



LONG RANGE TRANSIT PLAN

December 2022

Acknowledgements

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Chemeketa Community College
Cherriots Citizens Advisory Committee

Edgewater Community Partnership Team
Kaiser Permanente
Keizer United
Linn Benton Community College
Mano a Mano
Marion County Intellectual and Developmental Disabilities Services
Micronesia Islander Community
Northgate Community Partnership Team
Northwest Senior and Disability Services
Oregon Commission for the Blind
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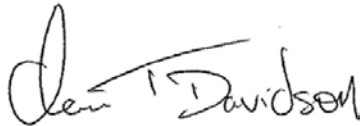
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Letter from General Manager and Board President

A handwritten signature in black ink that reads "Ian Davidson".A handwritten signature in black ink that reads "Allan Pollock".

It is a pleasure to present the first long-range planning document for the Salem Area Mass Transit District (SAMTD), better known as Cherriots. Staff and a consultant team have been working to develop this plan with a high degree of involvement with the public. Transparency of the planning process is key for public engagement so that our key stakeholders, including historically marginalized and disadvantaged communities are consulted in the process of developing the document. We are happy to say that the outreach performed was highly successful in engaging these communities, despite the challenges of a pandemic and low ridership numbers.

The next 20 years is forecast to see many changes in population and employment in the Salem-Keizer region as well as the outlying rural areas of Marion and Polk counties. The Cherriots Long Range Transit Plan creates a shared understanding about where we are today and what opportunities and challenges we will consider during the next 20 years.

The Long Range Transit Plan identifies and communicates Cherriots 20-year strategies to maintain and grow a regional public transportation system that enhances our community. The plan clearly describes the District's role in the region and sets priorities for future service. This document will be used by the many jurisdictions we serve in Marion and Polk counties to plan transit at the local level, but also by those that we do not yet serve, in order to identify needs and plan public transit services.

Cherriots Vision, Mission, and Values were recently revised in the 2022 version of the Cherriots Strategic Plan. These are integrated throughout the Long Range Transit Plan in order to ensure consistency with the District's long-term goals and objectives.

Vision We deliver valued mobility options that inspire community pride.

Mission Creating community connections.

Values Communication, Humility, Excellence, Respect, Resourceful, Inclusive, Ownership, Transparency, Safety

Staying consistent and compatible with local, regional, and state plans such as transportation plans and climate action plans, is an important goal for the Long Range Transit Plan. Additionally, as changes to the community take place, it will need to adapt to such things as new developments, changes to the transit network, and new technologies. Therefore, updates to the Long Range Transit Plan will take place as needed.

Cherriots looks forward to seeing how the Long Range Transit Plan will shape, and be shaped by, the future of our community.

Best regards,

Ian Davidson, President, SAMTD Board of Directors
Allan Pollock, General Manager, SAMTD



Executive Summary

A strong public transit system is the backbone of an environmentally friendly and economically thriving community. The Long Range Transit Plan will deliver valued mobility options that inspire community pride. The Cherriots Long Range Transit Plan supports this by describing where Cherriots will go in 5-, 10-, and 20-year timeframes. Cherriots is committed to delivering valued mobility options that inspire community pride. We are guided by nine key values: communication, humility, excellence, respect, resourcefulness, inclusivity, ownership, transparency, and safety.

The long range planning process occurred from September 2021 to December 2022. The plan was built around inclusive public engagement activities, with technical analysis and research supporting the investigations into how Cherriots must adapt and grow.

The Long Range Transit Plan includes background and technical documents describing work completed during the 16-month planning process. These are available as appendices and include the Plan Review, Snapshot Existing Conditions Report, Scenario Evaluation and Strategy Development Report, and two Public Engagement Summaries.

Vision, mission, values

The Cherriots 20-year strategies in this plan set priorities for future service based on Cherriots vision, mission, and values. The Cherriots Long Range Transit Plan follows the agency's guiding principles that also guide the Strategic Plan.

Vision	We deliver valued mobility options that inspire community pride
Mission	Creating Community Connections
Values	Communication, Humility, Excellence, Respect, Resourceful, Inclusive, Ownership, Transparency, Safety

Cherriots planning process

This is Cherriots first Long Range Transit Plan but not the first time Cherriots has looked to the future. Other plans and documents guiding Cherriots development and growth include the Strategic Plan, Comprehensive System Analysis, and Metropolitan Transportation Plan, as well as contributions to city and county transportation system plans. For more information on the near-term service planning process, see the Cherriots Strategic Plan.

Related planning processes over time

Plan	Update years		
	1 - 2	2 - 5	5 - 10
Cherriots			
Strategic Plan	●		
Service Plans	●		
Diversity, Equity, and Inclusion Plan		●	
Coordinated Public Transit Human Services Plan		●	
Long Range Transit Plan			●
Climate Action Plan			●
Partner Agencies			
SKATS Metropolitan Transportation Plan		●	
Local Comprehensive Plans		●	
Local Transportation System Plans			●
Local Climate Action Plans			●
Oregon Public Transportation Plan			●

* SKATS = Salem-Keizer Area Transportation Study

Public engagement

The Long Range Transit Plan was supported by a public engagement process that engaged community members to listen and learn about priority needs, inform us about their long range service priorities, and explore ideas and tradeoffs in developing an implementable public transportation plan. Public outreach activities occurred online and in person through the online survey, online open house, virtual workshop, stakeholder interviews, community presentations, outreach talking points and flyers, mailings, flyers posted on buses, and tabling events. The project had two public engagement phases:

Phase 1: Winter 2021 when we asked people within the communities to share their priorities and values for the future of the transit system and their unmet needs.

Phase 2: Summer 2022 when we asked community members about transit strategies and alternatives to understand what works best for them and what else was needed.

The project team identified leaders within organizations that represented:

- Older adults
- People experiencing physical, intellectual, or developmental disabilities and visual impairments
- Refugees
- People of color
- Low income
- Students in elementary, middle, and high school, as well as local college students

Table E1 shows the themes that were identified through interviews, presentations, and conversations with the public through both public engagement phases.

Table E1. Public engagement themes identified from the engagement phases

Increase in frequency: Frequency increases were preferred over geographic coverage increases .
Affordability of fares: It is especially important for college students and caregivers.
Technology is important: Although crucial for younger people, the older demographic has become technology savvy following the pandemic. Technology options selected include real-time schedule information, app-based fares, and digital kiosks.
Interest in vanpools: There is community interest in vanpools, especially if they serve people who are acquainted and comfortable with each other.
Flexible transit: An on-demand bus service serving different zones was one of the top choices as an option for Cherriots to explore further.
Same-day service: Desired for paratransit riders, people with urgent medical appointments, and especially compelling for people who are blind or visually impaired, and for people with disabilities.
Transit reliability in rural areas: Important because many people live outside Salem where housing is more affordable and therefore need a way to and from Salem.
Education campaign: Improving education campaigns about how to find and use bus schedules, also at the high school level.
Bus Stop accessibility: Elements are required to increase accessibility such as street lighting and sidewalks (bus riders are pedestrians too).
First and last mile service: Needed for those who cannot reach a bus route that is a little too far to walk to.
Diverse information media and languages: Reach the Latinx community through Spanish media and TV, and Pacific Islander and Asian communities via flyers posted in Asian markets (languages: Chuukese, Marshallese, Pohnpeian, Palauan).



Future services

The Long Range Transit Plan strategies describe Cherriots investments to meet the District's vision, mission, values, and strategic priorities, working in coordination to deliver responsive, reliable, and safe transit. There are six top strategies that define the way Cherriots will embark on this 20-year journey. All service changes will align with the Cherriots Title VI program and follow public hearing requirements.

The strategies in this chapter are organized into six categories representing service or investment types. Each section describes policies, services, and infrastructure investments to address rider needs and improve transportation in and connecting the region. See the full Long Range Transit Plan for specific short-, medium- and long-term strategies.

LRTP TOP MESSAGES AND STRATEGIES



Meeting commitments to existing service goals. One short to medium-term (1-10 years) Cherriots priority is to expand both weekday and weekend service levels to meet goals for the Core Network and other routes. Cherriots is still building on commitments to offer a baseline of bus service across the local and regional networks. Cherriots will prioritize meeting policies set for the Core Network, Cherriots Local and Cherriots Regional routes, seven days per week.



Adding service frequency and reliability to Cherriots Local and Regional routes. Cherriots heard clearly in the public engagement conducted for the Long Range Transit Plan that new and future riders want to see more bus frequency on existing routes. This can include transit enhancements that help keep buses on-time and ensure access to services, jobs, and people across the region. Cherriots will pursue these and other strategies to meet this need.



Building Cherriots into a Mobility Integrator. Cherriots is a trusted provider of transportation services and will look for opportunities to leverage its expertise to work towards offering options such as flexible routes and micro-transit, while building partnerships for emerging mobility such as bike share. Growing into a mobility integrator means staying informed of the travel needs and opportunities that are constantly changing in the communities we serve.



Enhancing bus stops and transit centers. The quality of amenities at Cherriots bus stops and transit centers represent key gateways to opportunity. Cherriots will make bus stops and mobility hubs that are safe, accessible, and with links to a variety of transportation options a key focus of this strategy.



Building partnerships with local jurisdictions for service expansion and land use integration. Cherriots will continue to work in partnership with cities and counties to provide transportation services as our communities grow. Cherriots will balance investments in new service areas while balancing capital and operating resources.



Becoming a leader in environmental sustainability through clean transportation choices. Cherriots has started a zero emissions journey with groundbreaking investments in electric buses. Cherriots will seek out and capture future opportunities to preserve and improve our environment.

Transit network

- Add Local service: Increase service frequency to meet service goals and beyond, add service hours to meet travel trends, and extend route coverage
- Develop and implement High-capacity transit operational and capital strategies to improve Core Network speed and reliability
- Expand regional mobility including added service and new routes
- Identify and serve new service areas across the Local and Regional networks.

Bus stops and transit centers

- Develop a bus stop typology to design, identify amenities and prioritize improvements for standard bus stop, superstop bus stops, transit mobility hub, and transit centers.
- Implement new stops to improve access and connections for bus riders.

Customer information and fares

- Complete implementation of e-fare program, including actions to protect customer data.
- Identify opportunities to expand reduced fares to other groups.
- Monitor the adoption of e-fare payment by seniors, people with disabilities, low-income riders, and ethnic minority riders, including from a Title VI perspective.
- Identify opportunities to reduce barriers to use of new trip planning and fare payment technologies for low-income riders.
- Look for opportunities to extend e-fare payment to new and existing services and explore new technologies that make fare payment easier for customers.
- Leverage data collected from e-fare payment to inform service plan and fare updates.

Flexible mobility

- Look for opportunities to use flexible mobility to provide first- and last-mile connections for riders who are traveling throughout the region.
- Establish clear standards for the performance of on-demand and flex-route transit to guide future implementation.
- Incorporate flex routes, ride hailing partnerships, and expanded vanpools into scenarios during future updates of the Long Range Transit Plan.

- Look for opportunities to expand on-bus bicycle capacity as existing vehicles are replaced.
- Work with service providers to integrate new mobility options into Cherriots e-fare payment and trip planning systems.

Transportation options

- Complete the Transportation Options strategic plan to meet the needs of travelers in Marion, Yamhill, and Polk Counties.
- Partner with new multifamily housing developments close to the Salem Downtown Transit Center to provide information and encouragement for walking, biking, carpooling, and transit use.
- Pilot a residential Group Pass Program with one or more new housing developments.
- Expand vanpool programming to manufacturing and agricultural employers.
- Expand the Group Pass Program to partners in housing developments, colleges, and universities.
- Expand program activities to promote bicycle riding and provide training.
- Leverage alignment with local Climate Action Plans and business and community sustainability priorities to increase shared mobility options in the region.

Vehicles

- Replace the current renewable diesel (R-99) fleet with zero-emissions buses.
- Prioritize ongoing training for Cherriots maintenance and transportation staff to maintain and operate an increasingly zero-emissions fleet.
- Continue to expand capacity for electric buses through additional depot and on-route chargers.
- Investigate and study new opportunities as zero-emissions and other technologies advance and become more widely available.
- Cherriots will continue its focus on reducing emissions and improving the local environment by focusing on battery electric buses and infrastructure, and pursuing new and innovative technologies that lower Cherriots reliance on fossil fuels.

Chapter 1. What is the Long Range Transit Plan?

A strong public transit system is the backbone of an environmentally friendly and economically thriving community. The Long Range Transit Plan will deliver valued mobility options that inspire community pride. The Cherriots Long Range Transit Plan supports this by describing where Cherriots will go in 5-, 10-, and 20-year timeframes. Cherriots is committed to delivering valued mobility options that inspire community pride. We are guided by nine key values: communication, humility, excellence, respect, resourcefulness, inclusivity, ownership, transparency, and safety.

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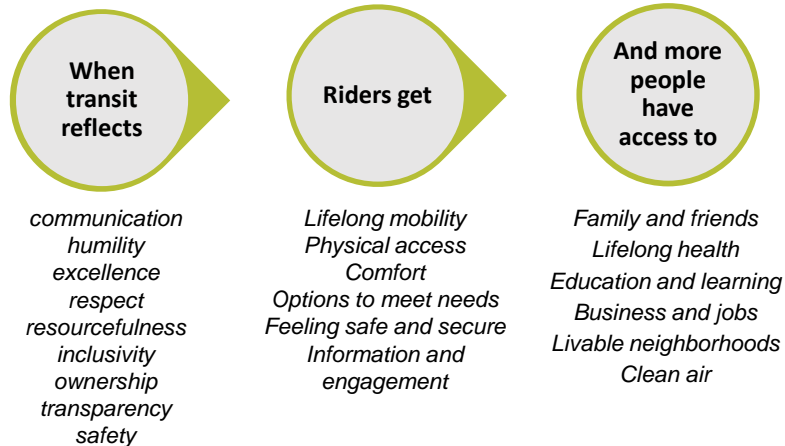
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Background and context

Cherriots public transit serves the needs of a wide range of people, including those getting to medical appointments, accessing food, commuting to a work place, returning home after a late shift, meeting friends, or attending university classes on time. Our needs change day-to-day and over time, as does the way we prefer to get to places. What matters is providing access to opportunities that make our lives more connected, fulfilling, and healthy.

Transit is an essential part of how communities in the Salem-Keizer region thrive and meet their shared goals. It is a priority resource in transportation systems that provide affordable mobility, reduce greenhouse gas emissions, ease traffic congestion, and offer ways to reduce space devoted to parking.





Cherriots is an integral part of local communities that look to transit and shared mobility to fulfill the goals they are working hard to achieve.

Trends

Cherriots is a transportation network that will evolve and adapt with our communities. Cherriots identified and considered needs and opportunities affecting the District today, and likely to affect customer expectations and the District's path during the next 20 years. The following sections list several trends likely to affect how Cherriots will grow in the future.

Public health

The COVID-19 pandemic affected transit use and operations across the United States, and Cherriots was no exception. Ridership on Cherriots buses fell by more than 90% during the spring of 2020. Some people lost jobs, while others shifted to working from home for some or every shift. Still others, especially Cherriots riders, needed to get to work in essential industries like health care, shipping and delivery, education, retail, agriculture, manufacturing, and the food industry. Cherriots suspended fares for 16 months after March 2020 to ensure a decrease of touch points for both riders and Team Cherriots members in order to decrease the spread of COVID-19, disinfected vehicles more often, and made room for physical distancing. These measures provided valuable lessons for operations, and in the long term Cherriots will need strategies to adapt quickly and effectively to further disruptions and the resulting impacts.

Staffing

Hiring and retaining transit operators has been a perennial challenge for transit providers. The pandemic has made this an even greater challenge. Cherriots and transit agencies across the country have reduced transit service due to staffing shortages. Over the long term, transit providers will likely need to attract skilled drivers with increased wages and benefits, safety measures, training, and other investments to maintain a skilled and essential workforce.

Equity and access

Cherriots surveys riders, social service providers, and the general public on a regular basis through needs assessments and other plans. A consistent theme is the need for affordable and accessible transportation choices, for which transit is an effective solution. Cherriots riders are more likely to live in low-income households, speak languages other than English at home, and identify with historically disadvantaged groups, which are populations shown to closely align with essential workers. Cherriots transit and paratransit services are an essential resource for older adults, which is a population that continues to grow across the region. Cherriots must work to connect with all parts of our communities to deliver solutions most important to those most in need.

Safety and security

One of the Cherriots nine values is safety. Safety for public transportation includes accessible paths of travel to and from transit facilities as well as inviting and comfortable spaces while waiting for and riding in the bus. Cherriots must also be a trusted service provider of transportation—maintaining vehicles and training drivers—while creating safe and inviting public spaces. Looking ahead, Cherriots must understand and address what makes people feel safe and secure to create long-term livability.

Technology and mobility

Advances in transportation technology are rapid and have affected transportation in positive and negative ways during the past decade. For the long term, Cherriots and its partner local agencies must prepare to capture opportunities while remaining focused on the vision, mission, and values. Growing the role of mobility manager for the Salem-Keizer region is one way to organize around these changes. Cities look to public transportation to help address climate and equity goals because agencies like Cherriots offer expertise in service delivery and management. Technology offers many ways to coordinate services, engage stakeholders, receive feedback, provide new mobility services, and coordinate regional payment systems for transit, parking, and other shared mobility products.

Vision, mission, and values

The Cherriots 20-year strategies in this plan set priorities for future service based on Cherriots vision, mission, and values. The Cherriots Long Range Transit Plan follows the agency's guiding principles that also guide the Strategic Plan.

- Vision** We deliver valued mobility options that inspire community pride.
- Mission** Creating Community Connections.
- Values** Communication, Humility, Excellence, Respect, Resourceful, Inclusive, Ownership, Transparency, Safety.

Table 1. Cherriots values

C	Communication	I promote an open, respectful dialogue with our customers, community partners, and my teammates.
H	Humility	I will serve others with compassion and empathy.
E	Excellence	I will deliver a world class customer experience.
R	Respect	I will honor my team and community with my words, actions, and behaviors.
R	Resourceful	I will adapt to find efficient and innovative ways to overcome challenges and be willing to take initiative to achieve success.
I	Inclusive	I recognize and honor diversity and will act with integrity, promoting decisions and actions that are equitable and align with being an inclusive agency.
O	Ownership	I am empowered to take actions that contribute to good stewardship and community trust.
T	Transparency	I invite trust by fostering honesty and credibility in the eyes of others.
S	Safety	I own my role in ensuring Cherriots provides a safe, clean, and secure experience.

The Cherriots Strategic Plan contains four major integrated elements:

1. Vision, Mission, and Values
2. Success Outcomes
3. A detailed Work Plan to achieve
4. A Scorecard to monitor performance

In detailing the District's aspirations and specific steps for attaining goals set forth, the Strategic Plan plays an important role in long range planning. It provides clarity around the vision for achieving excellence, supporting employee engagement and professional growth, increasing Cherriots value within the community, and achieving financial health. The organizational tactics and scorecards displayed in the comprehensive Organizational Strategic Plan outline projects and programs to achieve the District's success outcomes. The strategic plan will be revised every year going forward to include updated organizational and divisional tactics. These updates will be incorporated into revisions of the LRTP as often as they occur.



Figure 1. Related planning processes over time

Plan	Update years		
	1 - 2	2 - 5	5 - 10
Cherriots			
Strategic Plan	●		
Service Plans	●		
Diversity, Equity, and Inclusion Plan		●	
Coordinated Public Transit Human Services Plan		●	
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* SKATS = Salem-Keizer Area Transportation Study

Public engagement

The Long Range Transit Plan was supported by a public engagement process that engaged community members to listen and learn about priority needs, inform us about their long range service priorities, and explore ideas and tradeoffs in developing an implementable public transportation plan. Public outreach activities occurred online and in person through the online survey, online open house, virtual workshop, stakeholder interviews, community presentations, outreach talking points and flyers, mailings, flyers posted on buses, and tabling events.

The project had two public engagement phases:

1. The first phase was in winter 2021 when we asked people within the communities to share their priorities and values for the future of the transit system and their unmet needs.
2. The second phase was in the summer of 2022 when we asked community members about transit strategies and alternatives to understand what works best for them and what else was needed.

Cherriots planning process

This is Cherriots first Long Range Transit Plan but not the first time Cherriots has looked to the future. Other plans and documents guiding Cherriots development and growth include the Strategic Plan, Comprehensive System Analysis, and Metropolitan Transportation Plan, as well as contributions to city and county transportation system plans. Cherriots develops near-term service plans and policies that the staff and the Board develop as part of their annual work plans, in response to operational needs and opportunities. For more information on the near-term service planning process, see the Cherriots Strategic Plan.

Stakeholders

Engagement opportunities were designed to be convenient to community members and create ways to provide meaningful input. The project team engaged stakeholders through broad community outreach and targeted outreach to current transit riders and communities often left out of planning projects, such as Spanish-speaking communities and people in rural areas.

The project team talked with a diverse group of stakeholders, including rural and underserved populations. The project team identified leaders within organizations that represented the following communities:

- Older adults
- People experiencing physical, intellectual, or developmental disabilities and visual impairments
- Refugees
- People of color
- Low income
- Students in elementary, middle, and high school, as well as local college students

Stakeholder interviews were conducted with the following groups:

- Marion County Intellectual and Developmental Disabilities Services
- Salem Health
- Mano a Mano
- Kaiser Permanente
- Micronesian Islander Community
- Chemeketa Community College
- Linn Benton Community College
- Blindskills, Inc.
- Northwest Human Services
- Oregon Commission for the Blind

Community presentations, which also included opportunities for group discussions, were given to Cherriots Citizens Advisory Committee (CAC), Keizer United, Salem-Keizer Area Transportation Study Technical Advisory Committee (TAC), Salem for Refugees, Edgewater Community Partnership Team, Community and Partners of East Salem - McKay Community Partnership Team.

Many of the groups the project team interviewed shared information about their rural constituents. The team indirectly reached rural residents through the Polk County Service Integration Team newsletter and the Santiam Service Integration Team email that were sent to multiple agencies and shared with the individuals and families that the agencies serve.

The team reached Spanish- and Russian-speaking communities by talking to people in their own language at tabling events in the region; hanging flyers in English and Spanish in the windows of Mexican markets; holding interviews on Spanish radio; sending bilingual postcards to over 12,500 households; and providing English- and Spanish-language paper flyers in food boxes at local food pantries.

For the first survey, the project team offered \$20 gift cards to incentivize survey and focus group participation. Gift cards were mailed to the first 50 survey respondents who provided their address and to 30 people randomly selected from the entire respondent pool. For the second survey, the project team incentivized survey participation by offering a \$100 gift card to two randomly selected people from the respondent pool. In both outreach periods, focus group participants received \$20 gift cards as a thank-you for providing input.

Online open houses and surveys

The project team offered two online open houses in English and Spanish, each with an online survey. The online open houses were held in winter 2021 and summer 2022. The online open house format included project information using infographics, maps, and an existing conditions report. The survey was promoted using postcards mailed to more than 12,500 recipients in Marion and Polk counties and via flyers developed to share at events around the region. Participants also had the option to receive a print survey and postage-paid envelope.

Cherriots Long Range Transit Plan surveys received more than 600 responses combined, including print and electronic versions. The intent of the first survey was to collect input from participants about their mobility needs, how they use transit, and what would help them use transit or shared mobility services in the future. The second survey asked participants to choose their top priority strategies and future service types, with detail on preferred types of investments.

Survey comparison

Cherriots completed an on-board rider survey in October 2021 to support the updated Needs Assessment that occurred during this plan. The rider survey reached a different audience than the Long Range Transit Plan online open house surveys. Both surveys yielded essential data for long range planning. This data will help Cherriots balance needs for existing and new riders.

Table 2 summarizes respondent demographics and travel patterns as provided in the survey data. The Long Range Transit Plan general public

survey respondents were more likely to identify as white, had a vehicle available to them, and used transit less often. The 2021 rider survey respondents included more people who identified with races other than white, were less likely to have a vehicle available, and were riding Cherriots at least once per week.

Table 2. Online open house and 2021 rider survey respondent comparison

	Long Range Transit Plan general public	On-board needs survey
Caucasian	72%	53%
No vehicle	25%	84%
No driver's license	34%	72%
Use transit for nonwork trips (medical, etc)	80%	82%
Ride less than 1 time per week	47%	11%
Ride 1 or more times per week	53%	89%
Live in Salem or Keizer	85%	95%

Table 3 compares needs identified in the two surveys. The top choice in both the surveys was an increase in frequency and enhanced network coverage, indicating that these services are a top priority for both the existing riders and the general public. However, there were some notable differences. While the general public is interested in low- or no-emission buses and faster trips, current riders instead prioritized later service and operator friendliness (customer service).

Table 3. Comparing needs from on-board and Long Range Transit Plan surveys

Needs assessment (on board)	Percent	Long Range Transit Plan	Percent
Increased bus frequency	33%	Increased bus frequency	22%
Affordable fares	16%	Low- or no-emission buses	18%
Extend service later at night	15%	More stops and area coverage	15%
Operator friendliness	9%	Faster or more reliable trips	12%
More stops and area coverage	6%	Affordable fares	11%

Public engagement themes

Table 4 shows the themes that were identified through interviews, presentations, and conversations with the public through both public engagement phases.

Table 4. Public engagement themes identified from the engagement phases

Increase in frequency: Frequency increases were preferred over geographic coverage increases .
Affordability of fares: It is especially important for college students and caregivers.
Technology is important: Although crucial for younger people, the older demographic has become technology savvy following the pandemic. Technology options selected include real-time schedule information, app-based fares, and digital kiosks.
Interest in vanpools: There is community interest in vanpools, especially if they serve people who are acquainted and comfortable with each other.
Flexible transit: An on-demand bus service serving different zones was one of the top choices as an option for Cherriots to explore further.
Same-day service: Desired for paratransit riders, people with urgent medical appointments, and especially compelling for people who are blind or visually impaired, and for people with disabilities.
Transit reliability in rural areas: Important because many people live outside Salem where housing is more affordable and therefore need a way to and from Salem.
Education campaign: Improving education campaigns about how to find and use bus schedules, also at the high school level.
Bus Stop accessibility: Elements are required to increase accessibility such as street lighting and sidewalks (bus riders are pedestrians too).
First and last mile service: Needed for those who cannot reach a bus route that is a little too far to walk to.
Diverse information media and languages: Reach the Latinx community through Spanish media and TV, and Pacific Islander and Asian communities via flyers posted in Asian markets (languages: Chuukese, Marshallese, Pohnpeian, Palauan).

Chapter 2. Who we serve

Cherriots is the name used for all fixed-route and demand response public transportation service operated and managed by Salem Area Mass Transit District (SAMTD). Cherriots operates service in the Salem-Keizer area seven days per week, and offers bus service connecting Salem and Keizer to other communities in Marion, Polk, Linn, and Clackamas counties.

Population and employment

Marion and Polk counties had a combined population of 433,353 as of the 2020 census. As seen in Figure 3, Cherriots riders are proportionately more likely to identify as Black, Asian, Pacific Islander, Native American, or belonging to two or more racial groups. 47% of Cherriots riders identify as belonging to one of these demographics, while only 17% of Marion and Polk county residents identify as such. Cherriots riders are slightly more likely to identify as Hispanic or Latino, at 28% compared to 24% for all residents.

Riders are more likely to speak a language other than English at home. Figure 2 shows 29% of riders speak another language at home compared to 23% of the region's population. Spanish is the most common non-English language spoken in the home.

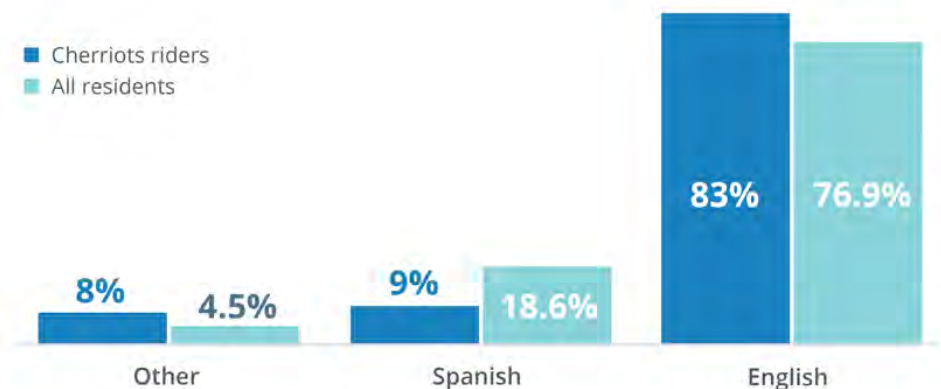


Figure 2. Language spoken at home

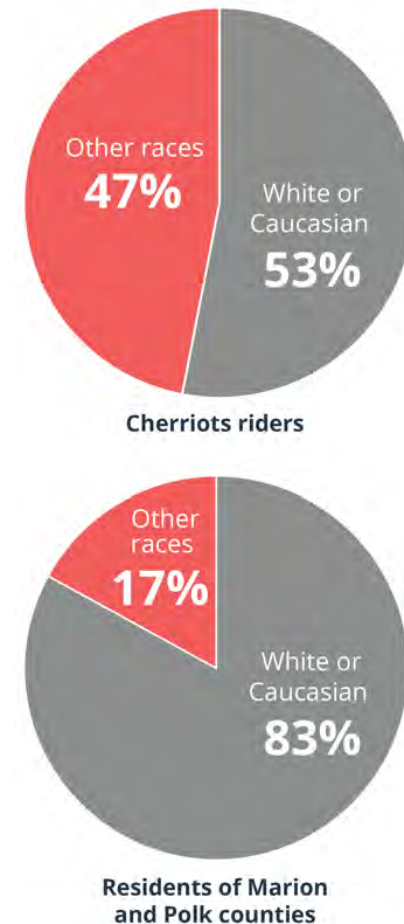


Figure 3. Demographics of Cherriots riders



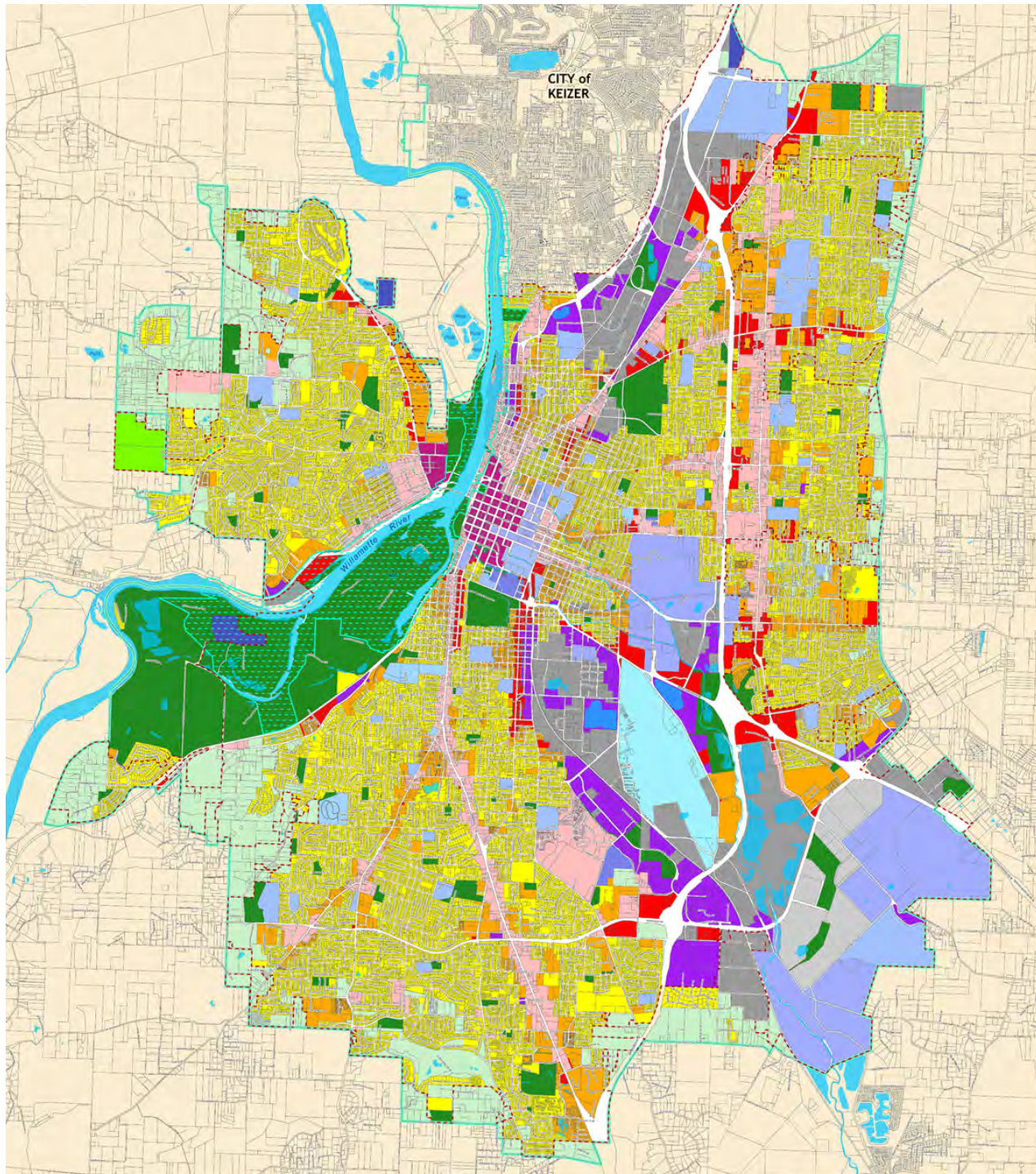


Figure 4. Salem Area Comprehensive Plan Map, October 2022

- COM - Commercial
- CB - Central Business District
- CS - Community Service
- CSA - Community Service Airport
- CSC - Community Service Cemetery
- CSE - Community Service Education
- CSG - Community Service Government
- CSH - Community Service Hospital
- CSS - Community Service Sewage - Solid Waste
- DR - Developing Residential
- EC - Employment Center
- FRM - Farm Resource Management
- IND - Industrial
- IC - Industrial Commercial
- MU - Mixed Use
- MFR - Multi-Family Residential
- POS - Parks - Open Space - Outdoor Recreation
- ROM - River Oriented Mixed Use
- SFR - Single Family Residential
- Willamette Greenway/Compatibility Review Boundary
- Salem City Limits
- Outside Salem Urban Growth Boundary
- UGB

There is a wide gap in household incomes between Cherriots riders and the area's overall population. Responses to the 2021 rider survey and data from the 2020 U.S. Census indicate that Cherriots riders are five times more likely to live in households earning less than \$10,000 per year, while residents of Marion and Polk counties are 15 times more likely to live in households earning more than \$50,000 per year.

As Cherriots riders are more likely to identify as a racial minority, earn lower incomes, and speak a language other than English at home, equity is a critical component of designing the Long Range Transit Plan.

In Salem, employment is concentrated in the downtown core and in the Southeast Mill Creek, Southeast Salem, Lancaster Drive, Northgate and West Salem neighborhoods. Figure 4 shows the 2022 City of Salem Area Comprehensive Plan Map. Yellow and pink shades are residential and mixed use zones, while red and purple are commercial and industrial zones representing most employment centers. Figure 5 shows 2019 employment and population density in Marion and Polk counties, which align with today's Cherriots Regional network. The regional network also connects to employment centers outside of the counties, such as Albany, Tualatin, and the Portland metro region.

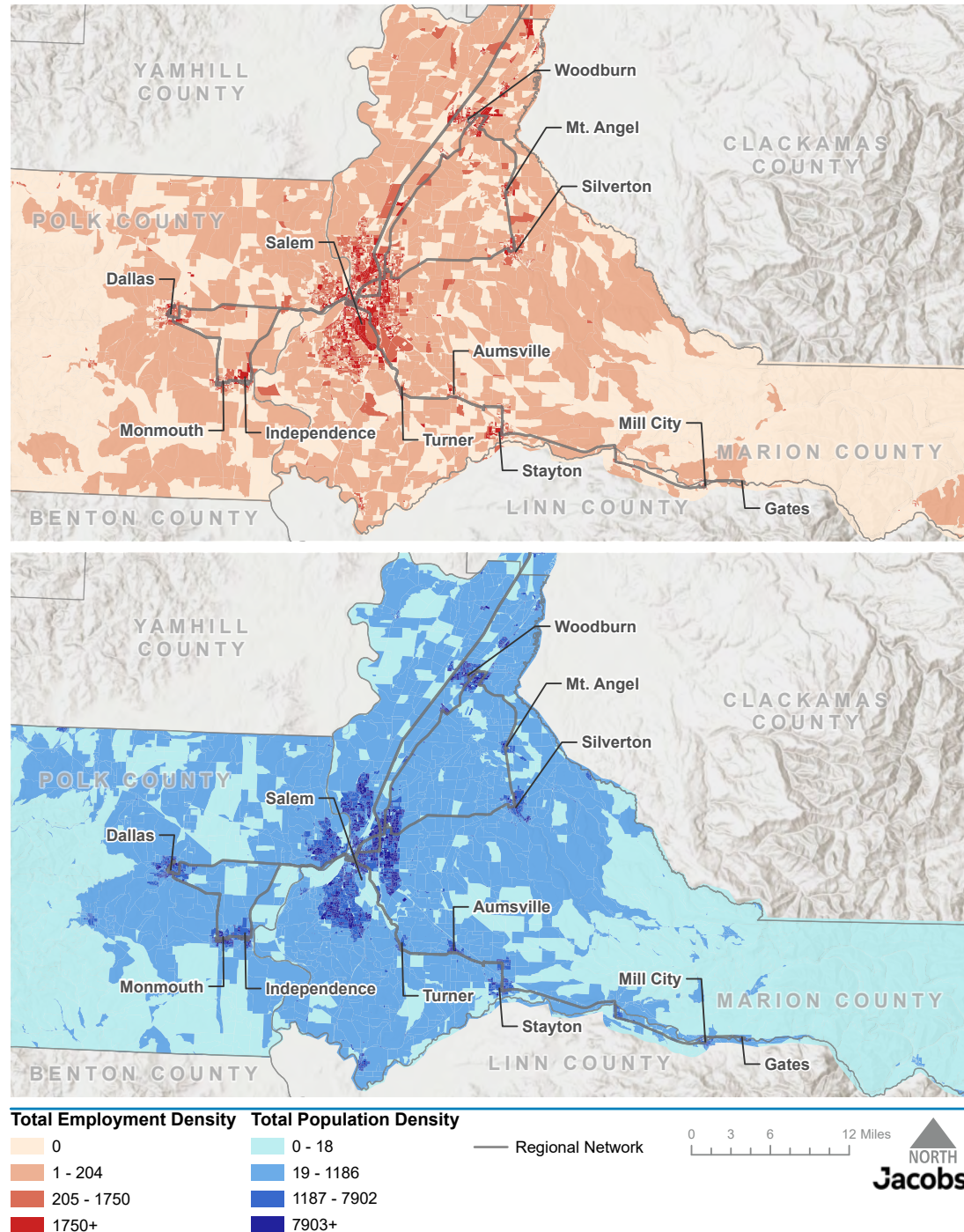


Figure 5. Projected 2043 total employment and population densities in Marion and Polk counties
Source: SKATS Regional Model

Figure 6. Percent ridership by annual household income

Source: Cherriots 2021 Rider Survey



COVID-19 and travel trends by income

The COVID-19 pandemic affected travel patterns across the region. One annual source from the U.S. Census Bureau shows important differences in work commute trips by income levels. Differences by income are a vital statistic for Cherriots public transportation, as Cherriots surveys show that riders are more likely to have very low incomes or no other vehicle available for the trip. Figure 6 shows that 40% of current Cherriots riders are members of households that earn less than \$25,000 per year. Similarly, only 27% reported living in a household that earns more than \$25,000 annually.

Figure 7 shows commute data from the national Census. While the new data is a relatively small sample size, it tracks with other socioeconomic and transportation research. The data shows a decrease in total employment in Oregon and the Salem metropolitan region between 2018 and 2021. The number of people working from home increased over two times, while transit ridership declined by over half. Cherriots ridership has continued to rebound, though still below pre-pandemic levels. Preliminary analysis by income aligns with other research indicating that people with low incomes were less likely to shift to working from home, and more likely to have shifted to using public transportation. Cherriots will continue to monitor and analyze work and commute trends for people most in need.

Figure 7. Changing work commute patterns, 2018 and 2021

Commute measure	Salem metro area	Oregon
Total workers	▼ 1%	▼ 1%
Worked from home	▲ 216%	▲ 200%
Transit ridership*	▼ 57%	▼ 61%

Source: US Census Bureau, American Community Survey 1-Year Estimate, 2018 and 2021

*Salem region transit ridership in the 2021 1-year estimate dataset has a very high margin of error due to sample size but indicates the direction of change; Cherriots will continue to monitor as more data become available.

Cherriots services

Cherriots Local and Cherriots Regional express buses provide fixed-route service, which are buses operating on a predetermined schedule and route. Twenty local bus routes serve the Salem-Keizer region, and six express routes and one deviated fixed route provide regional service. All Cherriots buses have wheelchair lifts or ramps and are Americans with Disabilities Act (ADA) compliant and accommodate up to two bicycles at a time on front-loading racks.

Bus Service – Cherriots Local

Local buses operate from 5 a.m. to 11 p.m. on weekdays, 7 a.m. to 9 p.m. on Saturdays, and 8 a.m. to 8 p.m. on Sundays and most holidays. Cherriots Local routes serve the Salem-Keizer metropolitan area with three levels of service.

Frequent service (15 minute)

Frequent service routes provide connections throughout Salem and Keizer every 15 minutes. All current frequent service travels on one or more Core Network streets (refer to the description that follows for a definition of the Cherriots Core Network).

Standard service (30 minute)

Standard service routes provide connections throughout Salem and Keizer.

Basic service (60 minute)

Basic service routes provide both direct connections to transit centers in Salem and Keizer and to local neighborhood connections.

The Core Network is several transit corridors in Salem and Keizer where Cherriots is committed by policy to focus on frequent and reliable transit today and into the future. The Core Network lets riders, business owners, and developers know where they will find transit today and in the future. The Core Network allows for some flexibility connecting certain segments and in serving the downtown core. Any changes require a formal Board of Directors action and a public hearing process.

Bus Service – Cherriots Regional

Most regional buses operate Monday through Saturday, connecting 17 communities outside of the Salem- Keizer region in Marion and Polk and Linn counties to Salem and Keizer.

Express routes run 4 to 10 round trips on weekdays, with fewer routes and trips on Saturdays. Express routes provide connections to 18 regional communities. The places served are Aumsville, Brooks, Dallas, Gates, Gervais, Independence, Lyons, Mehama, Mill City, Monmouth, Mt. Angel, Silverton, Stayton, Sublimity, Turner, Wilsonville, and Woodburn.

Express routes provide service to a limited number of stops in each community they serve and are compliant with federal guidelines. Yamhill Transit Area connects Salem to McMinnville via Amity, and the Tillamook County Transportation District connects Salem to Lincoln City via Rickreall and Grand Ronde. Stops on Route 45 within each community are spaced about a quarter mile apart, providing more access for seniors and people with disabilities. Figures 8 and 9 show Salem and regional routes respectively. Some of the rural cities also provide public transportation within their communities. Currently, Woodburn and Silverton provide transit to the public, and Monmouth and Independence are working on a pilot project to offer transit to connect the two cities.

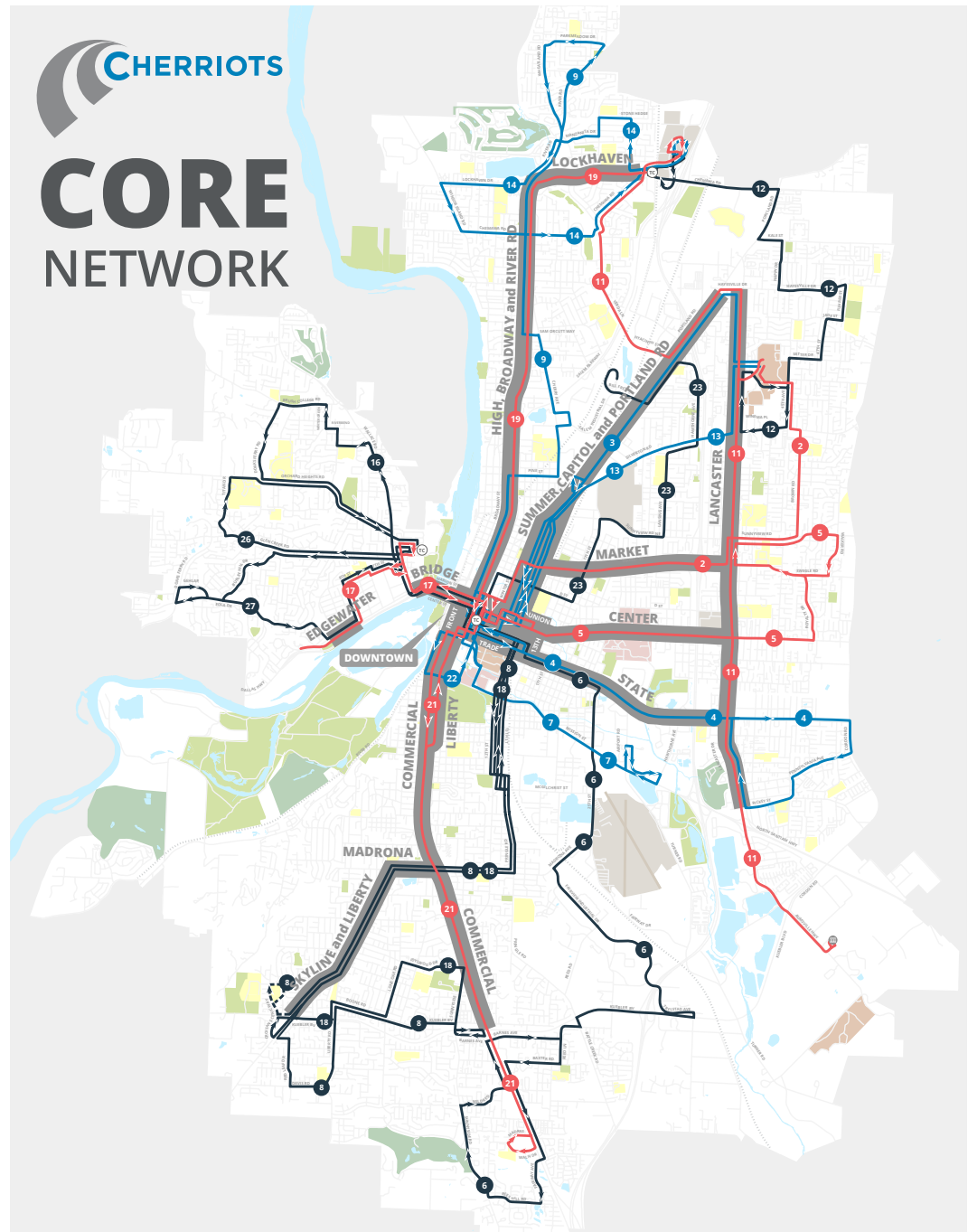
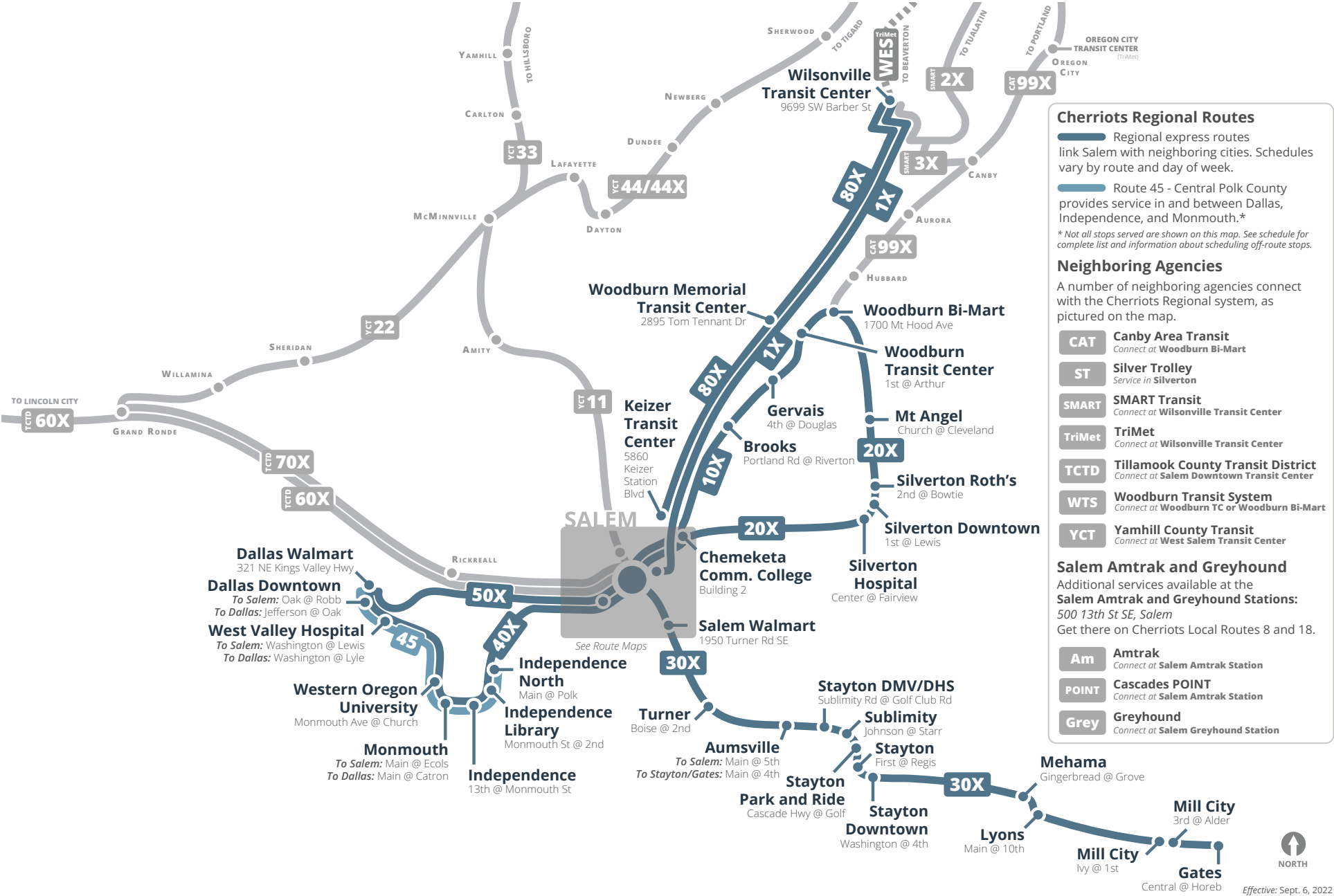


Figure 8. Cherriots Local service map

Figure 9. Regional system map



On-demand service – LIFT and shop and ride

Cherriots LIFT is ADA paratransit that provides transportation service to individuals who cannot access Cherriots Local due to their functional ability. Users must apply to be eligible for this service and reserve their trip at least the day before their ride. LIFT operates within the Salem-Keizer Urban Growth Boundary on all days and hours Cherriots Local operates.

Cherriots Shop and Ride is an on-demand service available for individuals over the age of 60 or with a disability, offering a Shopper Shuttle and general dial-a-ride. The dial-a-ride service is an origin to destination service taking riders anywhere within the Salem-Keizer Urban Growth Boundary, operating Monday through Friday from 8 a.m. to 5 p.m. Rides must be reserved the day before the trip. The Cherriots Shopper Shuttle service was suspended in 2020 due to the COVID-19 pandemic but offered trips to retail centers four days a week.

Vehicles, infrastructure, and technology

Cherriots currently operates more than 60 buses in peak morning and afternoon service, with an additional 40 vehicles dedicated to Shop and Ride and LIFT paratransit services. With the commitment to reduce emissions, Cherriots is in the process of replacing its diesel-fueled fleet with alternative-fueled vehicles, such as battery-electric and Renewable Natural Gas (RNG) models.

Cherriots is currently working towards implementing computer-aided dispatch, automatic vehicle location, and automatic passenger counting systems on-board its fixed-route fleet. Cherriots is improving the data monitoring equipment and systems to ensure full deployment in the efficiency in the near term.

Fares can be purchased at the Downtown Transit Center in Salem, in addition to other locations throughout the area such as the Chemeketa Community College bookstore and local grocery stores. While currently offering only paper fares and passes, Cherriots will introduce electronic fare payment, using fare cards and a smartphone app, in 2023.

There are 773 bus stops served by Cherriots Local and Regional buses system-wide. More than one-fourth of stops include amenities such as benches, shelters, and waste receptacles. Cherriots also maintains the Del Webb Operations Headquarters and four transit centers in Salem and Keizer.



Figure 10. Breakdown of buses by type

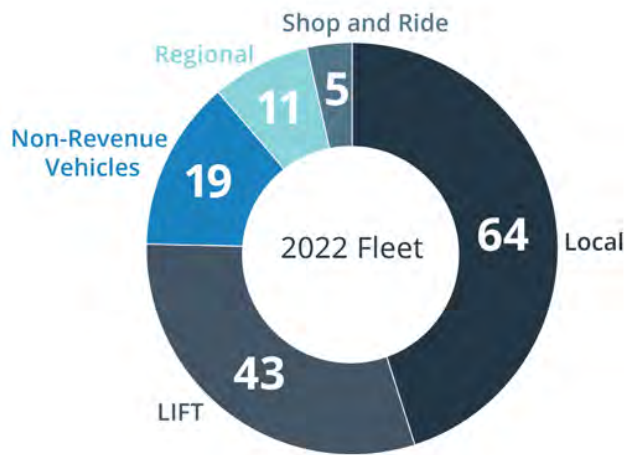


Figure 11. Cherriots employees

Cherriots relies on 305 employees to provide service across the region:	
General Management	13
Finance	10
Human Resources	6
Technology and Program Management	8
Communication	15
Operations	253

Note: Operations include Transit Operators (136), Operations and Transportation Supervisors (19), Maintenance (32), Maintenance Administration (8), Contracted Transportation (58).

Organization, partners, and funding

In addition to 133 transit operators, Cherriots employs 170 others in the realms of General Management, Technology and Program Management, Operations, Finance, Communication, and Human Resources and Labor Relations. This variety in the types of work throughout the organization requires continual training and support for recruitment and retention of all positions.

Partners

Cherriots relies on strong working relationships with agencies at all levels of government, businesses, educational institutions, and community-based organizations. These partnerships result in service planning, infrastructure improvements, and other ways to ensure Cherriots connects with communities to create sustainable, resilient transportation.

Federal Transit Administration (FTA): Cherriots is funded partially through federal funds allocated by the FTA and aligns service with FTA standards.

Oregon Department of Transportation (ODOT): In addition to federal and local funds, Cherriots is funded partially through state funds allocated by ODOT and aligns service with ODOT standards.

Salem-Keizer Area Transportation Study (SKATS): Cherriots works with this organization to guide short- and long-range regional service plans.

Cities of Salem and Keizer: Cherriots works closely with Salem and Keizer to plan for and deliver transit and mobility services across the urban area.

Regional cities: Cherriots Regional service exists based on continued partnership with cities around the region. Cities and unincorporated places currently served are Woodburn, Mt. Angel, Silverton, Gervais, Brooks, Gates, Mill City, Lyons, Mehama, Stayton, Sublimity, Aumsville, Turner, Dallas, Independence, Monmouth, and Wilsonville.

Salem-Keizer Public Schools (SKPS): Cherriots worked closely with SKPS, along with the cities of Salem and Keizer, to help Cherriots deliver the "Youth Zero" bus pass.

Health care providers: Many Cherriots riders rely on public transportation to access their health care appointments. Cherriots works with local health care providers to assure service is accessible for their patients.

Businesses: Cherriots considers both employees and customers of local businesses in their planning processes to provide optimal scheduling and routing decisions. Businesses also may need to engage in right-of-way acquisition decisions when applicable.

Transit providers: Cherriots works with surrounding transit providers to assure its services complement existing service:

- Woodburn Transit System
- Tillamook County Transportation District
- Yamhill County Transportation Area
- Wilsonville/SMART
- Canby Area Transit
- Confederated Tribes of Grand Ronde

Funding

Operating costs fund transit service and include personnel services and materials, which includes transportation costs such as fuel, vehicle parts, and other miscellaneous expenses. Figure 12 shows Cherriots average operating expenses by category.

Capital expenses support nonoperational elements of the agency, such as vehicles, buildings, and landscaping. As Figure 13 presents, most expenses incurred were for vehicles.

Cherriots funding resources include a mix of funds from local, state, and federal programs. Figure 14 shows the breakdown of operating revenue and shows that Cherriots primary sources of revenue are local property taxes, federal assistance from the FTA, and state funding allocated from ODOT.

From 2016 to 2019, nearly 90% of total annual capital contributions were from the federal government, while approximately 10% were from the state. This category of funding may be offered through competitive federal or state grants or non-grant “formula” programs. Cherriots capital revenues total \$3.7 million, with \$3.3 million from federal funding programs.

Figure 12. Average operating expenses by service category

Source: Cherriots

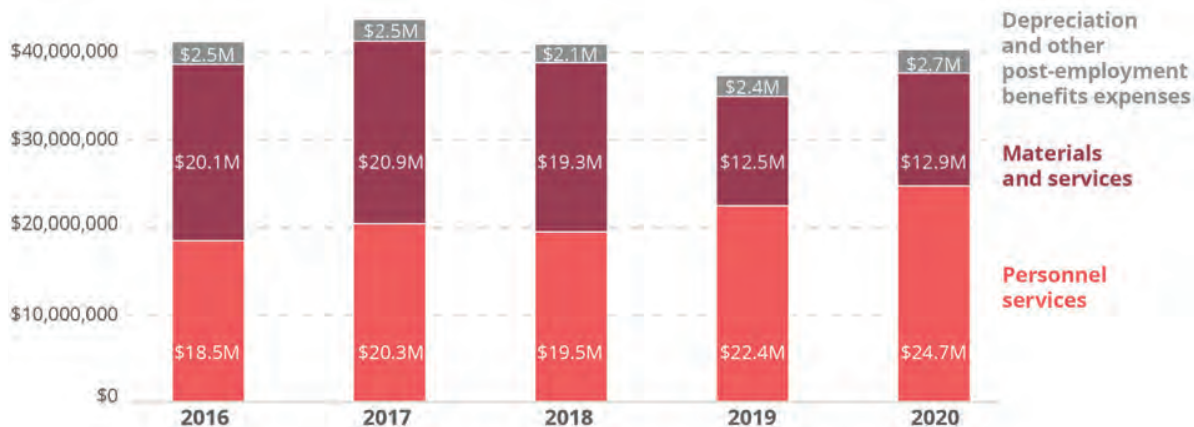


Figure 13. Average capital expenses

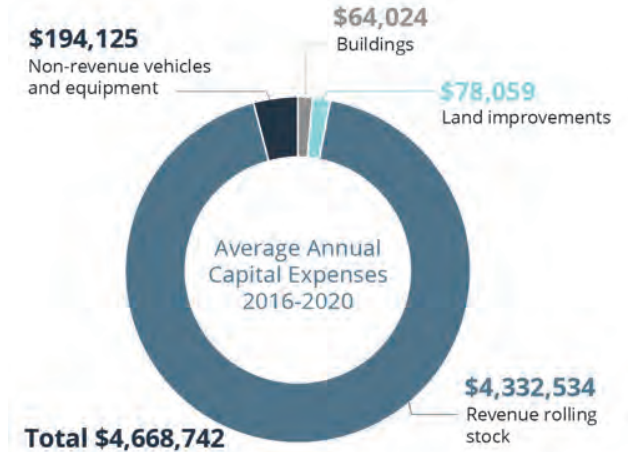
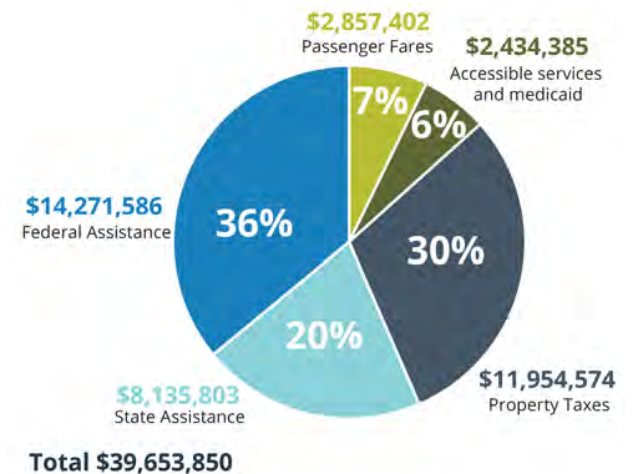


Figure 14. Average operating revenue and share by source



Chapter 3. Future services

The Long Range Transit Plan strategies describe Cherriots investments to meet the District's vision, mission, values, and strategic priorities, working in coordination to deliver responsive, reliable, and safe transit. There are six top strategies that define the way Cherriots will embark on this 20-year journey.

Figures 15 and 16 summarize these top strategies and other future service improvements in the Cherriots transit system. All service changes will align with the Cherriots Title VI program and follow public hearing requirements.

The strategies in this chapter are organized into six categories representing service or investment types. Each section in this chapter describes policies, services, and infrastructure investments to address rider needs and improve transportation in and connecting the region. These categories are:

- Transit network
- Bus stops and transit centers
- Customer information and fares
- Flexible mobility
- Transportation options
- Vehicles

L RTP TOP MESSAGES AND STRATEGIES



Meeting commitments to existing service goals. One short to medium-term (1-10 years) Cherriots priority is to expand both weekday and weekend service levels to meet goals for the Core Network and other routes. Cherriots is still building on commitments to offer a baseline of bus service across the local and regional networks. Cherriots will prioritize meeting policies set for the Core Network, Cherriots Local and Cherriots Regional routes, seven days per week.



Adding service frequency and reliability to Cherriots Local and Regional routes. Cherriots heard clearly in the public engagement conducted for the Long Range Transit Plan that new and future riders want to see more bus frequency on existing routes. This can include transit enhancements that help keep buses on-time and ensure access to services, jobs, and people across the region. Cherriots will pursue these and other strategies to meet this need.



Building Cherriots into a Mobility Integrator. Cherriots is a trusted provider of transportation services and will look for opportunities to leverage its expertise to work towards offering options such as flexible routes and micro-transit, while building partnerships for emerging mobility such as bike share. Growing into a mobility integrator means staying informed of the travel needs and opportunities that are constantly changing in the communities we serve.



Enhancing bus stops and transit centers. The quality of amenities at Cherriots bus stops and transit centers represent key gateways to opportunity. Cherriots will make bus stops and mobility hubs that are safe, accessible, and with links to a variety of transportation options a key focus of this strategy.



Building partnerships with local jurisdictions for service expansion and land use integration. Cherriots will continue to work in partnership with cities and counties to provide transportation services as our communities grow. Cherriots will balance investments in new service areas while balancing capital and operating resources.



Becoming a leader in environmental sustainability through clean transportation choices. Cherriots has started a zero emissions journey with groundbreaking investments in electric buses. Cherriots will seek out and capture future opportunities to preserve and improve our environment.

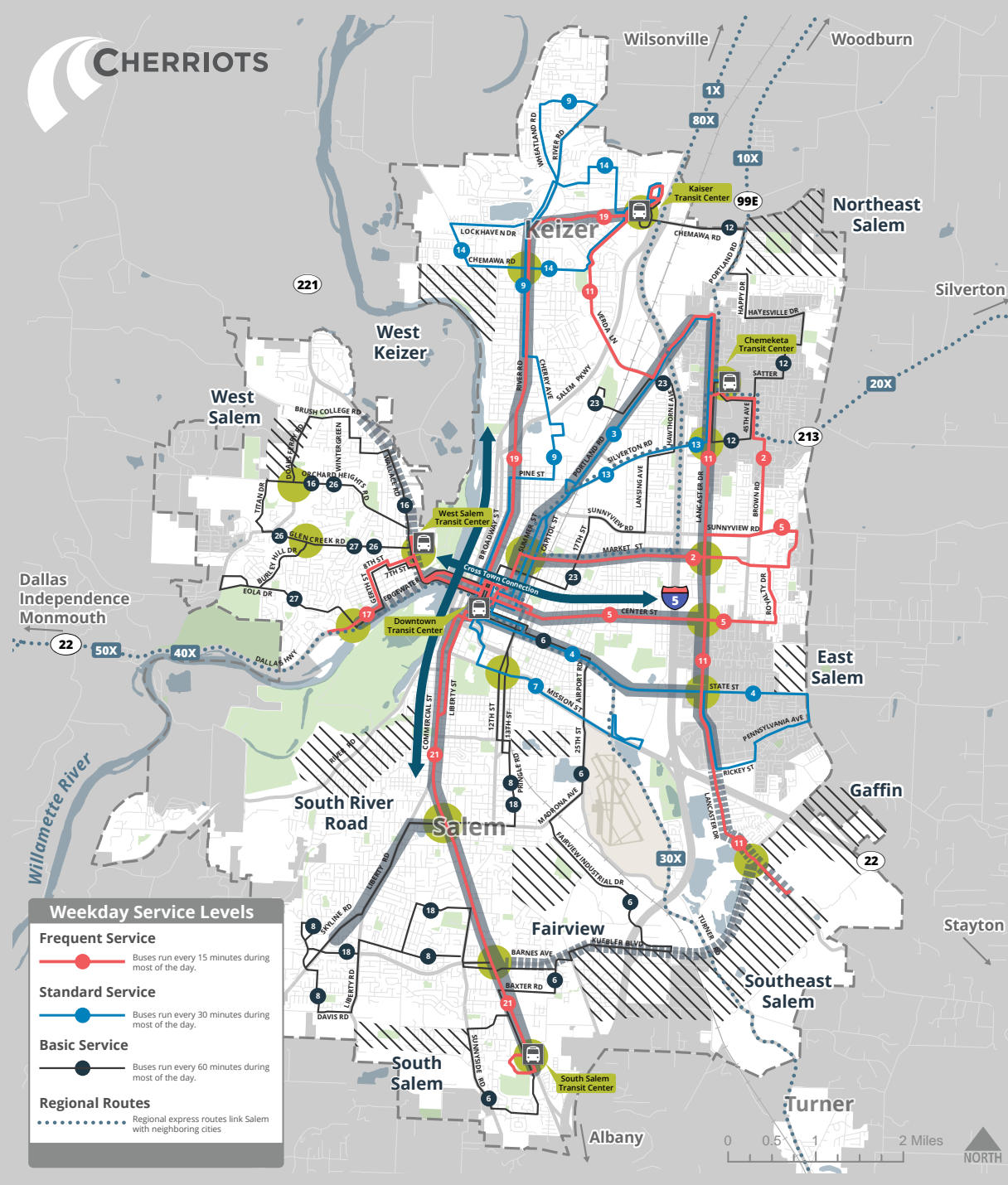
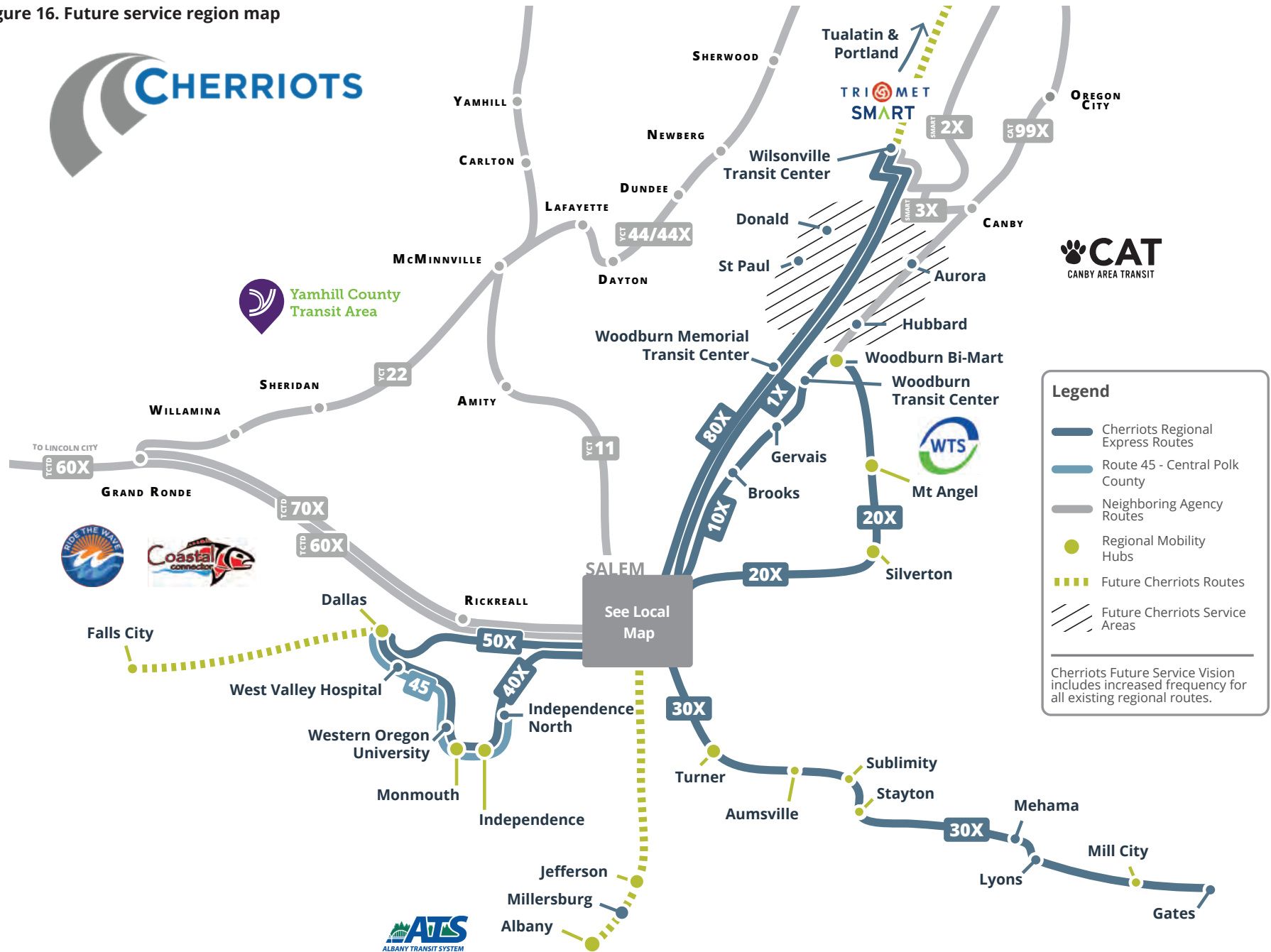


Figure 15.
Future service vision map

Figure 16. Future service region map



Transit network

Innovative services and expanded infrastructure will be necessary to enhance speed and reliability and deliver the projected increased levels of transit operations throughout the Salem region. In the near-term, Cherriots will prioritize meeting planned service levels on the Core Network and standard routes, seven days per week. New service will require supportive investments, including zero-emission vehicles, vehicle and operator layover facilities, and ADA-accessible bus stops. Also in the near term, recruiting and training a skilled workforce will continue to be a top priority to provide safe and efficient mobility.

Adding service

Increase service frequency to meet service goals and beyond

Higher frequency means shorter waiting times for both single trips and transfers, increasing convenience for riders. Increasing the frequency will enhance travel time and reliability, assuring riders that they will get where they need to go on time. Cherriots has adopted goals of 15-minute weekday service on the Core Network, and 30-minute weekday service on standard routes. However, some routes have yet to meet these planned

frequencies on weekdays, and some routes aren't operating at all on weekends. To meet the level of service already planned and in policy, Cherriots needs to provide an additional 91,000 annual service hours, requiring at least 13 new vehicles. Meeting these goals is a crucial near-term step to realize Cherriots' vision.

In the medium to long term, current and future fixed routes will be considered for frequency increases. This could mean service every 10 minutes on high ridership Core Network routes or doubling basic routes to 30 minute frequency instead of 60. In all cases, service changes will align with the SAMTD Title VI program and follow public hearing requirements.

Increase service hours

Increasing the service span is critical for riders who may have non-traditional work schedules where they commute during off-peak hours and are not adequately served by current peak times. Increased service hours can also mean operating more existing routes on weekends and holidays. This will enhance reliability and safety for riders. Increases in service hours will be considered for all days of service, including weekends and holidays.

Add route coverage

The network's geographic scope will expand beyond the neighborhoods currently served by both the local and regional routes. Residents living in unserved areas will benefit from having this enhanced connectivity. Coverage to these areas will likely have 30- or 60-minute frequencies and may have fixed-route service, connector services, or microtransit. Increased coverage and expansion of rural mobility will be described in greater detail in the following sections.

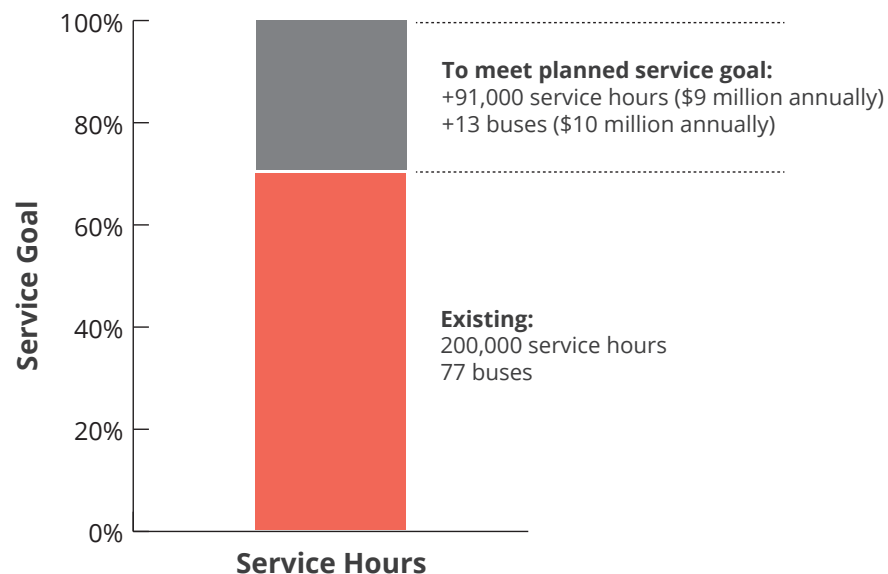
High-capacity transit

Cherriots envisions developing high capacity transit (HCT) on the Core Network where enhancing transit speed and reliability, safety, and access will support high ridership demand. HCT can also be called bus rapid transit (BRT) or simply high frequency transit and typically includes large (more than 40-foot) buses with the highest frequency of service. Developing a HCT program will be supported by the following steps.

Selecting HCT routes should prioritize solutions for people. Relevant planning factors to determine priority corridors include the following:

- Passenger travel time analysis, targeting corridors and areas with above average peak and all-day rider travel time delay

Figure 17. Gap between existing and planned Cherriots Local service



- Minimum corridor level ridership greater than 2,500 riders per weekday
- Medium- to high-density residential and commercial development, with mixed land uses (residential, commercial, and institutions)
- Public support from existing riders, key stakeholders, and agency partners, with emphasis on marginalized and historically underrepresented communities
- Connections to high use activity, employment, and service centers
- Corridor and right-of-way design fatal flaws or unresolved conflicts
- Final route alternatives analysis as required by FTA and National Environmental Policy Act processes

Develop guidelines for stations, operations, and route specific applications. Examples include the following:

- Minimum of 10-minute peak hour and 15-minute off-peak headways
- Minimum 17 hours of service per weekday and 12 hours on weekends
- HCT standard station designs that offer larger, branded stations with full amenity packages

Table 5. High-capacity transit feature guidelines

	Land use	Route	Features
Transit priority corridor or bus rapid transit	<ul style="list-style-type: none"> • Medium to high population density, 4,000+ people per square mile • Mixed use (retail, services, residential) • Major activity nodes • Transit-supportive zoning and development policies 	<ul style="list-style-type: none"> • Located on Core Network • Above average passenger delay • More than 2,500 existing riders per day • Adequate right-of-way and pedestrian space 	<ul style="list-style-type: none"> • Dedicated lanes (full or partial) • Transit signal priority • Enhanced bus stops • High street connectivity and pedestrian access • Minimum 17 hours service weekdays • Minimum 10 minute frequency weekdays

- Transit signal priority or related features to prioritize transit travel times
- HCT dedicated applications in the right-of-way along selected routes to allow vehicles to bypass traffic congestion
- Operational conflicts must be analyzed and either mitigated or avoided with detailed operating plans to address the following:
 - Adequate space for larger vehicles within the right-of-way
 - Current traffic patterns and congestion must be analyzed and addressed
 - Identifying locations and modeling the charging needs for on-route charging infrastructure to ensure electric vehicles provide reliable service
 - Transit priority lanes and potential parking removal to accommodate transit stations may be necessary to provide the desired level of service
- The process of implementing HCT corridors will require the following:
 - Planning, design, and construction of the right-of-way to accommodate the larger vehicles, stops, and transit priority design treatments
 - Operations training for operators, maintenance staff, and dispatch
 - New and revised agency operating procedures
 - Technology upgrades to information technology and fiber optic infrastructure

Expand regional mobility

Service will be enhanced to better serve surrounding rural communities. Regional routes currently serve communities such as Dallas, Monmouth, Stayton, Silverton, and Wilsonville. Cherriots recently implemented Route 80X between Keizer, Woodburn, and Wilsonville. Staff will continue to identify resources for other regional connections such as to Portland and Albany. Cherriots will continue to consider past requests for service to new communities such as Saint Paul, Donald, and Jefferson in Marion County and Falls City in Polk County that have had low ridership potential and funding gaps, and identify opportunities in rider demand, local partnerships, and funding.

Regional mobility will be supported through increasing the span and frequency of service between rural communities and the Salem region, better connecting riders to major employment centers, services, and social opportunities.



Table 6. Regional transit minimum service guidelines

	Round trips per day	Days and hours of service	Supported connections
Basic Regional	2 to 4	Weekdays 6 a.m. to 7 p.m.	Health care, education, grocery, transit center
Standard Regional	5 to 8	All days 6 a.m. to 9 p.m.	Health care, education, grocery, transit center, parks, employment
Frequent Regional	9 to 15	Weekdays or all days 6 a.m. to 9 p.m.	Health care, education, employment, transit centers, services, entertainment

New mobility services such as flexible vanpool programs, on-demand shuttle programs, or enhanced park and ride facilities may help connect rural communities and enhance mobility. It will be important for Cherriots to continue to monitor and plan for changing rider needs in rural areas, as the travel preferences, operational resources, and activity centers change.

Regional transit service guidelines

Guidelines for regional transit service will help Cherriots prioritize resources and inform staff and local communities. Community representatives can use the guidelines to prepare planning requests and identify the level of service to review when considering Cherriots public transportation service for their community. Cherriots can use the guidelines to establish minimum service levels and set expectations for future development.

Any regional service would need to meet the following steps before committing Cherriots resources.

Identify need. New service to communities will need documentation summarizing transportation needs leading to the request for transit service. The information should relate needs to Cherriots vision and prioritize underrepresented and traditionally marginalized populations. The information can come from public engagement results (e.g., workshops, listening sessions), planning or feasibility studies, local multimodal transportation plans, or other sources specifically addressing transit service.



Table 7. Potential new service areas in the Salem-Keizer area

Growth neighborhood	Potential service types				Bus stop types
	Extended fixed routes	Demand response/flex routes	Bike share	TNC partnerships	
South River Road	●		●		Standard bus stop
West Salem	●		●	●	Standard bus stop
Fairview	●		●	●	Transit mobility hub
Southeast Salem	●	●	●	●	Standard bus stop
Gaffin	●		●	●	Transit mobility hub
Northeast Salem	●	●	●		Transit mobility hub
West Salem Transit Center			●	●	Transit center
South Salem Transit Center		●	●	●	Transit center
Chemeketa Community College			●	●	Transit center
Corban University	●				Super stop

TNC = Transportation network company, also known as ride hailing company

Local community partnerships. Cherriots looks to local partners to support ongoing service quality and rider access. Partners take different roles based on the service type and needs, such as leading public engagement, planning, or marketing, along with regular feedback and support in service design and funding opportunities.

Safe, accessible bus stop locations.

Regional service requires safe, accessible, and comfortable locations for people to wait for the bus. Cherriots offers expertise in transit operations and planning, and local communities can offer expertise in identifying, constructing, and maintaining safe bus stops for the regional system.

New service areas

Coverage will also be expanded within the current local service area, which is defined as the Salem-Keizer Urban Growth Boundary. New service areas will be selected and prioritized based upon current service levels and projected growth.

Salem-Keizer neighborhood growth

Cherriots heard about emerging neighborhoods throughout the local and regional networks through the public engagement performed for the Long Range Transit Plan. Table 7 shows each service area and service characteristics envisioned in the next 20 years. Each of these service areas, also shown in figure 15, is projected to emerge as a key neighborhood for future complementary transit options but may have fewer amenities in the near term. Table 8 describes amenities associated with each stop typology. All service changes will align with the SAMTD Title VI program and follow public hearing requirements.

Connectors and circulators

Cherriots will support neighborhoods, cities, and other partners evaluating transportation solutions in serving their local communities. Cherriots priority is providing transportation services that connect people across the transit network. Circulators and shuttles are typically designed to serve a relatively small geographic area or market, so Cherriots will work closely with partners to provide expertise on the following:

- Market studies (demand analysis): Cherriots can provide data and information needed to understand the potential for service ridership, activity centers, and management. Examples include historical ridership data, ridership modeling and analysis, funding sources, and rider survey data. Cherriots will typically serve as project partner rather than lead agency for local studies.
- Service design: Cherriots planners can provide methods, alternatives, and operating considerations in service design phases. Service design would also include information about operating and capital costs based on Cherriots service delivery expenses to help evaluate operating plan choices. Cherriots will typically serve as project partner rather than lead agency for service design studies. If chosen as the service delivery lead, Cherriots will lead final service design.
- Service delivery: Cherriots can serve as the operating agency in some cases, under agreements with local agencies and in ways that do not lessen Cherriots core functions. Cherriots would integrate connector and circulator operating plans with the full transit network and operate to expectations set out in agreements.

Cherriots is committed to working with communities to advance transit services that work best for the local riders. Recently, Cherriots staff participated in the 2021 feasibility study led by the cities of Monmouth and Independence that evaluated shuttle or trolley routes connecting the two communities. The resulting service plan constitutes a trolley route with 20-minute headways for the majority of the day. The pilot project will run for two years, and the final budget is yet to be determined. Cherriots will serve as the operating agency once the pilot begins.

The City of Salem has considered transit routes that would serve only the downtown Salem core, connecting activity centers such as Riverfront City Park, the state capitol building, the Downtown Transit Center, and retail and entertainment areas roughly between Ferry Street SE and Union Street NE. The intent of such a service would be to provide access

to more people and reduce the infrastructure required to accommodate more traffic and parking as the city grows. Cherriots will continue to work with the City of Salem to explore shared mobility options for the downtown area to prioritize efficient, safe, and practical mobility options.

Recommended future service enhancements

Short term

- Extend the Route 80X service, the Route 1X service, or both to Tualatin from Wilsonville in order to connect all day to the TriMet system. This would provide a vital connection to the Portland metro region, which is a highly desired location to travel from the Salem-Keizer region. Eventually, light rail transit could be built from downtown Portland to the Bridgeport Mall area near I-5 and SW Boones Ferry Road. Currently, TriMet has a frequent transit service (Line 76 - Hall/ Greenburg) connecting the cities of Tualatin, Tigard, and Beaverton with other lines that lead into downtown Portland and other areas of the metro region.
- Implement the Salem to Albany Regional Express route: A feasibility study completed in 2021 recommended that a future route would connect Albany and Salem while providing service to communities along the route, including Jefferson and Millersburg. Agreements with the City of Albany and Linn County are necessary to operate this service as recommended.
- Implement operations-supportive technology to provide data-driven route planning and decision making processes, including automatic passenger counters and automatic vehicle location equipment and supporting information technology resources.
- Extend service span: Increasing the span of service to start earlier and end later will increase access for people throughout the day, especially people working early and late shifts. Time extensions will be prioritized by factors such as ridership and key destinations.
- Perform a feasibility study for a potential downtown Salem circulator or shuttle route: The goal would be to reduce single occupancy vehicles entering downtown Salem, relieving traffic congestion, decreasing emissions, freeing parking constraints, and improving pedestrian safety (through the reduction of automobiles). The frequency of the new service would be consistent throughout the majority of the day in order to provide access for all members of the community.

Medium term

- Identify routes for increased frequency based on ridership demand, crowding, and activity center development.
- Analyze and plan for Core Network expansion to reflect new travel patterns, including south Salem, connections to the South Salem Transit Center, and improved travel times to and from downtown Salem.
- Identify flexible transit zones: Develop service solutions for low-density and low-ridership areas where fixed route service is not viable. Examples include Hayesville and Eola, which experience lower ridership (relative to system averages).
- Identify new opportunities for regional mobility: Explore strategies to connect rural populations with transport to employment hubs across the region; explore flexible transit service, vanpools, and connectivity at park and ride lots.
- Complete planning for Highway 99E connectivity on Highway 99E between Salem and Oregon City.

Long term

- Increase local coverage: Expand services to underserved areas of the Salem-Keizer region and emerging neighborhoods where projected development density supports fixed-route service. Expected areas include the following:
 - River Road South to Commercial Street near Candalaria Elementary School (south Salem)
 - Turner Road to Corban University (southeast Salem)
 - Fisher Road and Park Avenue (northeast Salem)
 - 36th Avenue and Boone Road south of Kuebler Boulevard (southeast Salem)
 - Clear Lake Road to the north and near Keizer Rapids Park to the west in Keizer
 - West Salem hills in the vicinity of Orchard Heights and Doaks Ferry Road
- Implement new service to flexible transit zones or emerging neighborhoods: Depending on factors such as ridership, topography, land use, or other neighborhood characteristics, flexible service options may include bike- or scooter-share, TNC partnerships, or other pilot programs.



Bus stops and transit centers

Bus stops and transit centers are often a rider's first contact with the transit system. Bus stops are Cherriots primary point of contact with the neighborhood and a public space that can enhance the sidewalks and streets. With an expanding network of service areas and service types, Cherriots will need an evolving set of options concerning bus stops and transit centers that will serve riders across the region. The amenities and design of each will influence the customer experience on a given route and the surrounding neighborhoods as it does today.

Bus stop typology

A typology or tiering system provides guidance on deploying bus stop and transit center amenities based on ridership, land use, topography, resources, or other characteristics of the service area to meet riders' needs. Stops with transfers, with longer than average wait times, or that are near popular destinations such as senior centers or medical centers may need more amenities. The initial typology this section presents provides ways to design and deploy bus stops across the region.

Bus stop design guide

One way to formalize a bus stop typology is to adopt a formal transit stop design guide. Much like Cherriots Service Guidelines, a transit stop design guide could offer direction to staff and local jurisdictions about the type of bus stops and amenities considered for different local environments, vehicle designs, access and the ADA requirements, and rider needs. The design guide can help local jurisdictions develop and construct bus stops to support transit service, secure funding, and set expectations with partners to efficiently deploy resources across the service area.

Standard bus stop

All bus stops in the Cherriots system should follow standardized design principles to ensure access and convenience. Stops for local service should be spaced approximately every quarter mile, with a corresponding bus stop in the opposite direction (on streets with two-way travel).

Bus stops serving regional routes should be placed within the communities being served. Typically, regional bus stops are placed at major destinations such as shopping centers, universities, and in the downtown core. Stops can also be placed at park and ride locations.






	 STOPS	 BENCH	 SHELTER	 SIMME SEAT	 WASTE RECEPTACLE
Local	697	124	115	9	196
	share	18%	16%	1%	28%
Regional	72	25	20	0	21
	share	35%	28%	0%	29%
Total	769	149	135	9	217

Figure 18. Current bus stops and amenities

The placement of bus stops in relation to intersections can have an impact on both safety and on-time performance. In the design of standard bus stops, Cherriots prefers placing bus stops on the far side of intersections, which makes it easier and more efficient for buses to use traffic signal intervals to merge seamlessly back into the lane of travel.

Route Information should be available at all stops, or at least a Stop ID.

Standard bus stop amenities

Amenities, such as benches and shelters, should be installed based on ridership in order to benefit the largest of number of riders. Special considerations may be given to stops where riders spend more time, such as important transfer locations. The minimum items that would be installed at all standard bus stops (local and regional) include bus stop signage and an ADA-accessible boarding location.

Stops with between 10 and 20 riders per day are excellent candidates for benches or the currently installed Simme-Seat products which attach directly to the bus stop sign pole.

Bus stops on local routes with over 20 boardings per day will be considered for shelter installation. On regional routes, bus stops with more than five boardings per day will be considered for shelters, on account of longer wait times.

Other amenities

- Bike racks or bike lockers are recommended at transit mobility hubs and transit centers where adequate space is available.
- There are no plans for ticket vending machines to be installed at select shelter bus stops at this time, but this could be evaluated in the future if ridership or passenger needs warrant it.
- Trash receptacles may be placed at standard bus stops upon request where noticeable amounts of trash have been reported and at the discretion of the Service Excellence Team, an internal committee comprised of a diverse group of Cherriots staff.
- Lighting is recommended for safety at all stops. If a bus stop does not have a lighted shelter and does not have a measured level of light as defined in the service guidelines, a motion activated, solar/battery-powered light-emitting diode fixture should be added to the shelter to provide a safe environment for riders and to help operators see riders. Cherriots can work with the local jurisdiction to provide lighting with a street light if a stop does not have a shelter.

Superstop bus stops

A superstop is envisioned as a larger bus stop that can accommodate more waiting riders, larger vehicles, and more than one vehicle at a time. Superstops are recommended for both local and regional routes, while the most common application is expected to be on the Core Network. Guidelines for superstops may include the following:

- Bus bays that allow staging of multiple buses
- Stops with two or more routes serving it where transfers regularly take place
- More than 40 boardings per day on average
- A location that meets transit mobility hub guidelines but lacks space at the site
- On-route electric vehicle chargers for SAMTD vehicles

Superstops would include all of the amenities in the standard bus stop with shelter, and the following:

- Large or multiple standard shelters installed on a bus stop concrete pad that includes all the previously listed items
- Sufficient space for two 40-foot buses or a 60-foot articulated bus
- (Optional) Micro-mobility parking for shared e-bikes and e-scooters

Transit mobility hub

A transit mobility hub is intended to provide enhanced access to multimodal travel options for passengers to access the transit system. Mobility hubs may be co-located with park and ride locations, urban centers, retail or employment centers, and within residential areas. These hubs provide locations for first and last mile multimodal transportation options including potential staging locations for the following transportation options:

- On-demand flexible transit
- Ride share and ride hailing (transportation network company and taxi pickups/drop-offs)
- Car share
- Bike/e-bike or e-scooter share docking
- Secure bicycle or other mobility device parking
- Package delivery lockers

Table 8. Transit center and bus stop typologies

Bus stop types	Standard	Standard bench	Standard shelter	Super stop	Transit mobility hub	Transit center
Signage	●	●	●	●	●	●
Loading pad	●	●	●	●	●	●
Waiting pad		●	●	●	●	●
Bench/Simmi-Seat		●	●	●	●	●
Shelter			●	●	●	●
Trash receptacles	Optional	Optional	●	●	●	●
Lighting	●	●	●	●	●	●
Digital messaging			Optional	●	●	●
Bike racks				●	●	●
Route information			●	●	●	●
Micro-mobility parking				Optional	●	●
Car share parking					●	●
On-route charging				Optional	●	●
Public restrooms						●
Layover lobby/desk						●
Employee breakroom						●
Security station						●
Shared retail						●

Transit mobility hubs are intended to have more amenities than a bus stop, but fewer amenities than transit centers. Mobility hubs may have the following amenities:

- Bus bays that allow staging of multiple buses
- One shelter at each bus bay
- On-street dedicated loading zones that provide for on-demand microtransit and rideshare (space for up to two vehicles is recommended)
- Bike/e-bike and scooter share parking areas that include racks for locking the vehicles
- Dedicated car share parking spaces, with electric vehicle chargers at each parking space (space for three to five vehicles is initially recommended, with potential for expansion)
- A digital messaging sign at each bus bay displaying real-time arrival information

Transit centers

Transit centers serve three or more local and regional routes and have multiple bus bays and shelters. Transit centers may have an awning that provides passenger protection for all bus bays instead of shelters. In addition to all previously listed requirements, transit centers should also include the following:

- Public restrooms
- Lobby for passengers
- Digital messaging signs at each bus bay
- A passenger information or service center with digital messaging display
- Employee breakroom and operations office
- Security staff and/or office
- Potential restaurant or retail space
- Park and ride options
- Awnings with PV panels for all stops that need a covered area

Table 8 summarizes transit amenities by each of the suggested bus stop types previously described.

Customer information and fares

By September 2023, Cherriots will introduce electronic fare payment (e-fare) using fare cards and a smartphone app. This new fare payment technology will be accompanied by an update to Cherriots fare structure, reducing Cherriots Regional fares to match Cherriots Local fares and allowing for fare capping, which limits the total fare paid by customers once they reach the daily or monthly fare cap amount. Fare capping removes upfront cost barriers to purchasing passes, which may discourage or prevent low-income community members from using transit; it is projected to reduce the total cost of fares for most customers.

Electronic fare payment services will be provided by Cubic | Delerrock, which developed the Umo card (formerly known as Touchpass), which is currently the electronic fare payment vendor in Medford (Rogue Valley Transportation District), Bend (Cascades East Transit), and Eugene (Lane Transit District). In addition to fare payment, Umo's smartphone app offers customers multimodal journey planning, real-time travel information, and loyalty rewards. Transit apps and fare cards can also be used to store value for other pay-per-use transportation services, such as bike or scooter share, ride hailing (Uber, Lyft, and other app-based ride services), and parking.

Cherriots typically reviews fare structures every two years, although the COVID-19 pandemic delayed the most recent round of review. The fare review process completed in 2022 recommended simplifying the current fare structure by reducing Cherriots Regional fares to match Cherriots Local fares. Cherriots began a program in September of 2022 in partnership with the cities of Salem and Keizer, and Salem Keizer Public Schools, to give free rides to youth to ride transit.

When customers scan their fare card or smartphone app as they board the bus, their use of the system is recorded anonymously. This creates a data stream that can help Cherriots understand how the transit system is being used and adapt it to meet customer needs. The introduction of this technology, however, can also present privacy concerns for riders. Cherriots can undertake several actions to ensure that customer data is protected:

- Develop policies and procedures to keep customer data secure.
- Develop and communicate clear policies on how customer data is used, who can access it and for what purposes, and how it is retained.

- Anonymize and aggregate data that is collected to protect customer privacy and identities; for instance, with the future e-fare system Cherriots will be implementing, customer payment data are always tokenized. Administrative users of the system can be limited to reports containing only aggregated (summary) data, eliminating the chance they will see sensitive customer information.
- Ensure that customers can easily purchase fare cards in cash and use them without tying the cards to personally identifiable information, such as the customer's name and address; for instance, the future e-fare system will have account registration as optional and card users will have the option of using anonymous accounts. For registered users, only a username and password are required.

Strategy and actions

Short term

- Complete implementation of e-fare program, including actions to protect customer data.
- During the next fare review cycle, identify opportunities to expand reduced fares to other groups.
- Monitor the adoption of e-fare payment by seniors, people with disabilities, low-income riders, and ethnic minority riders.

Medium term

- Regularly review the potential effects of proposed changes to fares and fare payment technology from a Title VI perspective.
- Identify opportunities to reduce barriers to use of new trip planning and fare payment technologies for low-income riders.
- Look for opportunities to extend e-fare payment to new and existing services.

Long term

- Continue to explore new technologies that can make fare payment easier for customers and provide additional benefits to Cherriots.
- Leverage data collected from e-fare payment to inform service plan and fare updates.

Flexible mobility

As new transportation technologies become available, Cherriots can supplement its core local and regional fixed-route bus and paratransit services by taking on the role of mobility manager, forming partnerships to support flexible, shared, and on-demand transportation modes. These modes include micromobility (shared e-scooters and e-bikes), car share, on-demand transit, ride hailing, vanpools, and more. Customers can use flexible mobility to access Cherriots bus transit and to travel in areas that are not efficiently served by fixed-route transit, such as lower-density residential neighborhoods. As previously described, these modes can be integrated into transit mobility hubs by providing dedicated parking spaces, racks, and loading zones to facilitate transfers between these modes.

In its role as mobility manager, Cherriots can extend its e-fare payment and trip planning systems to shared micromobility, ride hailing, and car share use. Enabling customers to pay for all their travel using a single fare card or app makes transferring between modes easier and more welcoming for people who are new to using transit as well as seasoned transit users. Integrated trip planning and reservations for transit, e-bike, and e-scooter share systems can likewise make transit and related modes more convenient.

As a mobility manager, Cherriots can determine how it will approach implementing shared micromobility. In a leadership role, Cherriots would secure funding, contract with vendors, and manage shared mobility programs. Cherriots can partner with shared mobility operators to ensure that new modes are integrated into mobility hubs and transit centers, support integrated e-fare payment for transit and other modes, and work with all regional jurisdictions and agencies (such as Salem, Keizer, Marion County, and ODOT) to ensure that bicycle and scooter infrastructure provides safe and comfortable access to transit. As it determines its future role, Cherriots can learn from bike share and e-scooter programs in Portland and Eugene, the shared e-scooter pilot that operated in Monmouth for about a year, and past efforts to provide bike share in Salem. The recent closure of Salem's nonprofit bike share system, as well as the vendor issues experienced by Portland in their e-scooter pilot, underscore the importance of a strong public agency partner to the success of shared micromobility.

On-demand and flexible-route (flex) transit can supplement Cherriots core bus network, particularly in areas where ridership is too low to make frequent fixed-route service cost effective. Currently, Cherriots provides flexible service for customers riding Route 45 in Polk County. Customers can request off-route pickups or drop-offs one day in advance by calling the

Cherriots Call Center. This service could also be supported with app-based reservation and scheduling, potentially integrated with Cherriots e-fare payment and trip planning software.

Cherriots has tested on-demand transit service in the past, notably with the West Salem Connector pilot, which provided first- and last-mile connections to the West Salem Transit Center from 2015 to 2017. The on-demand booking and routing software was unreliable, resulting in poor on-time performance during the first six months of the pilot. Ultimately, on-demand service was not cost competitive with fixed-route service and was replaced with expanded fixed-route service within the West Salem neighborhoods.

This experience highlights some of the opportunities and challenges with on-demand and flexible route transit service. Booking and routing software have improved over the past decade, and customers increasingly use smartphones, both of which make on-demand transit easier to use. As Cherriots implements a new e-fare payment system, customers will also become more comfortable with fare cards and app-based payment and trip planning. However, on-demand transit typically generates higher costs per rider than fixed-route transit. To ensure that on-demand and flex-route service meet customer expectations and support system-wide performance, Cherriots should establish clear metrics for ridership and cost effectiveness along with performance standards to determine where innovative services are appropriate.

Strategy and actions

Short term

- Look for opportunities to use flexible mobility to provide first- and last-mile connections for riders who are traveling throughout the region.

Medium term

- Establish clear standards for the performance of on-demand and flex-route transit to guide future implementation.
- Incorporate flex routes, ride hailing partnerships, and expanded vanpools into scenarios during future updates of the Long Range Transit Plan.
- Look for opportunities to expand on-bus bicycle capacity as existing vehicles are replaced.
- Work with service providers to integrate new mobility options into Cherriots e-fare payment and trip planning systems.



An example of a bike share program in Park City, Utah

Transportation options

Through its Transportation Options program, Cherriots provides information and resources to support the use of transit, vanpooling, carpooling, biking, and walking throughout Marion, Polk, and Yamhill Counties. The program has seen substantial shifts in the demand for its services over the past few years, and updates to Oregon's Employee Commute Options (ECO) rule will likely result in additional changes to how the program is funded and operated.

Prior to 2020, Transportation Options programs in Oregon typically focused on providing nine-to-five commuters with alternatives to driving alone. The COVID-19 pandemic spurred a rapid rise in telecommuting, and many office workers continue to work remotely; Cherriots staff expect that the pandemic will continue to affect how people get to work and the need for transportation options. This creates the opportunity to expand Transportation Options programs to new customers, including manufacturing and service workers, students, and seniors.

Cherriots can expand its Group Pass Program, which provides bulk transit passes at a discount to participating employers, to partner with housing developments, colleges, and universities. The Group Pass Program could potentially be expanded into a mobility wallet if Cherriots e-fare payment technology is integrated into other modes, such as ride hailing, taxis, and bike share. The City of Portland's neighborhood-based Transportation Wallet program is an example of how similar approaches have been tried in Oregon.

Oregon is currently updating the ECO rule to align with changes to transportation planning requirements that were developed during the Climate-Friendly and Equitable Communities (CFEC) rulemaking process. The Climate-Friendly and Equitable Communities rulemaking was advised by a diverse group of over 40 community members, including representatives from priority populations and each of the eight metropolitan areas. The rules strengthen Oregon's transportation and housing planning in regions with populations over 50,000 people (Albany, Bend, Corvallis, Eugene/Springfield, Grants Pass, Medford/Ashland, Portland Metro, and Salem/Keizer). These rules focus on equitable mapping, engagement and decision-making, climate-friendly areas, reforming costly parking mandates, climate goals, community engagement, and Oregon's transportation future.

To comply with CFEC rules, cities and counties must address transportation options in the development of transportation system

plans, making local jurisdictions even more important to Cherriots success in implementing its Transportation Options program. While the ECO rules update is still in progress, it is anticipated that funding, operations, and overall program priorities will shift in response. Cherriots staff have also been notified that state-level funding allocations for vanpools will change.

Cherriots is in the process of developing a Transportation Options strategic plan to address the needs of current program users and respond to changes in state regulations and funding streams. This plan will guide how Cherriots Transportation Options programs function over the next several years. Potential strategies and actions for staff to consider when developing the plan are shared in the following subsections.

Strategy and actions

Short term

- Complete the Transportation Options strategic plan to ensure that it complies with updated ECO rules and meets the needs of travelers in Marion, Yamhill, and Polk Counties.
- Partner with new multifamily housing developments close to the Salem Downtown Transit Center to provide information and encouragement for walking, biking, carpooling, and transit use. Consider piloting a residential Group Pass Program with one or more new housing developments.
- Expand vanpool programming to manufacturing and agricultural employers.
- Expand the Group Pass Program to partners in housing developments, colleges, and universities.

Medium term

- Expand program activities to promote bicycle riding and provide training.
- Leverage alignment with local Climate Action Plans and business and community sustainability priorities to increase shared mobility options in the region.

Long term

- Regularly update the Transportation Options Strategic Plan to respond to changes in technology and how people travel.

Vehicles

Cherriots has committed to replacing its entire fleet with zero-emissions vehicles, such as battery-electric buses, by 2040. Zero-emissions vehicles are integral to the Salem Climate Action Plan as the city plans to reduce overall greenhouse gas emissions by 50% by 2035, en route to becoming carbon neutral by 2050.

The agency currently has 15 battery-electric buses, funded, in part, through the U.S. Department of Transportation's Low or No Emissions Grant Program, which provides funds for local authorities to purchase low or zero-emissions vehicles and accompanying infrastructure, such as depot and on-route chargers.

All current renewable diesel (R-99)-fueled vehicles operating Cherriots fixed-route service are nearing the end of their useful lives (defined as 12 years in operation, or 500,000 miles). By 2027, all existing diesel buses will reach the end of their useful lives. By 2036, all of Cherriots current Renewable Natural Gas (RNG) models will also reach the end of their useful

lives, allowing the agency to replace all existing R-99 and RNG model buses with zero-emissions models before 2040. Figure 19 provides a timeline of when the existing fleet will reach the end of its useful life and when buses can be replaced with zero-emissions vehicles.

Cherriots will prioritize zero-emission buses throughout the Core Network. Electric vehicles will first be deployed on Route 11, traveling 12 miles between the Keizer Transit Center and the Marion County Correctional Facility. This route ensures that multiple historically disadvantaged neighborhoods benefit from the electric buses' reduced air and noise pollution.

Strategy and actions

Short term

- Replace the current R-99 fleet with zero-emissions buses.
- Continue to expand capacity for electric vehicles and explore funding opportunities for zero-emission buses and charging infrastructure.

Medium term

- Replace all existing RNG model buses, serving local routes, with zero-emissions models.
- Prioritize ongoing training for Cherriots maintenance and transportation staff to maintain and operate an increasingly zero-emissions fleet.
- Continue to expand capacity for electric buses through additional depot and on-route chargers.

Long term

- Investigate and study new opportunities as zero-emissions and other technologies advance and become more widely available.
- Cherriots will continue its focus on reducing emissions and improving the local environment by focusing on the following:
- Investing in battery-electric buses and electric infrastructure
- Continually pursuing new and innovative technologies that lower Cherriots reliance on fossil fuels.

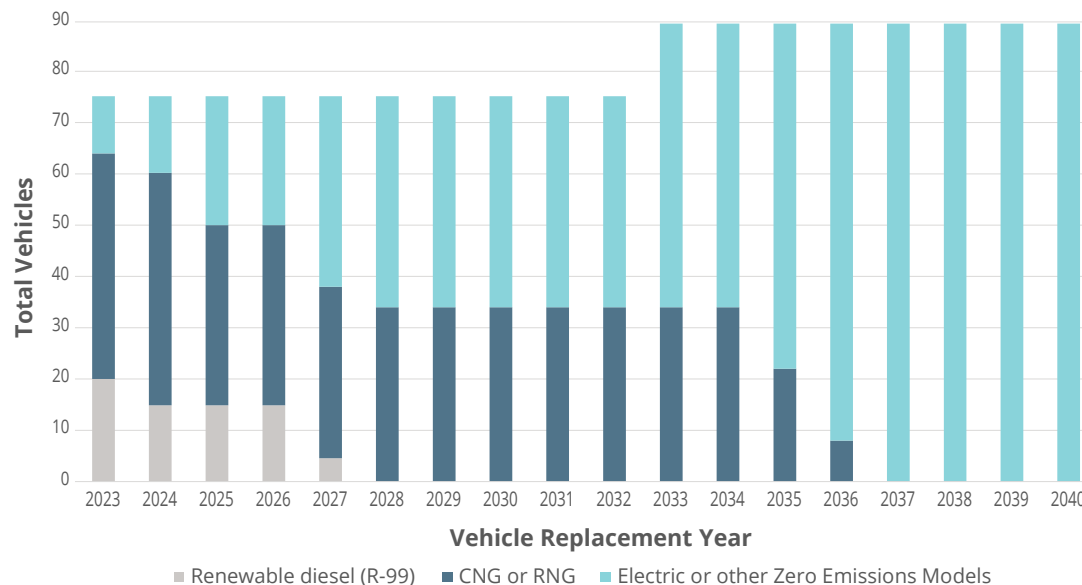


Figure 19. Cherriots fleet replacement timeline

Source: Cherriots Transit Asset Management Plan 2018; assumes 12-year useful life benchmark and all new vehicles are zero-emissions technology

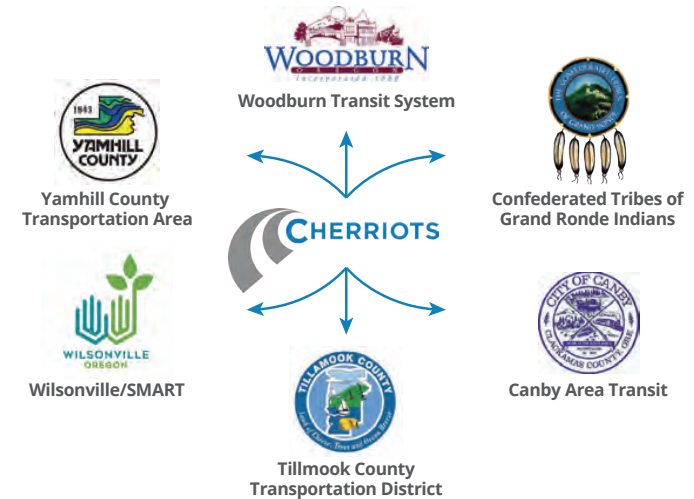
Chapter 4. Implementation

To deliver the strategies outlined in Chapter 3, Cherriots will need to adapt as an organization to ensure it keeps pace with people's transportation needs and remains a relevant part of the communities it serves. This chapter describes ways the organization will assess, grow, and maintain its role as a mobility provider in the Salem-Keizer region.

Agency coordination

Cherriots relies on strong working relationships with agencies at all levels of government, businesses, educational institutions, and community-based organizations. These partnerships result in routes, infrastructure improvements, and ways to ensure Cherriots connects with communities to create sustainable, resilient transportation.

- FTA: Cherriots is funded partially through federal funds allocated by the FTA and aligns service with FTA standards.
- ODOT: In addition to federal and local funds, Cherriots is funded partially through state funds allocated by ODOT and aligns service with ODOT standards.
- SKATS: Cherriots works with SKATS as the federally designated metropolitan planning organization to incorporate public transportation projects and policies in regional planning and funding priorities.
- Salem and Keizer: Cherriots works closely with the cities of Salem and Keizer to plan for and deliver transit and mobility services across the urban area.
- Health care providers: Many Cherriots riders rely on public transportation to access their health care appointments and essential worker jobs. Cherriots works with local health care providers to ensure service is accessible for their patients and employees.
- Businesses and institutions: Cherriots considers employees and customers of local businesses and institutions such as hospitals and colleges in their planning processes to provide responsive transit services.
- Regional cities: Cherriots Regional service exists based on continued partnership with cities around the region such as Silverton, Dallas, Wilsonville, and Monmouth.
- Transit providers: Cherriots works with surrounding transit providers to assure services complement existing service.



Engaging communities

Cherriots responds to changing transit needs with the public's participation and confidence. Partners will be engaged during the needs assessment process to learn what diverse needs exist throughout the community. Cherriots will continue to build positive relationships with organizations, individuals, neighborhoods, decision-makers, businesses, and others. Building public trust and building understanding of the value of Cherriots is key to growing and delivering a robust public transit system. Cherriots, as a taxpayer-funded special district, is committed to transparency and encourages public participation.

Public/community engagement

Cherriots engages the public through a combination of three different types of engagement: inform, consult, and involve. Figure 20 is a chart showing the goal and promise behind each of these three types of engagement, as defined by the International Association of Public Participation (IAP2).

The type of engagement used should be appropriate to the audience being approached and the strategy being presented. Cherriots will evaluate which method, or combination of methods, to use as it works towards delivering the strategies described in Chapter 3.

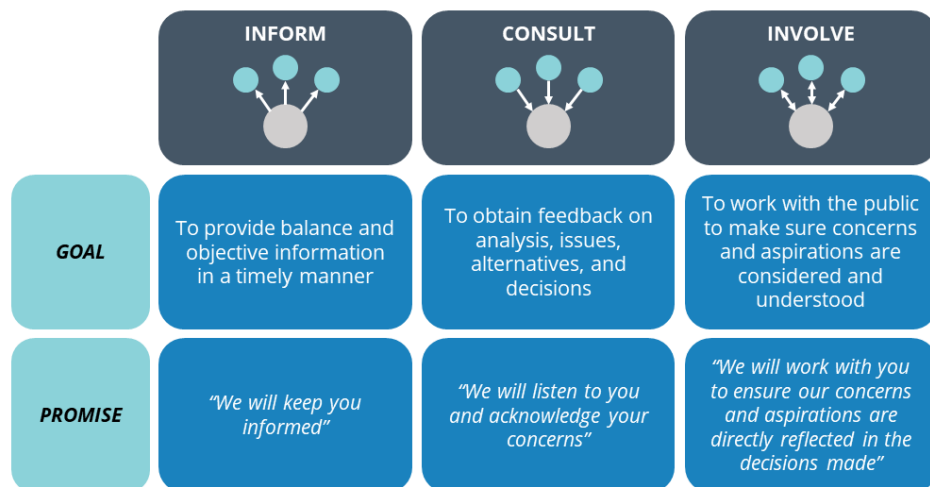


Figure 20. Goals and promises of the three types of engagement

Community partners

Partners are external organizations that work with Cherriots to help advance opportunities and conditions for travelers to use alternatives to driving alone. These partners include the following:

- Civic groups
- Faith community
- Education
- City and county governments
- News media and bloggers
- Local business
- Neighborhood associations
- Transit agencies
- Social services and nonprofit organizations
- Communities of color
- Indigenous tribes

Strategies for public engagement

Cherriots staff will use a variety of strategies to engage the public during public engagement periods. The following list describes some strategies that have been successful in the past:

- Online: Email blast in Spanish and English to all subscribers, bilingual posts on Facebook and Twitter, and a feature element on the Cherriots home page
- On buses: Bilingual bus ads, onboard announcements, and flyers on the buses
- At transit centers and bus stops: Monitors inside of the customer service lobby, and sandwich boards and monitor ads at the transit centers
- Events: Organizing open houses, workshops, and focus groups, and inviting riders and other members of the public to attend (and providing interpreters as needed). These are generally in-person events, but sometimes can be virtual meetings to increase accessibility.
- Promotion in the community: Bilingual flyers posted on neighborhood bulletin boards and at local businesses, notices on bus stops that could be affected, press releases, and interviews with the media
- Going directly to the public: Bilingual flyers posted on neighborhood bulletin boards and at local businesses, tabling at transit centers or large grocery stores with lots of customers (and providing interpreters as needed)

Cherriots diversity, equity, and inclusion plan

Cherriots aims to cultivate a more inclusive and equitable workplace for its staff and reaffirm its commitment to fairness and respect towards all members of the diverse communities of Marion and Polk counties. The Cherriots diversity, equity, and inclusion (DEI) plan is organized into five parts:

- Key definitions
- Why diversity, equity, and inclusion?
- Summary of findings
- Recommendations
- Diversity, Equity, and Inclusion Strategic Plan

All Cherriots team members will be involved in the implementation of the DEI Plan as it is woven into every part of the agency, including long range planning efforts. The eight strategies outlined in part five of the DEI Plan (under services and service delivery) will guide that process. Initial implementation of the DEI Plan began after adoption in July 2022.

Funding

Future funding will continue to support Cherriots in transforming the region's mobility and achieve Cherriots current and future service goals. A variety of funding sources will allow for Cherriots to be eligible for projects by allowing us to pursue capital and operations activities. Cherriots will remain competitive for discretionary funds by ensuring growth and investments reflect plans and are sustained by broad public support.

Cherriots is developing funding forecasts in 2023 to reflect expected short- and long term growth and operating costs. Transit ridership and services are still evolving post-pandemic and Cherriots is working closely with

stakeholders to determine resource needs and availability. Cherriots forecasts will reflect the potential for new local funding authorized by the State Transportation Improvement Fund (STIF).

The 2021 Infrastructure Investment and Jobs Act authorized \$1.2 trillion in funding for transportation and infrastructure. There are several grant programs open to Cherriots, including Infrastructure for Rebuilding America, National Infrastructure Project Assistance, and Safe Streets and Roads for All. Cherriots will remain competitive for discretionary funds by ensuring that growth and investments reflect plans and are sustained by broad public support.

Table 9. Potential revenue sources

Funding	Description
<i>Local and State Funding</i>	
State Transportation Improvement Fund (STIF)	This ODOT program aims to increase equity and affordability by supporting reduced-fare programs, expanded service coverage, and increase service frequency to low-income neighborhoods. This program will be combined with the Special Transportation Fund in July 2023 and will maintain or increase funding for seniors and people with disabilities.
State Transportation Improvement Program (STIP) Enhance Program	Provides funding to projects that enhance, expand, or improve the transportation system. Local match is typically 20% and may vary.
Employer payroll tax	Progressive tax imposed on employer. The Cherriots Board will have authority to levy this tax beginning in 2026. In January, 2022, TriMet had an annual tax rate of 0.7937% and Lane Transit District (LTD) had an annual tax rate of 0.77%. LTD will increase the tax rate by 0.01 points each year, capping at 0.80% at 2025. As an example, the combined annual payroll for Marion County in 2020 was \$5.5 billion. A countywide payroll tax of 0.50% would yield \$17 million in 2022 dollars, or 43% of Cherriots' 2020 revenues.
Public-private Partnerships	Mutually beneficial agreement between public and private entities. Examples for transit include developers investing in transit centers for a share of retail or residential space, or funding transit service on routes connecting new development that also have direct general public benefits.

Funding	Description
<i>Federal Programs</i>	
FTA 5307 Urbanized Area Formula Grants	The primary operations funding source for Cherriots Local in the Salem-Keizer urbanized area. Resources available for transportation-related operations, capital, and planning activities.
FTA 5310 Enhanced Mobility of Seniors and Individuals with Disabilities	Provides transportation services for older adults and people with disabilities. Local match is 20% for capital projects and 50% for funds used for operations.
FTA 5311 Formula Grants for Rural Areas	Capital, planning, and operations assistance supporting public transportation in communities with populations less than 50,000. Supports Cherriots Regional routes.
FTA 5339 Buses and Bus Facilities Grants Program	Funds can be used to replace, rehabilitate, and purchase transit vehicles and related equipment. Local match is 20% for capital projects.
FTA 5309 Fixed Guideway Capital Investment Grants	Capital funding for Cherriots urbanized area. Provides capital assistance for modernization of existing infrastructure, new and replacement buses and facilities, and transit guideway facilities.
FTA 5304 Planning	Provides funding and procedural requirements for multimodal transportation planning in metropolitan areas and states.





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For more information visit our project website:

www.cherriots.org/projects/Long Range Transit Plan