities

Cost Category	Responsibility		
	Local Jurisdictions	**Cherriots**	**Private Operator**
Program administration	Staff time to manage compliance	Staff time to manage contract	Staff time to operate the program. Correction or payment for any fines related to program non-compliance
Fleet management (operations, maintenance, software, customer service)	None	None	Staff time, warehouse, vehicle, and other costs to manage the fleet including repairs, rebalancing, recharging, etc.
Vehicles	None	None	All vehicle capital, maintenance, and replacement costs
Parking areas	Staff time to identify virtual and physical parking areas	N/A	Implement virtual parking areas
Evaluation	Staff time, potential subscription to third-party data aggregator	Staff time	Real-time GBFS feed + MDS policy/compliance API; cloud servers
Insurance	None	None	Varies, but usually includes providing General Liability Insurance and Automobile Liability Insurance

User Pricing

In this scenario, the operator sets user pricing within the parameters outlined in the permit application. Most dockless operators follow a similar formula of a flat unlock fee (usually around $1) and a per-minute fee. NACTO reported that the average cost of a one-way trip on a dockless e-scooter was around $6.00 in 2023.[1] Operators may also offer day passes or low-income plans, but these are voluntary unless the permit explicitly requires them.

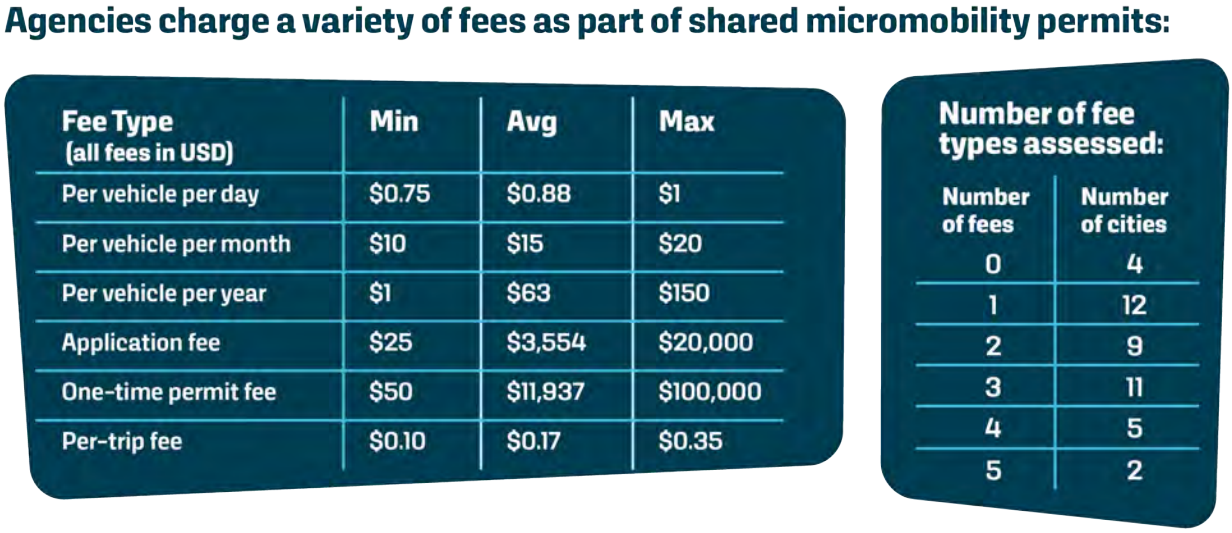
Because there is no public financial support in this model, Cherriots and local jurisdictions have less leverage to dictate pricing and discounts. Pricing is primarily a market decision, giving vendors flexibility to experiment with promotions or dynamic rates.

[1] NACTO. (2024). Shared Micromobility in 2023. https://nacto.org/wp-content/uploads/Shared-micro-in-2023-snapshot_FINAL_July22-2024.pdf

Revenues

Communities operating this type of program often charge fees for the right to use the public right-of-way. This is typically some combination of an application fee and a per vehicle or per trip fee. Some cities also establish fines for non-compliance with service levels; see Figure 1 for a summary of the range of fee types and amounts charged by cities across North America. These fees are important to offset public agency costs to manage the program. However, setting these fees too high can be a barrier to attracting or retaining an operator. To counteract this, some cities have been more overt about how these fees will be used to support the program - reinvested these fees into improvements that benefit the program (e.g., parking infrastructure or supporting programs) or pivoted to require upfront parking investments rather than fees to help build out parking infrastructure (such as in Denver).

Figure 1: Shared Micromobility Program Permit Fees across North America



Source: NABSA 2023 State of the Industry Report

Advertising and sponsorship are not typical for a privately owned and operated dockless micromobility program. These operators are typically national brands preferring to keep their company branding front and center.

Equitable Access

Most private operators provide discount programs for low-income individuals, outreach, and other basic programs to increase access to the program. However, without additional funding, Cherriots and the local jurisdictions will have less leverage to require more robust equity plans such as deeper discount fares, minimum service levels in identified equity areas, adaptive bike programs, or additional outreach programs. Operators may choose not to apply if these are requirements.

Medium-Resource Scenario: Subsidized Operations

Scenario Overview: Benefits and Considerations

In the medium-resource scenario, Cherriots would issue a contract to a turn-key private operator and commit an annual subsidy that covers all operating costs and is tied to clear service and equity targets. As in the low-resource scenario, the private operator would retain ownership of all equipment and is responsible for capital costs.

Public subsidies for operations lower the operator's break-even point, making a Salem-Keizer program more attractive to draw more operator competition. The level of financial support will provide the agency with more leverage over program decisions such as the fleet mix between dockless e-scooters and e-bikes, equity requirements, first/last-mile integration with Cherriots, and higher service levels. In this scenario, Cherriots would need to budget for their financial contribution and must administer a more complex performance-based contract. If ridership underperforms, Cherriots may need to boost the subsidy, renegotiate service levels, or rebid the contract. If service needs to be terminated, this is relatively low risk for Cherriots as the equipment is owned and paid for by the operator.

Procurement

Similar to the low-resource scenario, Cherriots would enter into an agreement with interested local jurisdictions, work with those jurisdictions to develop regulations for the use of shared micromobility vehicles in the public right-of-way, and develop terms to include in a request for proposals (RFP) and contract with a private operator. Cherriots would lead a competitive procurement process on behalf of participating cities and would be responsible for funding operations and managing the contract with the private operator. Turn-key vendors such as Tandem Mobility or Drop Mobility usually quote a single all-inclusive annual fee per bicycle that covers operational costs (software, maintenance, customer service, rebalancing, battery swapping, etc.) and liability insurance.

Program Requirements

Table 3: Medium-Resource Scenario Program Requirements

Operations	Description
Fleet type and size	The fleet mix could include dockless e-scooters, e-bikes, and/or pedal bikes with designated virtual and/or physical parking areas. Fleet size requirements should be defined in relation to the service area: The Institute for Transportation and Development Policy suggests targeting 10-30 bikes per 1,000 residents, and dockless e-scooter operators have recommended providing least two e-scooters per 1,000 residents for convenient rider access.[2] Fleet size can be flexible and incentivized based on program goals. For example, fleet maximums can be increased if the system is exceeding three trips per vehicle per day or if equity requirements are exceeded.
Technology needs	The operator would be responsible for all technology and infrastructure needs, including the rider app and payment gateway, vehicles with onboard GPS, cloud servers and open data feeds (GBFS/MDS), geofencing and parking-compliance software, batteries and charging equipment, a local warehouse for storage and repairs, spare parts, and vehicles and staff required for rebalancing and maintenance.
Service area	The initial service area should be designed with the selected operator, concentrating first on denser areas (e.g., Downtown Salem, the Capitol Mall, Willamette University, and Cherriots' core transit hubs) where short trip lengths and concentrated origins/destinations will support ridership. Service area expansion would be dependent on additional operating budget to expand the fleet, e.g., to provide service to West Salem and Keizer.
Parking and redistribution logistics	Depending on the operator, parking management could include geofenced parking areas and no-ride zones, physical parking areas consisting of a painted outline, decals, and flex posts in the curbside lane or sidewalk furniture zone, or bike racks and bike corrals. Local agencies can support the program through investment and buildout of parking areas, bike racks, and bike corrals. Cherriots and/or the local jurisdiction will be responsible for reviewing performance data, processing complaints, and working with the operator to correct mis-parked vehicles. Redistribution, rebalancing, recharging and other operating costs would be the responsibility of the operator per the terms of the contract.

[2] Yanocha, D., Mason, J., Patlán, M., Benicchio, T., Alfred, I., & Laksmana, U. (2018). The Bikeshare Planning Guide.

Financial Analysis

Costs

In this scenario, Cherriots bears the operational costs, while the private operator provides the vehicles.

Table 4: Medium-Resource Scenario Cost Responsibilities

Cost Category	Cost Responsibility		
	Local Jurisdictions	**Cherriots**	**Private Operator**
Program administration	Staff time to manage compliance	Staff time to manage contract	Staff time to manage contract and program (built into per vehicle cost charged to Cherriots).
Fleet management (operations, maintenance, software, customer service)	None	All costs (usually charged on a per-vehicle basis at approximately $1,800-$3,000 *)	All costs built into the per vehicle cost charged to Cherriots
Vehicles	None	None	All vehicle capital, maintenance, and replacement costs
Parking areas	Staff time to identify virtual and physical parking areas	Procurement of contractor to install parking areas	None
Evaluation	Staff time	Staff time	Real-time GBFS feed + MDS policy/compliance API; cloud servers
Insurance	None	None	Varies, but usually includes General Liability Insurance and Automobile Liability Insurance

** based on publicly available contracts from Tandem Mobility and Drop Mobility*

User Pricing

In this scenario, the operator sets user pricing within the parameters outlined in the contract. By providing funding, Cherriots has more input and can work with operators to develop discount programs for priority populations (e.g., low-income, senior, student, etc.).

Many turnkey operators offer rates per-ride as well as memberships. For example, Baton Rouge Bikeshare (operated by Tandem Mobility) charges $6.99 for the first 30 minutes under its “pay as you go” option, or $14.99 for a monthly membership with unlimited rides under 15 minutes (additional ride time is charged at $0.30/min). Redwood Bikeshare in Sonoma County, CA (operated by Drop Mobility) costs $0.25/minute under the “pay as you go” option, and $20/month for 30 minutes of free ride time per day (additional ride time is charged at $0.25/min).

Revenues

Revenues for this program can come from user fees (pay-as-you go rides, monthly/annual memberships, etc) along with advertising and sponsorships.

Sponsorships can help offset recurring costs while also fostering partnerships with healthcare providers, universities, utilities, and major employers, positioning the system as a shared investment in sustainability and community well-being. In this scenario, as the operator owns all equipment, Cherriots can impose content standards or negotiate a percentage of gross sales or a flat annual payment, but the operator will likely exercise final decision-making power over what is allowed on its assets.

Cherriots and local jurisdictions can coordinate with the operator to determine potential sponsorship opportunities. See Figure 2, Figure 3 and Figure 4 for example sponsorship packages from Ride4Smilies, a bikeshare system in Fort Smith, AR with 40 bikes across four stations.

Figure 2: Ride4Smilies Tier 1 Sponsorship Package

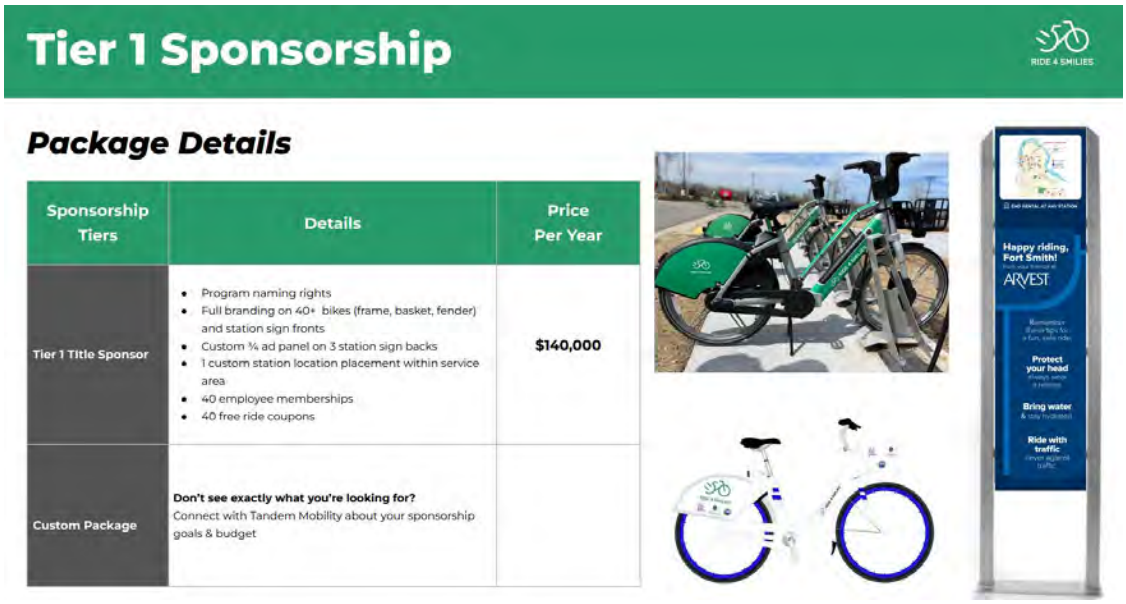


Figure 3: Ride4Smilies Tier 2 Sponsorship Package

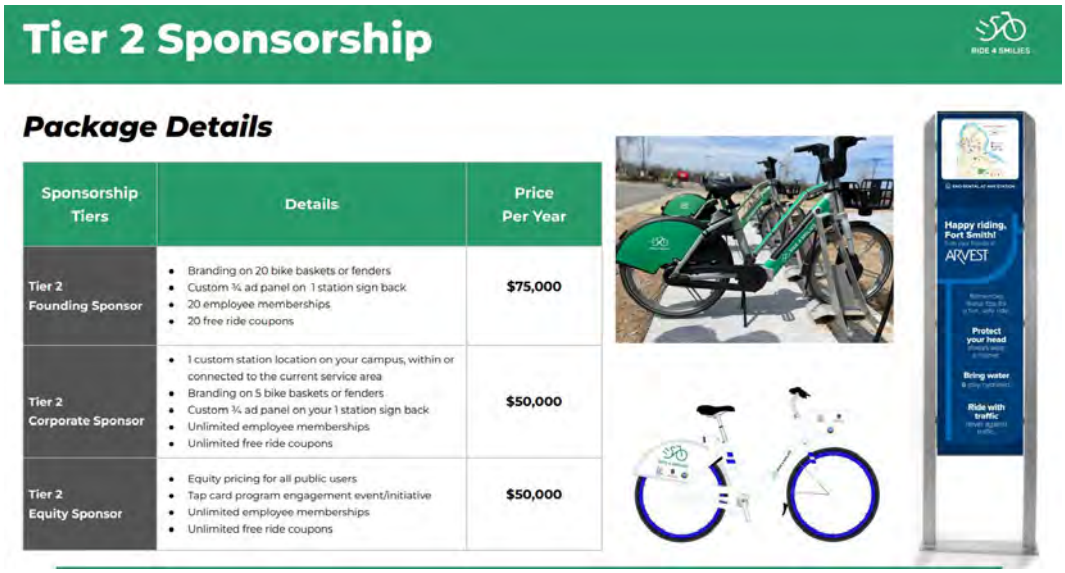
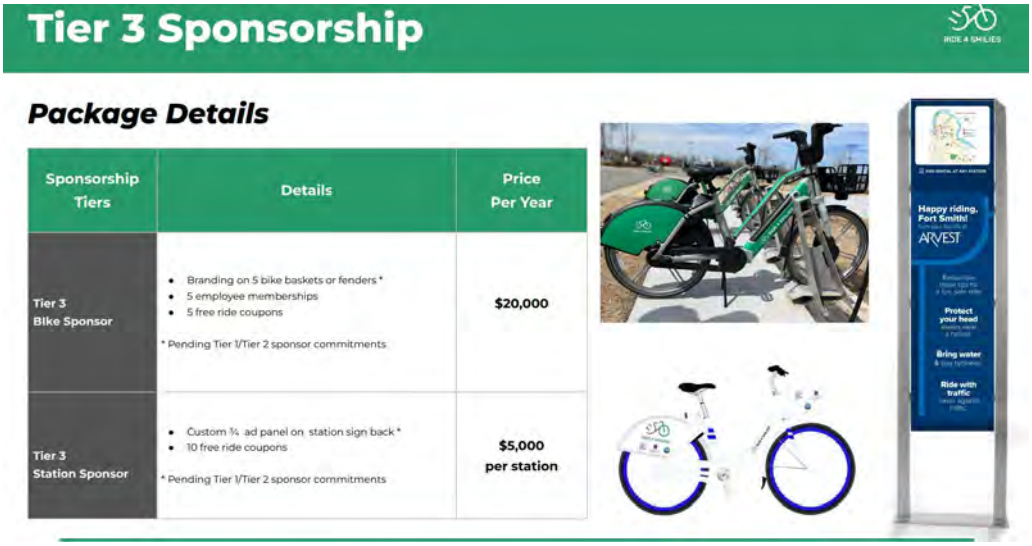


Figure 4: Ride4Smilies Tier 3 Sponsorship Package



Equitable Access

With a higher level of investment, Cherriots may be able to work with an operator to provide more robust equity programs such as:

- **Discounted pricing**: Baseline discount requirements can live inside the master operating contract, and bulk-pass purchases, or deeper fare discounts can be layered on through simple contract amendments or purchase orders, letting the agency scale the subsidy year-by-year without reopening the full agreement. For example, Bike Share ICT in Wichita, KS provides a discounted student membership of $20/year, a $10 savings over standard annual memberships.
- **Multilingual outreach & community ambassadors:** Additional funding can support the agency or the operator in working with local CBOs for pop-up events, helmet fittings, and in-language education.
- **Adaptive vehicles**: Additional funding can support creation of a separate adaptive bikes (or trikes) program.

High-Resource Scenario: Publicly-Owned System

Scenario Overview: Benefits and Considerations

In the high-resource scenario, Cherriots is the system owner and primary funder of the shared micromobility program and contracts with a third-party to operate the program. Cherriots would be responsible for all capital and operating costs. This will provide Cherriots full control over program decisions such as branding, fleet type, parking management, equity requirements, transit integration, and service levels.

This scenario has the most potential for long-term service, brand control, and organized parking management but requires the highest financial commitment to provide capital and ongoing funding.

Procurement

Similar to the other scenarios, Cherriots would enter into an agreement with interested local jurisdictions, work with those jurisdictions to develop regulations for the use of shared micromobility vehicles in the public right-of-way, and develop terms to include in a request for proposals (RFP). Cherriots would lead a competitive procurement process on behalf of participating cities for an equipment vendor (for the vehicles and stations) and for a third-party operator and be responsible for paying for service and managing these contracts. If federal funds are utilized to procure equipment, Cherriots may need to follow federal procurement requirements such as Buy America requirements.

Program Requirements

Table 5: High-Resource Scenario Program Requirements

Operations	Description
Fleet type and size	The type of system is at the discretion of Cherriots as the owner of the system. A docked bikeshare system would provide dedicated parking locations, eliminate sidewalk clutter, and guarantee users a predictable place to find a bike. This would also allow Cherriots to brand the program and integrate it into their existing trip planning, fare payment, and other programs. Fleet size and station density requirements should follow similar guidelines to the medium-resource scenario.
Technology needs	Same as low and medium-resource scenarios.
Service area	The initial service area will depend on the available capital budget for bikes and stations. Docked bikeshare systems are typically a higher unit cost than dockless or hybrid programs. This may result in a smaller number of bikes and a smaller service area. Station density is critical with higher densities correlating to higher market penetration and increased ridership. Research compiled by NACTO shows that riders need to see a station within a 3-5 minute walk everywhere within the

Operations	Description
	service area, and gaps larger than that sharply depress ridership and undermine equity goals.[3] Service area expansion should be contiguous.
Parking and redistribution logistics	A station-based system largely solves parking management issues if every trip must begin and end at a fixed dock. Real-time dock telemetry lets the operator monitor "full" and "empty" alerts. Stations can also be solar powered or connected to the electrical grid to help recharge e-bikes (or e-scooters). The industry estimates significant recharging cost savings if 20%-30% of stations are electrified. Redistribution and rebalancing would be the responsibility of the third-party operator per the terms of the contract. Docks and stations introduce additional maintenance and repair needs. However, they are also more predictable for rebalancing rather than having to find dockless vehicles all over the city.

Financial Analysis

Costs

Costs for this scenario depend on the type of system employed. For docked bikeshare, a station can cost $30,000- $60,000 to purchase and install, so deploying 40 stations for a 400-bike launch could cost over $2 million before bikes and kiosks.[4] Pedal bikes can start at approximately $300 each, while e-bikes can be more than triple that cost. Cherriots must also budget for annual operating costs and plan for long-term equipment replacement (the average lifespan of a bikeshare bike is three to five years)[5]. Operating costs can be significant: the Roaring Fork Bikeshare system spent $1.6 million on operations in 2023 for a system of 420 bikes and 81 stations.

Changes to the system can create additional costs. Docked systems are modular and movable but less flexible than dockless systems. Relocating a station requires construction permits and utility work (if electrified).

[3] NACTO. (2015). NACOT Bikeshare Equity Practitioner's Paper #1.
[4] Clean Mobility Options. (2023). Mobility Project Implementation Toolkit.
[5] Yanocha, D., Mason, J., Patlán, M., Benicchio, T., Alfred, I., & Laksmana, U. (2018). The bikeshare planning guide.

Table 6: High-Resource Scenario Cost Responsibilities

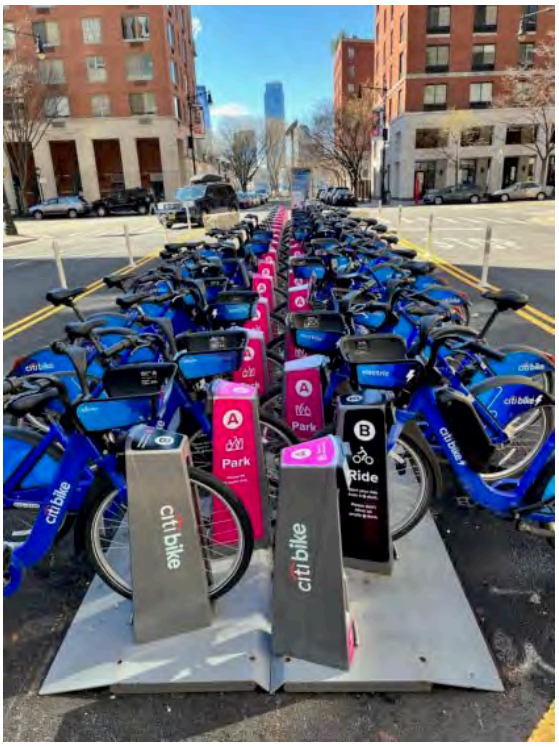
Cost Category	Cost Responsibility		
	Local Jurisdictions	**Cherriots**	**Private Operator**
Program administration	Staff time	Staff time to oversee program and manage program	None
Fleet management (operations, maintenance, software, customer service)	None	All costs	All costs reimbursed per the operating contract with Cherriots
Equipment (vehicles, stations)	None	All costs	None
Parking areas	Staff time to permit stations	Staff time / installation costs	None
Evaluation	Staff time	Staff time	Real-time GBFS feed + MDS policy/compliance API; cloud servers.
Insurance	None	Liability insurance	Varies, but usually includes General Liability Insurance and Automobile Liability Insurance.

User Pricing

In this scenario, Cherriots has total user pricing control, which allows the agency to align pricing with transit fares, provide discounted pricing to priority groups, and make dynamic adjustments to pricing as-needed. All ride and membership payments can flow directly into an agency-controlled account.

Revenues and Funding Opportunities

Because Cherriots owns the physical and digital real estate, it can set advertising/sponsorship policies and keep 100% of revenue or share a portion with the operator as an incentive for sales performance. Sponsorship packages can include branded wraps on vehicles, logos on station signage, and digital ads on kiosks or in-app platforms. With full branding rights, Cherriots can pursue various sponsorship and advertising mechanisms. For example, Citigroup is a title sponsor of the bikeshare program in New York City at $70.5 million over 10 years and has full branding on bikes, docking stations, and the name of the system (Citibike). In Milwaukee, non-profit bikeshare operator Bublr offers signage sponsorship starting at $250/month for a sign at one docking station. Sponsorship and advertising requires staff time to find sponsors and coordinate content that would be the responsibility of Cherriots and local jurisdictions.



Left: Milwaukee Bublr Bikeshare station sponsored by Sierra Club;
Right: Citibike Station in New York City

A publicly owned shared micromobility system can leverage state and federal grant funding. These are more often available to go towards capital costs including the purchase of vehicles, docking stations, kiosks, and other infrastructure. Potential grant funding opportunities include:

- Congestion Mitigation and Air Quality Improvement Program (CMAQ): CMAQ funding is allotted to MPOs based on formulaic distributions, who can determine further project selection requirements. Bikeshare infrastructure is eligible for CMAQ funding and application should be coordinated with the Salem Keizer Area Transportation Study (SKATS).
- Transportation Alternatives: Transportation Alternatives funding is allotted through the state's capital improvement plan (STIP), which is developed 3+ years in advance of projects receiving funding. SKATS receives a direct allotment of the funding and can determine further selection requirements. Bikeshare infrastructure is potentially eligible for Transportation Alternatives funding but requires coordination with SKATS.
- ODOT Innovative Mobility Program (IMP): IMP funds can support both capital and operational costs for shared micromobility programs.

Equitable Access

Public ownership of the system enables Cherriots to embed equity objectives and provide more robust equity programs similar to and beyond those described in the medium-resource scenario. Equity programs can also be more easily bundled with other Cherriots outreach and marketing efforts.

Bicycle Lending Libraries

Overview

A bicycle lending library provides free or low-cost access to bicycles for longer-term borrowing, typically ranging from a few days to several months. Unlike traditional bikeshare programs that focus on short trips, lending libraries support long-term use for recreation, commuting, running errands, etc. They provide mobility for individuals without reliable access to a vehicle or to supplement public transit options.

Lending libraries can be operated by public agencies, non-profits, or community-based organizations, often in partnership with transit agencies, schools, or housing providers. They may use refurbished donated bikes, new bikes, or a mix. Check-out points can be provided at centralized hubs, mobile pop-ups, or partner sites such as community centers and libraries. Table 7 provides an overview of current active bike lending libraries in Oregon – all currently provide e-bikes for participants.

Table 7: Active Bike Lending Libraries in Oregon

Location	Funding Source	Description
Washington County	Westside Transportation Alliance	The non-profit WashCo Bikes and the Westside Transportation Alliance run an "e-bike trial program" for employees at Nike and Intel. Employees receive an e-bike for one month for $25 and can purchase a discounted e-bike after the trial period ends. The trial program also includes free maintenance, bicycle accessories, safety demos, and training.
Tigard	Portland General Electric's Drive Change Fund (via Oregon Department of Environmental Quality)	"Power to the Pedal" is a city-run free e-bike lending library currently being piloted at two affordable housing locations. Residents must be 18 years old and can check out an e-bike from a secure room or locker.
Portland	Metropolitan Family Service	The Forth E-Cargo Bike Library is a program in partnership with Metropolitan Family Service that provides a free trial of e-cargo bikes for up to seven days.
Douglas County	ODOT Transportation Options Grant	The HADCO eBike Lending Library provides free access to e-bikes and e-tricycles to affordable housing residents in Douglas County, Oregon. Residents can check out bikes in three-hour increments.
Eugene	University of Oregon	University of Oregon students and employees can rent an e-bike for up to two weeks through the university's E-Bike Lending Library. Participants are also invited to participate in a research study around the use of e-bikes.

Benefits and Challenges

Table 8: Bicycle Lending Library Benefits and Challenges

Benefits	Challenges
Long-term access: Offers longer-term access to bikes for people who can't afford to buy one or who want to try biking before investing. **Community-focused:** Lending libraries are often run through local partners (libraries, schools, housing sites), strengthening community trust and engagement. **Supports skill-building and rider confidence**: Longer loan periods allow new riders to gain comfort and practice riding. **Flexible implementation:** Can operate from community centers, libraries, pop-up hubs, or mobile vans—making the model adaptable to local context.	**Siting and storage:** Lending libraries typically require a secure, accessible location (such as a community center, library, or mobility hub) where bikes can be stored, checked out, and maintained. A brick-and-mortar facility enables consistent service and provides space for user support, safety trainings, and minor repairs but requires staffing. Establishing a fixed site may require partnerships with public facilities or community organizations, and can entail costs for space, utilities, and equipment. **Staffing**: Community facing programs require staff to manage checkouts, maintain the fleet, and assist users with fitting equipment or questions. **Limited immediate access**: These programs take longer to set up than on-demand shared micromobility programs. These are also less spontaneous for users who must plan ahead to check out a bike.

Operational Models

A 2025 Portland State University report reviewing lending libraries detailed two operational models for lending libraries[6]:

- **Community resource libraries** prioritize providing low-cost or free bikes as a community transportation option. They usually target low-income or historically underserved communities. Unrestricted community resource programs allow anyone in the community to use the lending library, while restricted programs limit access to residents or those affiliated with a specific group or organization.
- **Try before you buy libraries** provide riders with the opportunity to borrow a bike for a limited period of time and exist to support users in making a purchasing decision. The library organizer usually partners with a local bike shop or a manufacturer to offer multiple bikes for riders to try out.

Multiple administration models exist, but over 75% of lending libraries are operated by non-profits or local government entities. The Portland State University report found that partnerships with bike shops and community organizations are critical to program success.

[6] MacArthur, J., Miller, J., & Swain, I. (2025). E-bike Lending Libraries: Trends and Practices in The United States.

Return to the Agenda

Cherriots Shared Micromobility: Next Steps

June 2026 Board Work Session

Presented By: Shofi Ull Azum & Kiki Dohman

CHERRIOTS

Why We Are Here

- What role should Cherriots play?
  - Convener?
  - Sponsor?
  - Funder?
  - Operator?
- What level of investment and risk is realistic?
- What implementation model best aligns with Cherriots' capacity and goals?

What We Learned

- Study Findings
- Opportunity Areas
- Why Micromobility Fits
- Lessons Learned

CHERRIOTS

Implementation Spectrum

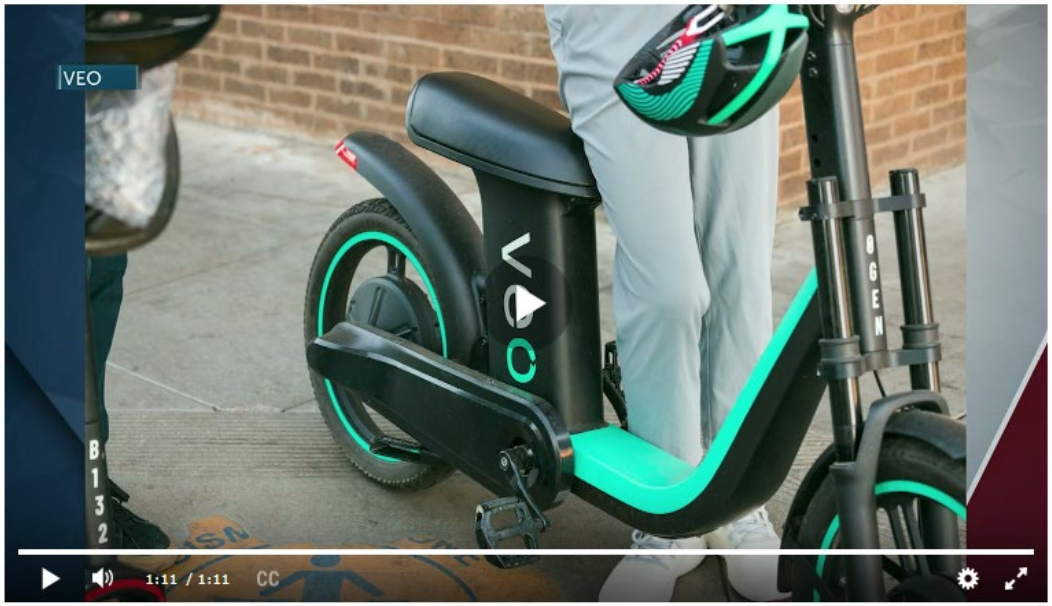
Scenario C: High Resource

Scenario A: Low Resource

Example:
Veo in Bend, OR

Bend FOLLOW 43 Followers

City of Bend chooses Veo as the vendor for its new, permanent bike-share program, rolling out this week



Scenario B: Medium Resource

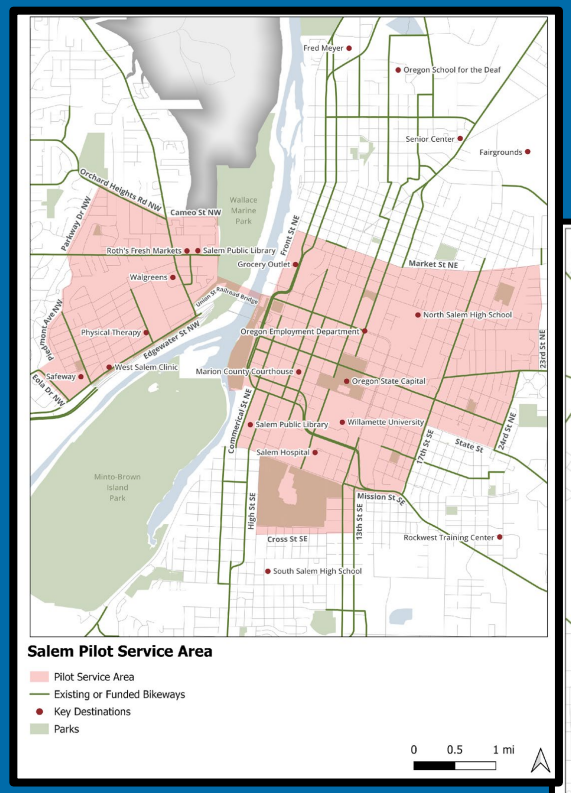
(Recommended)

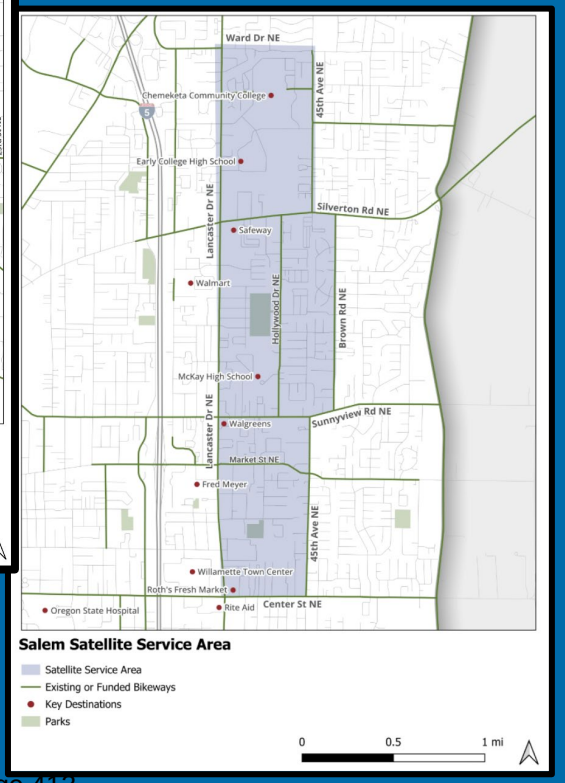
A turn-key partnership with an operator

Launch a pilot

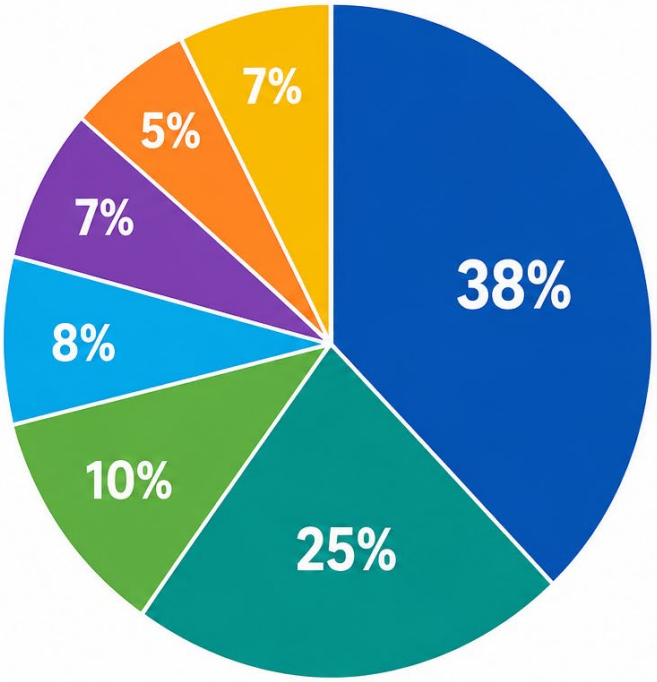
What Could a Successful Pilot Look Like?

- Establish proof of concept
- Familiarize the community with the program
- Reduce first/last mile gap
- Cost range
  - 250 bikes / 50 hubs = ~$450k annually
- Hitting success metrics





Capital Cost Breakdown (Example)



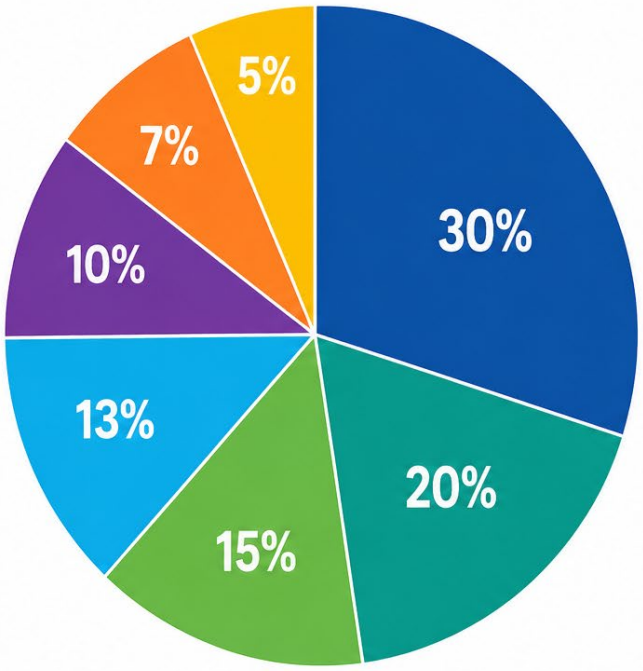
TOTAL ESTIMATED STARTUP CAPITAL
~$1,000,000

Illustrative allocation of one-time startup capital costs for a turnkey, operator-managed bikeshare system (250 bikes / 50 hubs).

- Bikes / E-bikes ..... 38% — $380,000
- Hubs / Docking Infrastructure ... 25% — $250,000
- Software / Platform Setup ..... 10% — $100,000
- Charging Infrastructure ..... 8% — $80,000
- Deployment / Setup ..... 7% — $70,000
- Branding / Signage ..... 5% — $50,000
- Planning / Permitting / Contingency .. 7% — $70,000

CHERRIOTS

Operational Cost Breakdown (Example)



TOTAL ESTIMATED ANNUAL OPERATING COSTS
~$450,000

Illustrative allocation of annual operating costs for a turnkey, operator-managed bikeshare system (250 bikes / 50 hubs).

- Rebalancing Operations ..... 30% — $135,000
- Charging and Maintenance ..... 20% — $90,000
- Customer Service ..... 15% — $67,500
- Insurance ..... 13% — $58,500
- Software / Platform Fees ..... 10% — $45,000
- Marketing and Outreach ..... 7% — $31,500
- Contract Oversight and Administration ... 5% — $22,500

CHERRIOTS

Potential Funding Strategy

CAPITAL COSTS (~ $1M)

SOURCE	POTENTIAL SHARE
Federal Grants	50–70%
State Grants	20–40%
Sponsorships	5–10%
Local Match	10–20%

OPERATING COSTS (~ $450k/YEAR)

SOURCE	POTENTIAL SHARE
State Mobility Grants	25–50%
Sponsorship Revenue	10–20%
User Revenue	15–30%
Local Contribution	Balance

Timeline


Summer - Fall 2026
Board Direction
Funding Strategy
Grant Applications
Scope Development
Start Procurement Process
Winter - Spring 2027
Release RFI / RFP
Select Operator / Partner
Finalize Agreements
Site Planning
Summer - Fall 2027
Potential Pilot Approved and Launched
Summer 2028
Evaluate Performance
Refine or Scale Program
Determine Long-Term Direction

Discussion and Direction

Strategic Direction

- What role should Cherriots play in shared micromobility? Still medium-resource?
- What does success look like? What would make you utilize the program?

Next Steps

- Is the Board comfortable directing staff to pursue grant opportunities?
- What additional information would help support future decision making?

Return to the Agenda

Work Session Memo – Item 4.A

To: Board of Directors
From: Allan Pollock, General Manager
Date: June 11, 2026
Subject: Upcoming Work Session and Board Meeting Agenda Items

Upcoming Work Session and Board Agenda Items

June

11th - Work Session

Safety Minute – Operations
Discussions/Presentations

- Micromobility Feasibility Study - July
- COA – SA
- Task Force Discussion - AP

25th - Board Meeting

Safety Minute – Operations
Budget Hearing
Action Items

- Approval of FY27 United Way Donation* - AP
- Adopt Resolution No. 2026-XX to Adopt FY27 Budget – DT
- Adopt Resolution, Amending Board Policies - AP
- DPI Security Services Contract – CC*
- CAC Appointment – TD*

Informational Items - None
Presentations – None

July

9th - Work Session

Safety Minute – Planning & Development
Discussions/Presentations – None

- APC Dashboard Presentation – SA
- Fare Equity Analysis – SA
- East Salem Transit Center Update - SA

23rd - Board Meeting

Safety Minute – Planning & Development
Action Items

- Acceptance of the Preliminary FY26 Financial Report -DT

Informational Items

- Service Change Briefing for September 2026 - SA

Presentations - None

August

13th - Work Session

Safety Minute – Safety & Security
Discussions/Presentations – None

27th - Board Meeting

Safety Minute – Safety & Security
Action Items

- Q4 NTD Reportable Assault Data* - CC
- Board Committee Assignment - AP
- Year-End & Capital Project Highlights - DT

Informational Items

- Q4 Strategic Plan Report – AP
- FY26 Annual Commuter Options Report -SA

Presentations - None

AP-Allan Pollock , DT-David Trimble , CC-Cliff Carpentier , JR-Jaél Rose , SA-Shofi Azum , TD-Tom Dietz
**Consent Calendar*

September

10th - Work Session

Safety Minute – Communications
Discussions/Presentations – None

24th - Board Meeting

Safety Minute – Communications
Action Items - None
Informational Items
- FY26 Annual Performance Report – SA
- FY26 Annual Safety & Risk Report - CC

Presentations - None

October

8th - Work Session

Safety Minute – Finance
Discussions/Presentations – None

23rd - Board Meeting

Safety Minute – Finance
Action Items
- Approval of FY28 Budget Calendar* - DT

Informational Items - None
Presentations
- GFOA Presentation

November

12th - Work Session

Safety Minute – GM/DGM
Discussions/Presentations – None

December

10th - Board Meeting

Safety Minute – Human Resources
Action Items
- BC Appointments* - AP
- CAC Appointments* - TD
- CAC Chair : Vice Chair Appointments* - TD
- STIFAC Appointments* - SA
- STIFAC Chair : Vice Chair Appointments* - SA
- Agency Safety Plan Update – CC
- Q1 NTD Reportable Assault Data* - CC

Informational Items
- Service Change Briefing for January 2026 – SA
- Q1 Strategic Plan Report – AP
- Q1 Performance Report – SA
- Q1 Finance Report - DT

Presentations
- Outgoing AC Member Recognition

January

14th - Work Session

Safety Minute – Operations
Discussions/Presentations
- 2027 Draft Legislative Agenda - AP

AP-Allan Pollock , DT-David Trimble , CC-Cliff Carpentier , JR-Jaél Rose , SA-Shofi Azum , TD-Tom Dietz
**Consent Calendar*

Return to the Agenda

Work Session Memo – Item 4.B

To: Board of Directors
From: Allan Pollock, General Manager
Date: June 11, 2026
Subject: Board Calendar

Board Calendar

Board & Committee Meetings

Date	Time	Event
Jun 5	TBD	Board DEI Subcommittee Meeting
Jun 11	5:30p	Board Work Session
~~Jun 16~~	~~5:30p~~	~~Community Advisory Committee~~ **Cancelled**
Jun 25	5:30p	Board Meeting
Jul 9	5:30p	Board Work Session
Jul 10	9:30a	Board DEI Subcommittee Meeting
Jul 23	5:30p	Board Meeting
Aug	TBD	Board DEI Subcommittee Meeting
Aug 13	5:30p	Board Work Session
Aug 18	5:30p	Community Advisory Committee
Aug 27	5:30p	Board Meeting

District Events & Initiatives

Date	Time	Event
Jul 18	TBD	Family Fun Day

Community, Regional, & Industry Events

Date	Time	Event
None		

Key Dates & Holidays

Date	Event
Jun 19	**Juneteenth:** Administrative Offices Closed & Saturday-level Bus Service
Jul 4	**Independence Day:** Administrative Offices Closed & Saturday-level Bus Service