



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

Thursday, July 9, 2026 at 5:30 p.m.

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

---

**Available meeting formats:**

- In Person: Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Join the Board Work Session via ZoomGov**
  - Meeting ID: 161 821 3987
  - Passcode: 200746
- Phone: (669) 254-5252

**Closed Captioning (CC):** Live closed captioning is available through ZoomGov.

**Alternative Formats:** Individuals who need meeting materials in alternative formats, sign language interpretation, translation, or other auxiliary aids or services are encouraged to contact the Clerk of the Board at (503)588-2424 or [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org) or TTY 711 (Oregon Relay Service), at least 48 hours in advance of the meeting.

**Electronic Copies:** **Download agenda packets.**

**Email Distribution List:** To join the District's public meeting distribution list, email the Clerk of the Board at [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org).

---

**Formatos de reunión disponibles:**

- En persona: Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Únase a la sesión de trabajo de la Junta Directiva a través de ZoomGov.**
  - Meeting ID: 161 821 3987
  - Código de acceso: 200746
- **Teléfono:** (669) 216-1590

**Subtítulos (CC):** El subtítulo en directo está disponible a través de ZoomGov.

**Formatos alternativos:** Se recomienda a las personas que necesiten materiales de la reunión en formatos alternativos, interpretación en lengua de signos, traducción u otras ayudas o servicios auxiliares que se pongan en contacto con el secretario de la Junta en el (503) 588-2424 o en [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org) o TTY 711 (Servicio de Retransmisión de Oregon), al menos 48 horas antes de la reunión.

**Copias electrónicas:** **Descargar paquetes de la agenda.**

**Lista de distribución por correo electrónico:** Para unirse a la lista de distribución de reuniones públicas del Distrito, envíe un correo electrónico al secretario de la Junta a [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org).

# Agenda

---

## 1. Call To Order

- A. Note of Attendance for a Quorum
- B. Safety Minute – Operations
- C. Announcements | Changes to Agenda

## 2. Presentations

None

## 3. Discussions

- A. Fare Equity Analysis ..... 3
- B. APC Dashboard ..... 35

## 4. General Manager Comments

- A. Upcoming Board Agenda Items ..... 44
- B. Board Calendar ..... 46

## 5. Adjourn

**Next Meeting: August 13, 2026**

## Work Session Memo – Item 3.A

**To:** Board of Directors  
**From:** Jolynn Franke, Transit Planner II  
Chris French, Service Planning Manager  
**Thru:** Allan Pollock, General Manager  
**Date:** July 9, 2026  
**Subject:** 2026 Fares Analysis

---

The purpose of this presentation is to review the 2026 Fares Analysis currently in process. We are seeking the Board's feedback on the proposed changes to the fares ordinance to determine which options to advance for the upcoming public and internal outreach campaigns.

To develop the proposals, staff collaborated across departments to identify ways to improve the affordability and usability of Cherriot's fare products within the District's existing resources and policies. A formal Title VI Equity Analysis was also conducted to measure how changes would affect minority and low-income populations.

We request the Board's guidance on whether to present Proposal 1 or Proposal 2 as written in the report, or a specific combination of these recommendations to the public. Following public outreach, staff will draft a new fares ordinance for a first reading in October 2026, with implementation targeted for 2027.



**MAIN TITLE**  
*SUBTITLE*

<b>1. Introduction and Background</b> .....	<b>2</b>
1.1 Looking back – A history of fare pricing strategy .....	2
1.2 Financial sustainability .....	3
1.3 Peer agency review.....	3
<b>2. Proposals for Fares Ordinance Changes</b> .....	<b>4</b>
2.1 Fare Equity Day .....	4
2.3 30-Day and Month Passes .....	4
2.4 Annual Pass .....	5
2.6 One-ride .....	5
2.7 Full Fare .....	6
2.8 Reduced Fare .....	6
2.9 LIFT and Shop and Ride .....	7
2.10 Discounted passes .....	8
2.11 Retail partners .....	9
2.12 Transit pass programs .....	9
<b>3. Title VI Equity Analysis</b> .....	<b>10</b>
3.1 Methodology .....	10
3.2 Results for Proposal 1 .....	11
3.3 Results for Proposal 2 .....	12
<b>4. Mitigating Adverse Effects</b> .....	<b>13</b>
4.1 Expanded Reduced Fare eligibility.....	13
4.2 Two Hour Pass.....	13
4.3 Discounted passes .....	14
4.4 Transit Pass program .....	14
<b>5. Financial Impact</b> .....	<b>14</b>
<b>6. Conclusion</b> .....	<b>15</b>
<b>7. Next steps</b> .....	<b>15</b>

# 1. Introduction and Background

Historically, the Salem Area Mass Transit District (District) has reviewed its fare structure about every two years. The last fare change for the District occurred when the Cherrits Board of Directors (board) adopted Ordinance 2023-01 on January 26, 2023. This ordinance unified the Cherrits Local and Regional fare structures, introduced fare capping and other electronic-fare payment types, and adopted a subsidized \$0.00 fare for youth ages 6 through 18. These changes helped contribute to an increase in Local and Regional ridership of 26.5% from FY23 to FY25.

Regular fare analyses give the District the opportunity to evaluate the equity and affordability of its existing fare structure; ensure that fare pricing accurately reflects the value of the services provided; and better understand how fare revenue contributes to our financial goals and commitments. This report will address each of these things through a variety of ways, such as looking at past practices and peer agencies, evaluating equity, and outlining proposed changes.

Creating a fare structure that is easy to use and encourages ridership through affordability is at the heart of this analysis. Making transit accessible and affordable allows people the freedom to move about and participate in our community. The changes proposed in this report acknowledge that fact by providing our customers with affordable ways to ride more often, doing so in ways that meet them where they are and fit their varying lifestyles.

## **1.1 Looking back – A history of fare pricing strategy**

Reviewing past practices reveals a consistent pattern of fare pricing strategy. Since 2005, the Full (formerly Adult) fare has undergone several increases, as detailed in the following table:

<b>Year</b>	<b>Old Fare</b>	<b>New Fare</b>	<b>Increase Amount</b>	<b>% Increase</b>
2005	\$0.75	\$0.85	\$0.10	13.3%
2006	\$0.85	\$1.00	\$0.15	17.6%
2008	\$1.00	\$1.25	\$0.25	25.0%

2010	\$1.25	\$1.50	\$0.25	20.0%
2015	\$1.50	\$1.60	\$0.10	6.7%

These regular updates were necessary to ensure the fare structure accurately reflected the value of services provided as well as actual operating costs, which encompass factors such as inflation, rising fuel and maintenance expenditures, and general overhead.

However, the Full fare price has remained static since 2015, representing a ten-year period without an increase. Many reasons for a pause in fare increases existed - no weekend service prior to 2019, new HB2017 (Statewide Transportation Improvement Fund) funding, and service disruptions caused by the COVID-19 pandemic. However, this deviation from past practices has affected the District's ability to achieve a sustainable balance between ridership growth and passenger fare revenue by creating the perception that fare pricing is arbitrary to achieving these goals. The changes proposed in this report will redirect Cherrits back into alignment with our established history of fare pricing strategy.

## 1.2 Financial sustainability

Financial sustainability is one of the four core components of the District's Strategic Plan, committing the District to focus on the health and long-term sustainability of Cherrits finances. Due to increasing maintenance and operating costs, an exploration of revenue growth is necessary in support of this commitment. Over the past five years, the District's maintenance and transportation operating costs have steadily increased on average by 8.8% (~\$3,000,000) annually. Although revenues from property taxes and federal and state governmental operating grants have increased, evaluating fare revenue as a way of contributing towards these costs is a logical next step.

Fares can also contribute towards the District's financial goals by correctly reflecting the value of the services provided. Opportunities for evaluating fare pricing should go hand in hand with increases or decreases in service. Since September 2019, the District has added 18.4% more service (45,525 annual revenue hours) including Saturday, Sunday, and holiday services. These increases align Cherrits services more closely with other major transit agencies in the Willamette Valley. This report will present ways in which Cherrits fares can best reflect the value of this added service.

## 1.3 Peer agency review

Based on a review of peer agency fares, the proposed fare changes included in this report remain competitive with other major transit providers in the region, specifically TriMet and Lane Transit District (LTD). While exact fare structures and offerings vary, the proposed changes align with a strategy to keep transit affordable while remaining committed to financial sustainability goals. For comparison, TriMet's adult two-and-a-half-hour pass is \$2.80 and their Day Pass is \$5.60, while LTD's adult 2-hour pass is \$1.75 and their Day Pass is \$3.50. This comparison shows that the changes proposed in this report are consistent with similar services and can provide a more cohesive regional transit experience.

## 2. Proposals for Fares Ordinance Changes

Outlined below are the proposed changes to the Cherriots fares ordinance. These proposals aim to:

- Build upon the success of recent changes (Ordinance 2023-01).
- Promote affordable and equitable fare pricing strategies.
- Support the District's goals for financial sustainability.
- Increase ridership through fare products and programs that are both useful and affordable.

### 2.1 Fare Equity Day

On January 22, 2026, the board adopted resolution 2026-01, establishing annual fare-free transit service on Transit Equity Day. The purpose of Transit Equity Day is to commemorate Rosa Parks' legacy and highlight the fight for fair, affordable, and accessible public transit for everyone, regardless of age, income, or ability. To commemorate the legacy of Rosa Parks, it is proposed that the fare ordinance include language for **all transit services to be zero fare each year on the date of her birth, February 4th.**

### 2.2 Open-loop fare payment

The District is currently exploring technology capable of accepting open-loop credit and debit card payment of fares. It is proposed that open-loop cards be added to ordinance language as a valid payment method in preparation for if/when the District commences open-loop payment acceptance.

## 2.3 30-Day and Month Passes

In order to provide the most value to our customers, it is proposed that the Month Pass be discontinued and only the rolling 30-Day Pass be offered. This will ensure that customers are able to use their pass for a full 30 days, regardless of the date of activation. The 30-Day Pass will be available as a flash pass as well as an electronic fare payment option (tap card or e-fare app). Customers may obtain a 30-Day Pass via the Non-profit Pass program (see section 2.10), from Cherriots Customer Service, or by purchasing it through their electronic fare payment account. This change will apply to all fare categories.

## 2.4 Annual Pass

Currently, the Annual Pass is priced to equal 12 30-Day Passes. There is no incentive for a person to pay the amount up front when they could just continue purchasing a new pass each 30-day period. These customers then need to spend time managing their electronic fare payment accounts or making trips into customer service to purchase their passes. To incentivize purchasing an Annual Pass instead, it is proposed to reduce the price to equal 11 30-day passes (from \$540.00 to \$495.00 for Full fare and from \$270.00 to \$247.50 for Reduced fare).

## 2.5 LIFT Universal Pass

The current LIFT Universal Pass is good for unlimited rides during one calendar month. As a better value for our LIFT customers, it is proposed to change the pass to unlimited rides during a 30-day period from the day of activation. No changes are proposed to the price for the pass or the way in which the pass is obtained (i.e., electronic fare payment system only).

## 2.6 One-ride

The current fare ordinance includes a one-ride fare type. Each time a customer boards a bus is considered one ride and a fare must be paid. The only other options currently available are purchasing either a Day Pass (good for unlimited rides on the day it is activated), a 30-Day Pass or Month Pass (good for 30-days from activation or one calendar month), or Annual Pass. All options require a lump sum paid upfront, which can be financially burdensome for some customers.

In some instances, a Day Pass may not even be needed. Cherriots 2025 Origin-Destination Transit Survey revealed that some customers may be purchasing a Day

Pass simply because they need to board more than one bus to complete their trip. Providing a time-based pass would allow these customers to make any necessary transfers without paying the additional cost for a Day Pass.

Therefore, included in this proposal is the elimination of the One-Ride fare type, replacing it with a Two (2) Hour Pass good for unlimited rides within two hours of activation. All riders, regardless of fare category (full or reduced) could take as many rides as needed within a two-hour window at no additional fare.

Customers using e-fare stored-value would be charged for their first tap, but every tap thereafter within the two-hour window would be no-charge. Once the two-hour window expires, they would be charged for their next consecutive tap, capping them at the appropriate capped rate for the day. They would not be charged for any additional taps for the rest of the day.

## 2.7 Full Fare

As mentioned previously in this report, the Full fare category price has remained static since 2015 for several reasons. However, supporting financial goals, providing a cohesive regional transit experience, and the added value of increased services are all reasons why now is the time for changes. Therefore, the following increase to the Full fare category is proposed:

- from \$1.60 for a single ride to \$1.75 (+9.38%) for a 2-Hour Pass (cash and e-fare).

The Full fare Day Pass price is traditionally double the cost of a single fare. Therefore, the following increase to the Full fare category Day Pass is optionally proposed, using this formula:

- from \$3.25 to \$3.50 (+7.69%) for a Day Pass (cash and e-fare).

These changes support the District's commitment to financial sustainability, align more closely with peer agency offerings, and help make it more affordable for people to use Cherriot's services. Though the cost may be higher, providing unlimited rides for two hours gives our customers more value for the fares they pay. Additionally, this proposal includes other changes that will benefit our customers and mitigate impacts to low-income persons and people needing transportation assistance all while encouraging more ridership -

- ★ the expansion of Reduced fare eligibility (section 2.8),
- ★ and the formal adoption of the transit pass and discounted passes for low-income programs (sections 2.10 and 2.12).

## 2.8 Reduced Fare

Reduced fare pricing has historically been based on Full fare pricing, equaling half of what Full fare customers pay. As such, with the proposal to increase the Full fare price, it is also proposed that the Reduced fare price be increased as well:

- from \$0.80 for a single ride to \$0.85 (+6.25%) for a 2-Hour Pass (cash and e-fare)

The following increase to the Full Fare category Day Pass is optionally proposed:

- from \$1.50 to \$1.75 (+16.67%) for a Day Pass (cash and e-fare)

As mentioned above, the added value our customers would gain from a 2-Hour Pass can help make it more affordable for them to use our services, despite an increase in price. For example, if a Reduced fare customer needs to complete a trip taking less than two hours, they can do so, including any necessary transfers, for just \$0.85. Without this change, this customer would need to spend twice as much in order to purchase a Day Pass.

In order to increase access to the Reduced fare for more people, it is also proposed that the current eligibility criteria for the Reduced fare category be expanded to include veterans, active-duty military, and those under 60 years of age who qualify for the following income-based programs:

- Oregon Health Plan/Medicaid
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)
- Free & Reduced-Price Lunch
- HUD Housing Choice Voucher
- LIHEAP (Home Energy Assistance)
- Employment Related Daycare
- Women Infants and Children (WIC)

These qualifications will be in addition to those already included for Reduced fare eligibility: passengers who qualify as elderly or disabled according to the criteria of District policy and procedure. A reduced fare ID issued from Cherriots Customer Service will continue to be required for all Reduced fare eligible customers.

## 2.9 LIFT and Shop and Ride

In addition to Local and Regional fixed-route services, Cherriots offer two premium dial-a-ride services: Cherriots LIFT and Shop and Ride. Cherriots LIFT satisfies the

federal mandate for paratransit service and is only available to those with a qualifying disability through an application process. Shop and Ride is offered to seniors 60 and over, and people with disabilities who do not qualify for LIFT. Both services provide door-to-door service, including assistance with mobility devices and light bags. Rides are booked in advance through a call center, web portal, or smartphone app, providing a specific pick-up window.

Pursuant to 49 C.F.R. § 37.131(c), the fare for a trip charged to an ADA paratransit eligible user shall not exceed twice the fare that would be charged to an individual paying the full fare for a comparable trip on the fixed-route system. Because of the premium nature of these services, Cherriots has used this metric, and fares are double that of fixed-route services. Therefore, since the Full fare price is proposed to increase, it is also proposed that fares for these services be increased from \$3.20 per ride to \$3.50 per ride ( $\$1.75 \times 2$ ).

Prior to the COVID-19 pandemic, Cherriots also operated a Shopper Shuttle service with the same fare prices as the Shop and Ride service. The Shopper Shuttle differed from Shop and Ride in that it would only take customers to predetermined shopping locations on specific days of the week. This service was suspended and has since been discontinued due to a lack of interest from customers. It is proposed that the old fare pricing schedule for this service be removed from the fare ordinance.

## **2.10 Discounted passes**

The District currently sells Full fare Day Passes and 30-Day Passes to qualifying non-profit organizations and government services agencies at a 25% discount (i.e., they purchase passes for 75% of face value). These passes are then distributed to the clientele these organizations serve, including low-income and transportation disadvantaged individuals, at no cost to them. Current participants include:

- Center for Hope and Safety
- Family Promise of the Mid-Willamette Valley
- Mid-Willamette Valley Community Action - CARS Programs
- Marion County Health and Human Services
- NW Human Services, Inc. (HOAP)
- The Pathfinder Network
- Women at the Well Grace House
- City of Salem Public Library
- Minds in Motion Initiative

It is proposed that the District adopt formal language for this practice into the fares ordinance to serve low-income persons and those needing transportation assistance.

Proposed language:

*Discounted Passes for Low-Income Persons*

*The general manager, or their designated representative, is authorized to sign contracts with local nonprofit and/or government services agencies whereunder the District may agree to provide transit passes at a 25% discount (i.e., they would purchase passes for 75% of face value) for fixed route Full Fares, for distribution to low-income persons within the District's service area who need transportation assistance. Definitions of those who are "low-income persons" and "who need transportation assistance" shall be part of such contracts.*

## **2.11 Retail partners**

The District currently partners with designated retailers who purchase passes and sell them to their customers, earning a commission. Current retailers are:

- Chemeketa Community College
- Roth's Fresh Market (7 locations)
- Safeway, Inc. (6 locations)

One benefit of maintaining these relationships with retailers is for customers who live in cities other than Salem or Keizer. Those customers don't have to travel to the Downtown Transit Center in Salem in order to purchase passes at the Customer Service counter. They can make those purchases at one of these retail locations within their own communities.

One challenge with the program is the lack of a formal agreement with retailers, which makes it difficult to collect on invoices. It is proposed that the District adopt a formal agreement process with retailers under the fares ordinance to strengthen relationships and promote fiscal responsibility.

Proposed language:

*Large-quantity Pass Purchases.*

*The General Manager, or their designated representative, is authorized to sign contracts with private sales organizations authorized by the District to sell fixed route passes to the public at full price, earning a commission. Invoicing details (e.g., pass types, amounts, payment schedules) shall be part of such contracts.*

## 2.12 Transit pass programs

Cherriots offers employer-based transit benefits designed to increase ridership, support workforce mobility, and provide organizations with flexible, cost-effective commute solutions. These programs are administered through the District's electronic fare payment platform, enabling streamlined enrollment, fare management, reporting, and customer support. Together, these offerings provide flexible pathways for employers while allowing Cherriots to scale programs based on demand and performance.

It is proposed that the following transit pass programs and the details thereof be formally adopted into the fare ordinance:

- Tier-based framework
  - This option offers discounted transit fares for enrolled employees, typically ranging from partial to significant fare reductions, based on participation levels. It is well suited for organizations seeking predictable costs and a scalable benefit. This framework builds on Cherriots existing Group Pass model.
    - Tier based framework:
      - 25% enrollment = 25% discount off of 30-Day Pass
      - 50% enrollment = 50% discount off of 30-Day Pass
      - 75% enrollment = 75% discount off of 30-Day Pass
      - 100% enrollment = Group Pass rate (\$4.80) for 30-Day Pass
- Usage-based billing framework
  - This option allows employees to ride transit as needed, with the employer billed monthly based only on actual usage (2-Hour pass and fare capping rules apply: \$1.75 for 2-Hour Pass; \$3.20 per day; \$45 per month). There is no upfront commitment or minimum participation requirement, making it ideal for hybrid or budget-conscious organizations.

## 3. Title VI Equity Analysis

### 3.1 Methodology

The Title VI equity analysis was conducted using demographic and fare payment data collected during the 2025 Origin-Destination Transit Survey (O-D Survey) completed in

the fall of 2025. The O-D Survey was conducted using methodology that ensures a confidence level of 95 percent or better including a sampling plan using route level stratum, random sampling protocols, and two levels of quality assurance - in-field review and post-collection review.

In order to focus on minority and low-income groups, the data was sorted to reveal the percentages of these populations using affected fare payment categories (i.e., Full and Reduced fare One-Ride and Full Fare Day Pass). When the results show a higher percentage of minority or low-income groups using an affected fare payment category compared to non-minority or higher income groups, a disparate impact or disproportionate burden is identified. A higher percentage of non-minority or higher income groups indicates no adverse impacts.

Included in the Title VI equity analysis were two different proposals.

- **Proposal 1** includes all of the changes outlined in Section 2 of this report.
- **Proposal 2** includes all Section 2 changes except the increase in Full fare and Reduced fare Day Pass prices.

The results shown in the following sections focus only on the proposed price increases that have potential to cause adverse impacts. All other proposed changes are not subject to a Title VI analysis.

### **3.2 Results for Proposal 1**

The changes analyzed in Proposal 1 include the 9.38% increase in price for the Full fare 2-Hour Pass (from \$1.60 to \$1.75), an increase of 7.69% in the price of the Full fare Day Pass (from \$3.25 to \$3.50), and increase of 6.25% in the price for the Reduced fare 2-Hour Pass (from \$0.80 to \$0.85), and an increase of 16.67% in the price for the Reduced fare Day Pass (from \$1.50 to \$1.75). The Title VI equity analysis results show that these changes would not adversely affect minority populations. However, all changes except for the Reduced fare 2-Hour Pass would disproportionately burden low-income customers.

<i>MINORITY</i>				
<b>Fare Type</b>	<b>Percent Minority</b>	<b>Percent Non-Minority</b>	<b>Adverse effects?</b>	<b>Significant at 95% Confidence</b>
Full Fare 2-Hour Pass	48.48%	51.39%	No	Yes
Full Fare Day Pass	28.59%	71.37%	No	Yes
Reduced Fare 2-Hour Pass	22.22%	77.14%	No	Yes
Reduced Fare Day Pass	32.41%	67.39%	No	Yes

<i>LOW-INCOME</i>				
<b>Fare Type</b>	<b>Percent Low-Income*</b>	<b>Percent Higher Income</b>	<b>Adverse effects?</b>	<b>Significant at 95% Confidence</b>
Full Fare 2-Hour Pass	83.12%	16.79%	Yes	Yes
Full Fare Day Pass	71.42%	29.54%	Yes	Yes
Reduced Fare 2-Hour Pass	45.45%	53.44%	No	Yes
Reduced Fare Day Pass	52.17%	47.56%	Yes	Yes

\*<=200% Federal Poverty Level

### 3.3 Results for Proposal 2

The only changes in Proposal 2 in need of analysis are the 9.38% increase in Full fare price for a 2-Hour Pass and the 6.25% increase in Reduced fare price for a 2-Hour Pass. The results of the Title VI equity analysis for this proposal show an adverse effect for Full fare low-income populations, but no adverse effects for minority populations or Reduced fare low-income populations.

<i>MINORITY</i>				
<b>Fare Type</b>	<b>Percent Minority</b>	<b>Percent Non-Minority</b>	<b>Adverse effects?</b>	<b>Significant at 95% Confidence</b>
Full Fare 2-Hour Pass	48.48%	51.39%	No	Yes

Reduced Fare 2-Hour Pass	22.22%	77.14%	No	Yes
--------------------------	--------	--------	----	-----

LOW-INCOME				
<b>Fare Type</b>	<b>Percent Low-Income*</b>	<b>Percent Higher Income</b>	<b>Adverse effects?</b>	<b>Significant at 95% Confidence</b>
Full Fare 2-Hour Pass	83.12%	16.79%	Yes	Yes
Reduced Fare 2-Hour Pass	45.45%	53.44%	No	Yes

\*<=200% Federal Poverty Level

## 4. Mitigating Adverse Effects

District Policy 712 states that the District must take measures to minimize or mitigate the adverse impact of a proposed action. The following sections detail the measures that will mitigate the adverse effects of the fare changes described in Sections 3.2 and 3.3.

### 4.1 Expanded Reduced Fare eligibility

Included in Proposals 1 and 2 is the expansion of eligibility for Reduced Fare products to include government programs aimed at assisting low-income populations. The Federal Poverty Level (FPL) and other income qualifications for the programs listed above in section 2.10 are as follows:

- Oregon Health Plan/Medicaid: 138% FPL
- Supplemental Nutrition Assistance Program (SNAP): 200% FPL
- Temporary Assistance for Needy Families (TANF): little or no income/assets
- Free & Reduced-Price Lunch: 130% and 185% FPL, respectively
- HUD Housing Choice Voucher: 80% of Area Median Income
- LIHEAP (Home Energy Assistance): 150% FPL
- Employment Related Daycare: 200% FPL
- Women Infants and Children (WIC): 185% FPL

Considering the eligibility criteria for these programs, it is safe to assume that most, if not all, low-income customers would qualify for one or more of those programs. This

has the potential to reduce the percentage of low-income populations affected by the changes to the Full fare 2-Hour Pass in both Proposals 1 and 2. As shown in the Title VI equity analysis results, there are no adverse effects for low-income individuals using the Reduced fare 2-Hour Pass. However, just because someone is eligible for one or more of these programs does not mean they participate in them. Therefore, additional mitigating measures are discussed in the following sections.

## **4.2 Two Hour Pass**

For customers who would not qualify for the Reduced fare category, replacing the One-Ride fare type with a 2-Hour Pass may act as a mitigating factor. The 2025 O-D Survey revealed that ~12.5% of customers require two or more buses to complete their trip. This means those customers are either paying the One-Ride fare more than once (\$3.20 minimum) or purchasing a Day Pass (\$3.25). By eliminating the One-Ride fare type and replacing it with a 2-Hour Pass, those customers could complete their trips for a price of just \$1.75, about half of what they would currently pay. This would mitigate the disproportionate burden for some customers who may be considered low-income, but do not participate in the programs listed in section 4.1 above.

## **4.3 Discounted passes**

Another way the District is already reaching low-income customers with transit assistance is by coordinating with non-profit organizations and government agencies to distribute passes to their clientele at no cost to the customer. This program is detailed above in section 2.10. Proposals 1 and 2 both retain this program and aim to formalize the process for participating.

## **4.4 Transit Pass program**

For low-income customers who do not participate in a government or non-profit program, Proposals 1 and 2 include another option for access to transit assistance - the Transit Pass program. As described above in section 2.12, customers would gain access to employer-based transit benefits through this program, reaching customers who may be in need of transit assistance, but would not necessarily benefit from one of the other mitigating factors outlined above.

## 5. Financial Impact

As previously mentioned, the goals of this fares analysis include ways to support financial sustainability for the District and encourage ridership through affordable fare pricing. The changes included in this report work to support both of these goals. Encouraging ridership through affordable fares and fare programs results in a positive financial impact for the District.

The proposed changes aim to enhance the overall customer experience by simplifying fare options and introducing flexibility, like with the 2-Hour Pass. These changes in the fare structure provide specific benefits to our customers, making the system more user-friendly for those with complex travel needs. Strengthening the connection between the value of added services and fare pricing helps the District work towards long-term operational viability while continuing to meet the transportation needs of the community.

The financial impacts of Proposals 1 and 2 are described in the tables below.

**Proposal 1** would increase the District’s annual fare revenue by an estimated 5.01% (\$121,893.27).

<b>Projected Revenue Proposal 1</b>	<b>Revenue Change</b>	<b>% Change</b>
\$2,554,041.91	\$121,893.27	5.01%

**Proposal 2** would increase the District’s annual fare revenue by an estimated 1.53% (\$37,260.78).

<b>Projected Revenue Proposal 2</b>	<b>Revenue Change</b>	<b>% Change</b>
\$2,469,409.42	\$37,260.78	1.53%

## 6. Conclusion

The research, proposals, and findings in this report conclude that regular fare analyses are an important practice to ensure Cherriot’s services remain affordable, equitable, and user-friendly. They also help the District align fare revenues with our

financial goals and commitments. We explored our past practices and found that regular fare increases can reflect the value of our services while contributing towards the cost to provide them. Reviewing peer agency programs revealed ways to align our fare structure with common practices for public transit in the region, resulting in a more cohesive regional transit experience. Equity analyses show that mitigating disproportionate burdens related to fare pricing is essential to the well-being of our community. Finally, focusing on affordability can result in new opportunities for our customers to get more out of each fare they pay in ways that are easy to use and a better fit for their varying lifestyles.

## **7. Next steps**

The next steps for the 2026 Fares Analysis project include an internal and external outreach campaign that will gather feedback from stakeholders and customers on the proposed changes. This feedback will be used to draft a new fares ordinance that reflects the needs of the community. The first reading of the new fare ordinance will take place at the October 2026 Board meeting, followed by the second reading at the December 2026 Board meeting.

When the new fares ordinance goes into effect will depend on the extent of the changes adopted. This will be revealed through the feedback received during the above-mentioned outreach. The soonest a new fares ordinance could go into effect would be January 1, 2027. However, if the changes are extensive, staff recommends a longer lead time in order to ensure adequate time for program development, staff training, and customer education and outreach. Targeting either the May or September 2027 service change dates would benefit customers and internal stakeholders alike. It's also possible to roll the implementation out in stages so that the programs that are ready can be put in place while other changes continue to be developed.



# 2026 Fares Analysis

Board of Directors Work Session  
July 9, 2026



# Agenda

- Project overview
- Fares Ordinance Proposals
- Title VI Analysis and Mitigation
- Financial Impact
- Next Steps

# 2026 Fares Analysis Overview

## ✓ Review

- Evaluate existing ordinance and agency goals.
- Review past practices and peer agencies.

## ❖ Propose & Analyze

- Collaborate across departments: Planning, Customer Service, Commute Options, Marketing, and Finance.
- Perform Title VI equity analysis.
- Conduct internal and external outreach for feedback.

## ➤ Draft & Adopt

- Draft new fares ordinance.
- Perform public hearing process.
- Achieve final Board adoption.

# Fares Ordinance Proposals

## **Minor updates:**

- Fare Equity Day
- Discounted Passes
- Retail Partners
- Open-loop fare payment
- 30-Day and Month Passes
- LIFT Universal Pass

## **Major changes:**

- **LIFT and Shop and Ride**
- **Transit Pass Programs**
- **Annual Pass**
- **One-ride**
- **Full Fare**
- **Reduced Fare**

# Fares Ordinance Proposals – LIFT and Shop and Ride

- Proposes a fare increase based on the FTA guidance:
  - LIFT fare  $\leq$  2x full fare
- Title VI equity analysis **not** required.

Arguments for:	Arguments against:
<ul style="list-style-type: none"> <li>➤ Book in advance</li> <li>➤ Door to door service</li> <li>➤ Some assistance provided</li> </ul>	<ul style="list-style-type: none"> <li>➤ Vulnerable population</li> <li>➤ FTA rule allows up to 2x full fare, but does not require it.</li> </ul>

# Fares Ordinance Proposals – Transit Pass Program

## Tier based framework:

- 25% enrollment = 25% discount
- 50% enrollment = 50% discount
- 75% enrollment = 75% discount
- 100% enrollment = Group Pass rate (\$4.80) for 30-Day Pass

## Usage based framework:

- Employer billed monthly based on actual usage.
- 2-Hour pass and fare capping rules apply: \$1.75 for 2-Hour Pass; \$3.20 per day; \$45 per month.

# Fares Ordinance Proposals – Annual Pass and One-Ride

## Annual Pass proposal:

- Reduce price to equal 11 30-day passes.
  - Most sales are currently from government agencies on behalf of their clientele.
  - Incentivizes Annual Pass purchases for individuals.

## One-Ride proposal:

- Replace with 2-Hour Pass.
  - Unlimited rides within two hours of activation.
  - Aids customers who need more than one bus to complete a trip (~12.5% of customers).
  - Fare capping rules still apply: \$3.20 per day.

# Fares Ordinance Proposals – Full and Reduced Fare

## Full fare proposal:

- Increase from \$1.60 to \$1.75 (+9.38%) for a 2-Hour Pass (cash and e-fare).
  - Tied to adoption of 2-Hour Pass.
  - Right-sizes fare to reflect added value.
- Optional: increase from \$3.25 to \$3.50 (+7.69%) for a Day Pass (cash and e-fare).
  - Traditional formula for Day Pass = 2x Full fare.

## Reduced fare proposal:

- Increase from \$0.80 to \$0.85 (+6.25%) for a 2-Hour Pass (cash and e-fare).
  - Tied to adoption of 2-Hour Pass.
  - Right-sizes fare to reflect added value.
- Optional: increase from \$1.50 to \$1.75 (+16.67%) for a Day Pass (cash and e-fare).
  - Traditional formula for Day Pass = 2x Reduced fare.

# Title VI Analysis

Two proposals - Shared baseline:

2-Hour Pass (Full): \$1.60 to \$1.75	2-Hour Pass (Reduced): \$0.80 to \$0.85	LIFT/Shop and Ride: \$3.20 to \$3.50
---	--	---

Proposal 1 Day Passes:	Proposal 2 Day Passes:
<ul style="list-style-type: none"> <li>• Full fare: \$3.25 to \$3.50</li> <li>• Reduced fare: \$1.50 to \$1.75</li> </ul>	<ul style="list-style-type: none"> <li>• Full fare: remains \$3.25</li> <li>• Reduced fare: remains \$1.50</li> </ul>

# Title VI Analysis

- ✓ Indicates no adverse effect
- Indicates adverse effect

<b>Minority Impact</b> (Both Proposals)	✓ <b>All fare types:</b> No adverse effects on minority populations	
Low-income impact: Proposal 1		Low-income impact: Proposal 2
<ul style="list-style-type: none"> <li>➤ Full fare 2-Hour pass</li> <li>➤ Full fare Day Pass</li> <li>➤ Reduced fare Day Pass</li> <li>✓ Reduced fare 2-Hour Pass</li> </ul>		<ul style="list-style-type: none"> <li>➤ Full fare 2-Hour Pass</li> <li>✓ Reduced fare 2-Hour Pass</li> </ul>

# Mitigating Adverse Effects

## **The 2-Hour Pass Advantage:**

Allows riders to complete multi-bus trips for \$1.75, avoiding the need to spend more for a Day Pass.

## **Expanded Reduced fare:**

Makes the \$0.85 Reduced fare available to more riders by including income-based programs, veterans, and active duty military.

## **Agency & Employer programs:**

- Discounted passes: strengthens process for agencies serving vulnerable populations.
- Transit Pass program: accessible tier and usage based options.

# Financial Impact

	Proposal 1		Proposal 2	
	Option 1	Option 2	Option 1	Option 2
Includes Day Pass increase?	Yes	Yes	No	No
Includes LIFT/Shop and Ride increase?	Yes	No	Yes	No
Projected Revenue:	\$2,554,041.91	\$2,547,685.79	\$2,469,409.42	\$2,463,053.30
Revenue Change (\$):	+\$121,893.27	+\$115,537.15	+\$37,260.78	+\$30,904.66
Revenue Change (%):	+5.01%	+4.75%	+1.53%	+1.27%
Fare Recovery Ratio:	+0.23%	+0.22%	+0.07%	+0.06%

# Next Steps

<b>July - August</b>	<b>October</b>	<b>December</b>	<b>2027</b>
Community outreach and feedback	Public hearing and first reading of fares ordinance	Second reading of fares ordinance and adoption	Phased implementation aligned with service changes

## Work Session Memo – Item 3.B

**To:** Board of Directors  
**From:** Jolynn Franke, Transit Planner II  
Chris French, Service Planning Manager  
**Thru:** Allan Pollock, General Manager  
**Date:** July 9, 2026  
**Subject:** APC Ridership Dashboard (Swiftly/Hopthru)

---

The District recently implemented an Automated Passenger Counter (APC) ridership software known as Hopthru, a Swiftly, Inc. product. The primary goals of this software integration are to improve ridership data accessibility, data integrity, accuracy and increase overall staff productivity by minimizing manual processes.

The Hopthru software is comprised of two products: Analyze and Cleanse. Hopthru Analyze provides a dynamic, intuitive dashboard for ridership visualizations and data exports for reporting. Hopthru Cleanse ensures accuracy and fidelity through data cleansing and expansion. Overall, Hopthru delivers accurate, timely, and granular stop-level ridership data for each route. It also includes tools to monitor the health of the APC hardware.

So far, staff have used Hopthru to:

- Identify and diagnose service inefficiencies as part of the Comprehensive Operational Analysis (COA).
- Pinpoint specific stops that would benefit from added amenities as part of the bus stop accessibility assessment.
- Group data by custom layers and tags, such as shelters and seating.
- Improve the performance of the APC hardware on Cherriots buses.

The purpose of the attached presentation is to provide the Board with an overview of the Hopthru dashboard, highlighting its capabilities to improve ridership data accessibility, accuracy and staff productivity.

# APC Data Cleansing and Dashboard Demo

Board of Directors Work Session  
July 9, 2026



# Background and Context

- Last available reliable and accurate stop level ridership data – 2012.
- Avail deployment provided a ridership dashboard, but a data cleansing tool was missing.
- Cherriots introduced a pilot with Swiftly for one year in 2025 to improve:
  - ridership data accuracy, accessibility, and integrity
  - staff productivity by minimizing manual processes
  - service planning decision making

## Cherriots desired outcomes and Swiftly solutions

### Improve ridership data accessibility

#### WHAT WE'VE HEARD

---

*The solution should enhance Cherriots ability to report passenger data and assess trends in ridership and passenger demand.*

#### SWIFTLY SOLUTION

---

Dynamic, intuitive dashboard to visualize ridership trends and insights; export for reporting

→ **PRODUCTS:** Hopthru Analyze

### Increase staff productivity

#### WHAT WE'VE HEARD

---

*You want a solution to generate accurate, timely stop-level on/off ridership data reporting for each route by day of the week for better informed transit planning activities.*

*Relieve administrative workload associated with manually conducting passenger counts.*

#### SWIFTLY SOLUTION

---

Granular ridership data cleaning and expansion ensures data accuracy and fidelity, customizable and detailed reporting, and minimized need for manual processes

→ **PRODUCTS:** Hopthru Analyze + Cleanse

## Hopthru Ridership for Schedulers, Planners & Analysts

### WORKFLOWS

### SWIFTLY SOLUTIONS

---

→ Identify and diagnose service inefficiencies affecting ridership

Hopthru Ridership

---

→ Pinpoint stops that would benefit from added amenities

Hopthru Ridership

---

→ Create automated reports using custom parameters

Hopthru Ridership

---

→ Subscribe to Report Notifications

Hopthru Ridership

---

→ Monitor APC Hardware Health

Hopthru Ridership

---

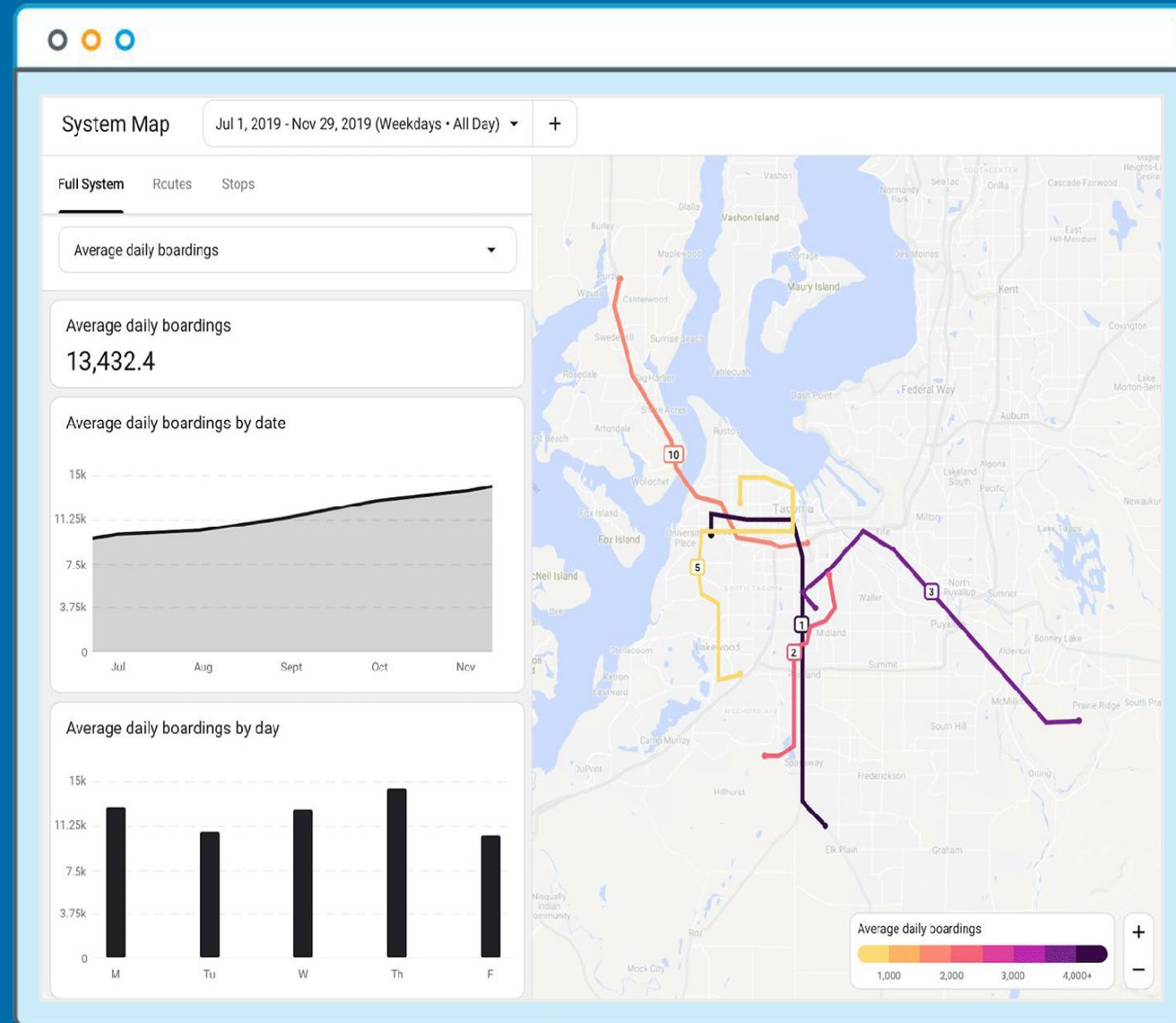
→ Add New Geographic Layers & Tags

Hopthru Ridership

---

# Swiftly (Hopthru) Ridership

- Monitor ridership holistically across the entire network—and granularly across each route and at each stop
- Visualize and map out trip-level trends
- Group data by default and custom layers
- Understand changes over time
- Create advanced filter sets and set up custom program alerts to email reports



## How is Cherriots Capitalizing on the Swiftly/Hopthru Platform?

- Identify and diagnose service inefficiencies as part of the Comprehensive Operational Analysis (COA).
- Pinpoint specific stops that would benefit from added amenities as part of the bus stop accessibility assessment.
- Group data by custom layers and tags, such as shelters and seating.
- Monitor the health of APC hardware on our buses

# Swiftly (Hopthru) Ridership Dashboard



## Work Session Memo – Item 4.A

**To:** Board of Directors  
**From:** Allan Pollock, General Manager  
**Date:** July 9, 2026  
**Subject:** Upcoming Work Session and Board Meeting Agenda Items

---

### Upcoming Work Session and Board Agenda Items

#### July

##### 9<sup>th</sup> - Work Session

###### Safety Minute – Planning & Development

###### Discussions/Presentations – None

- Fare Equity Analysis – SA
- APC Dashboard Presentation – SA

##### 23<sup>rd</sup> - Board Meeting

###### Safety Minute – Planning & Development

###### Action Items

- Acceptance of the Preliminary FY26 Financial Report -DT
- CAC CY26 Work Plan – TD\*

###### Informational Items

- Service Change Briefing for September 2026 - SA

###### Presentations

- East Salem Transit Center Update - SA

#### August

##### 13<sup>th</sup> - Work Session

###### Safety Minute – Safety & Security

###### Discussions/Presentations

##### 27<sup>th</sup> - Board Meeting

###### Safety Minute – Safety & Security

###### Action Items

- Q4 NTD Reportable Assault Data\* - CC
- Board Committee Assignment - GM
- Year-End & Capital Project Highlights - DT

###### Informational Items

- Q4 Strategic Plan Report – GM
- FY26 Annual Commuter Options Report -SA

###### Presentations - None

#### September

##### 10<sup>th</sup> - Work Session

###### Safety Minute – Communications

###### Discussions/Presentations – None

##### 24<sup>th</sup> - Board Meeting

###### Safety Minute – Communications

###### Action Items - None

###### Informational Items

- FY26 Annual Performance Report – SA
- FY26 Annual Safety & Risk Report - CC

###### Presentations - None

### Items To Be Scheduled – Board Meeting

Agenda Item	Owner
Award of Contract for DW Fencing	CC
SSTC Land Acquisition	DT

### Items To Be Scheduled – Work Session

Agenda Item	Owner
Cybersecurity Assessment	DT
ITS & BEB Dashboard Demo	TD : SA
TSP Presentation	SA
United Way Pass Donation	GM

### Recurring Agenda Items

<b>January</b>	Annual Approval Legislative Agenda	<b>July</b>	Biannual (Odd Years) Officer Election Annual Financial Report Service Briefing
	Annual Survey Results	<b>August</b>	Annual Board Committee Assignment Annual Commuter Options Report Quarterly Safety NTD Reports
<b>February</b>	Quarterly NTD Safety Reports	<b>September</b>	Annual Performance Annual Safety & Risk Reports Annual Million-Mile Recognition
<b>March</b>	Service Briefing	<b>October</b>	Annual Approval Budget Calendar
<b>April</b>	Quarterly NTD Safety Reports	<b>November</b>	---
<b>May</b>	Annual Board Mtg. Schedule Adoption	<b>December</b>	Annual AC Appointments Annual AC Officer Appointments Quarterly Safety NTD Reports Service Briefing
<b>June</b>	Annual United Way Donation Annual Budget Adoption		

*AP-Allan Pollock , DT-David Trimble , CC-Cliff Carpentier , JR-Jaél Rose , SA-Shofi Azum , TD-Tom Dietz  
 \*Consent Calendar*

## Work Session Memo – Item 4.B

**To:** Board of Directors  
**From:** Allan Pollock, General Manager  
**Date:** July 9, 2026  
**Subject:** Board Calendar

### Board Calendar

#### Board & Committee Meetings

Date	Time	Event
Jul 9	5:30p	Board Work Session
Jul 10	9:30a	Board DEI Subcommittee Meeting
Jul 23	4:00p	Allan’s Retirement Celebration
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
Sep	TBD	Board DEI Subcommittee Meeting
Sep 10	5:30p	Board Work Session
Sep 24	5:30p	Board Meeting

#### District Events & Initiatives

Date	Time	Event
Jul 18	TBD	Family Fun Day

#### Community, Regional, & Industry Events

Date	Time	Event
Sep		Get There Challenge
Sep	TBD	Hispanic Heritage Month Breakfast & Summit – PODER

#### Key Dates & Holidays

Date	Event
Sep 7	<b>Labor Day:</b> Administrative Offices Closed & Sunday-level Bus Service