



2017 NEEDS ASSESSMENT REPORT

NOVEMBER 2017

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1. Introduction

Each year Cherriots performs a needs assessment to determine unmet transit needs in the region. In order to determine needs, staff assesses current system performance, demographic shifts, and travel pattern data, then gathers input from current riders, community partners, and frontline employees.

From there, staff determine whether Cherriots bus service, other Cherriots services, and public and private transportation services in the region meet all transit needs. For any transit needs determined to be unmet, Cherriots evaluates whether those needs can be met using current or future resources.

1.1 Unmet transit needs

An unmet transit need is any need in the region for additional public transportation services to meet existing basic mobility needs currently not being met through the existing bus service or alternatives services.

Once an unmet transit need is identified, staff will determine if it is reasonable for Cherriots to meet that need using the following criteria:

1. Can be implemented consistent with service design standards.
2. Can be implemented safely and in accordance with local, state, and federal laws and regulations.
3. Excluding the first three years of operation, the proposed service would not fail to meet performance targets.
4. Excluding the first three years of operation, the proposed service would not cause the overall system to fail to meet performance targets.
5. The proposed service would not cost more than the budget allows given available funds.

1.2 Service planning process

When unmet transit needs are determined to be reasonable, Cherriots will incorporate solutions to meet those needs into the plan development process. If there were a typical year, these changes would be incorporated into the annual service change in September 2018. Due to increased funding expected in 2019, this needs assessment will also inform plans for service enhancements in 2019.

2. Existing conditions

In this section are the current services Cherriots offers, as well as performance results from the FY17 Annual Performance Report.

2.1 Cherriots services

Cherriots operates local bus service in the Salem-Keizer area, and also operates other services: Cherriots Regional, Cherriots LIFT, and Cherriots Shop and Ride. In addition to operating service, Cherriots provides travel training, and through the Cherriots Trip Choice program helps connect riders with transportation options including transit, carpools and vanpools, biking, and walking.

2.1.1 Cherriots

Local bus routes serve local streets in the Salem-Keizer area, providing service within the urban growth boundary (Figure 2-1). Additionally, the West Salem Connector provides on-demand bus service in West Salem.

2.1.2 Cherriots Regional

Regional express routes provide commuter express bus service between towns and cities mostly in Marion and Polk counties (Figure 2-2). Additionally, Cherriots provides the Polk County Flex, a origin-to-destination service in Dallas, Monmouth, and Independence.

2.1.3 Cherriots LIFT

Origin-to-destination paratransit service provides rides to those who are unable to access regular bus service. LIFT serves the Salem-Keizer urban growth boundary. Riders must be found eligible and trips must be scheduled in advance.

2.1.4 Cherriots Shop and Ride

Shop and Ride includes both a shopper shuttle and origin-to-destination service for seniors and individuals with disabilities. This service operates throughout the Salem-Keizer urban growth boundary and trips must be scheduled in advance.

Figure 2-1. Current local bus route map

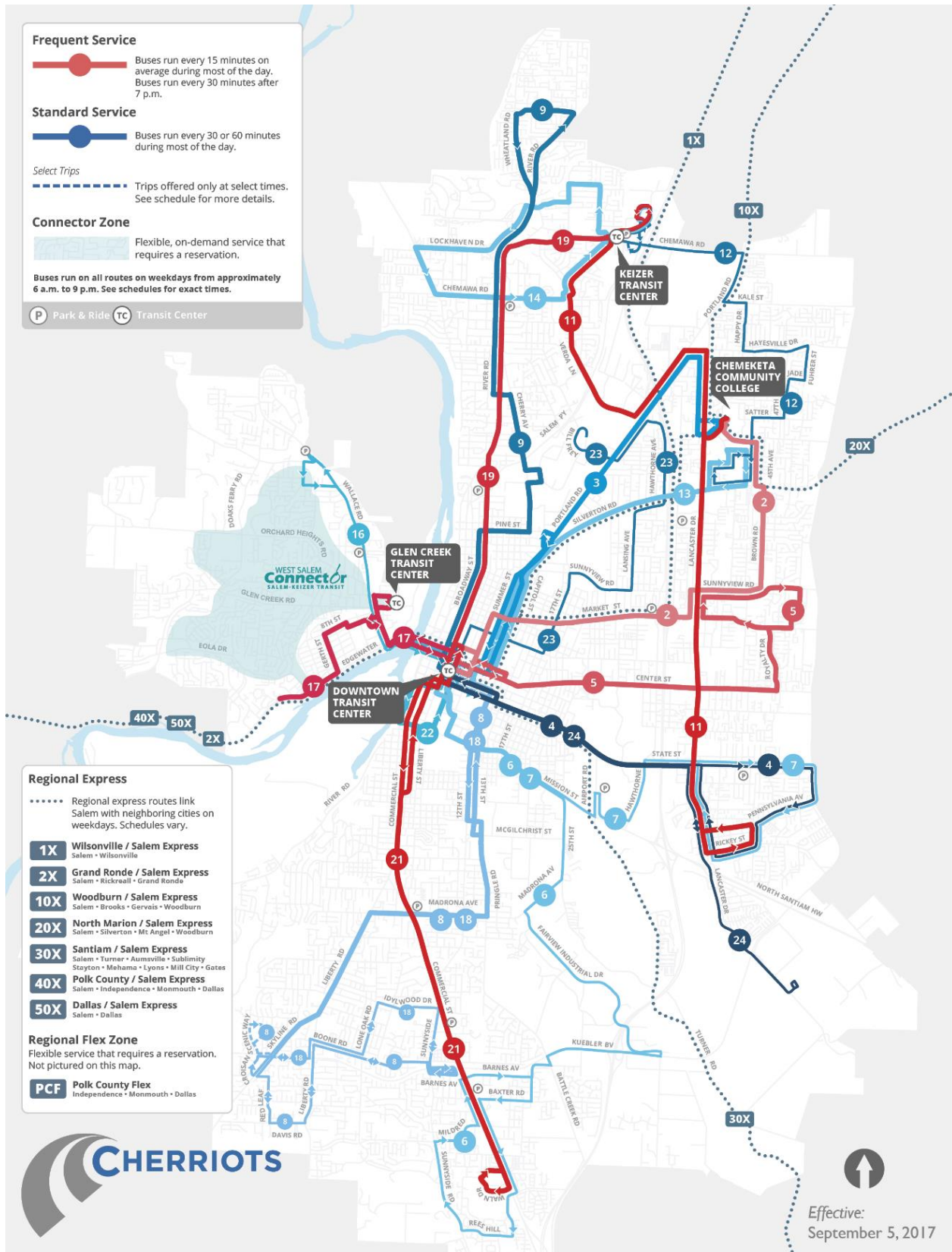
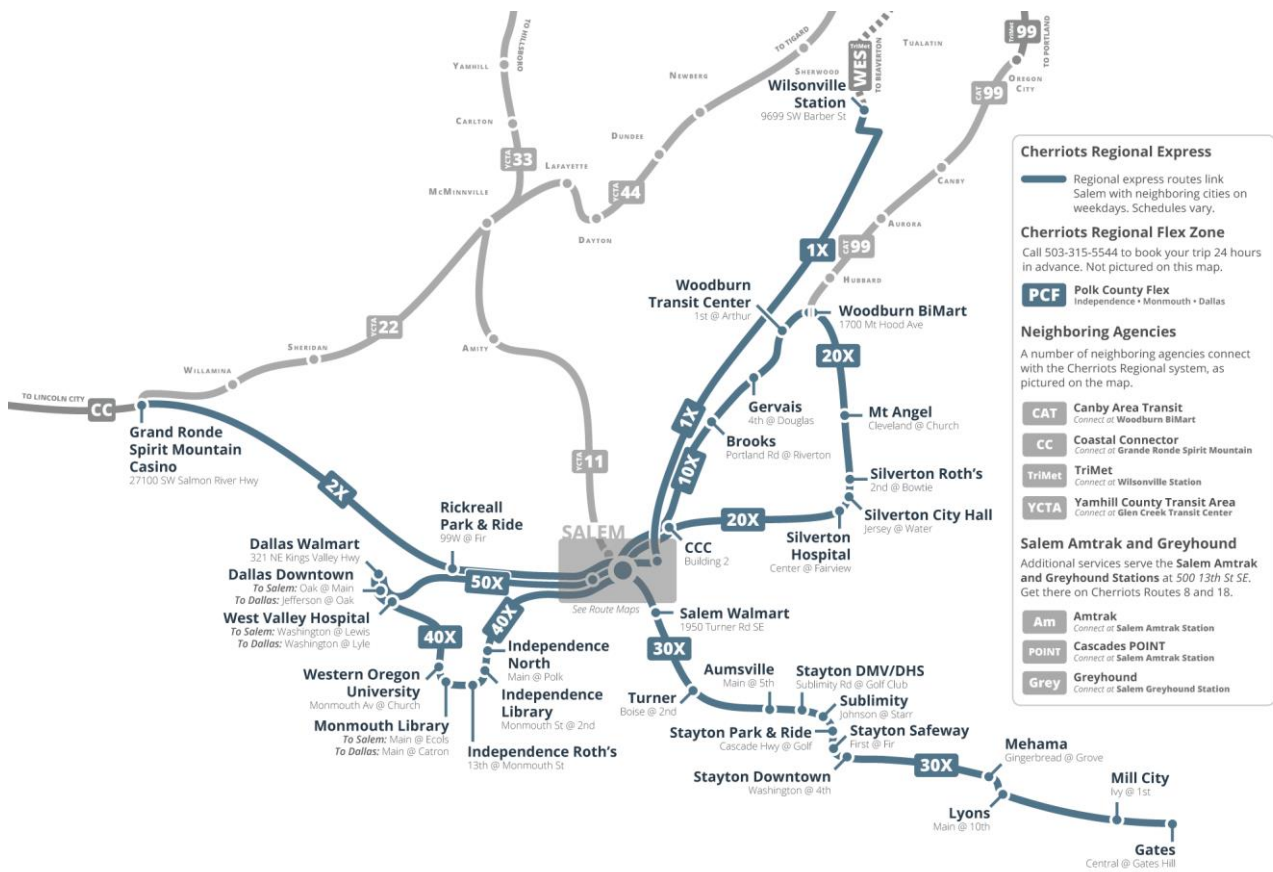


Figure 2-2. Current regional bus route map



2.2 Performance

It is difficult to evaluate performance on the route level using data from the entire fiscal year due to seasonal fluctuations and triannual service changes. As a result, staff have created route snapshots to measure performance using data from April 2017.

Note: Staff have not included contracted regional routes because in April 2017 the commuter express routes were not yet in service.

2.2.1 Revenue hours, revenue miles, and boardings

In Table 1 below are the revenue hours, revenue miles, and boardings for each route.

Table 2-1. Daily Averages by Route

Route	Daily Averages		
	Revenue Hours	Revenue Miles	Boardings
1X <i>Wilsonville / Salem Express</i>	9.9	319.9	150.0
2 <i>Market / Brown</i>	54.1	683.8	1,331.7
2X <i>Grand Ronde / Salem Express</i>	15.2	524.3	65.6
3 <i>Portland Road</i>	30.0	351.4	745.0
4 <i>State Street</i>	15.3	150.9	305.0
5 <i>Center Street</i>	56.7	648.7	1,143.5
6 <i>Mission / Fairview Industrial</i>	21.7	340.9	274.4
7 <i>Mission / Hawthorne</i>	15.7	205.0	290.1
8 <i>12th / Liberty via Red Leaf</i>	23.2	308.7	440.8
9 <i>Cherry / River Road</i>	30.8	455.3	471.0
11 <i>Lancaster / Verda</i>	90.0	1,176.1	2,148.3
12 <i>Haysville Drive</i>	14.9	159.9	86.6
13 <i>Silverton Road</i>	24.4	291.7	459.1
14 <i>Windsor Island</i>	15.4	226.7	93.7
15X <i>Airport Rd Park & Ride Express</i>	20.2	208.0	135.2
16 <i>Wallace Road</i>	10.4	110.6	129.8
17 <i>Edgewater / Gerth</i>	48.7	464.1	636.3
18 <i>12th / Liberty via Lone Oak</i>	23.0	313.7	392.7
19 <i>Broadway / River Road</i>	58.1	701.3	1,418.4
21 <i>South Commercial</i>	55.1	682.4	1,362.1
22 <i>Library Loop</i>	6.2	60.4	54.5
23 <i>Lansing / Hawthorne</i>	14.9	193.0	131.7
24 <i>State / Lancaster</i>	15.3	177.6	291.9
WSC <i>West Salem Connector</i>	15.0	192.7	61.3

Activity (ons and offs) by bus stop from the May 2017 NTD ride check are displayed in Figure 2-3.

2.2.2 Productivity

Cherriots uses boardings per revenue hour in April 2017 to measure a route's productivity. Routes are listed in Table 2-2 by route type. Each route type has a target boardings per revenue hours, and all routes not meeting their target are highlighted in red.

Table 2-2. Boardings per revenue hour by route and route type

Route	Boardings / Revenue Hour
CORRIDOR	
	<i>Target = 20.0</i>
3 <i>Portland Road</i>	24.8
21 <i>South Commercial</i>	24.7
2 <i>Market / Brown</i>	24.6
19 <i>Broadway / River Road</i>	24.4
11 <i>Lancaster / Verda</i>	23.9
5 <i>Center Street</i>	20.2
24 <i>State / Lancaster</i>	19.1
8 <i>12th / Liberty via Red Leaf</i>	19.0
13 <i>Silverton Road</i>	18.8
7 <i>Mission / Hawthorne</i>	18.5
18 <i>12th / Liberty via Lone Oak</i>	17.1
9 <i>Cherry / River Road</i>	15.3
17 <i>Edgewater / Gerth</i>	13.1
6 <i>Mission / Fairview Industrial</i>	12.6
16 <i>Wallace Road</i>	12.5
15X <i>Airport Rd Park & Ride Express</i>	6.7
NEIGHBORHOOD SHUTTLE	
	<i>Target = 10.0</i>
22 <i>Library Loop</i>	8.8
23 <i>Lansing / Hawthorne</i>	8.8
14 <i>Windsor Island</i>	6.1
12 <i>Haysville Drive</i>	5.8
WSC <i>West Salem Connector</i>	4.1
REGIONAL EXPRESS	
	<i>Target = 10.0</i>
1X <i>Wilsonville / Salem Express</i>	15.2
2X <i>Grand Ronde / Salem Express</i>	4.3

2.2.3 On-time performance

In April 2017, staff measured the end-of-route on-time performance at the Downtown Transit Center and Keizer Transit Center. Staff compared observed arrival times to scheduled arrival times. Buses that arrived up to five minutes after the scheduled arrive time were considered “on time.” Everything else was considered “late.”

The percent of trips that were on time are reported in Table 2-3. Measures are shown by time period and overall. Cells are highlighted in red when a route is not meeting its target for that time period. Targets are 85% on time overall and 75% on time during the PM peak (2-6:59 p.m.).

Table 2-3. End-of-route on-time performance

Route	End-of-Route On-Time Performance				
	AM	Mid	PM	Eve	Overall
TARGET			75%		85%
1X Wilsonville / Salem Express	88%	—	85%	—	86%
2 Market / Brown	86%	96%	76%	100%	87%
2X Grand Ronde / Salem Express	100%	—	83%	75%	88%
3 Portland Road	100%	97%	76%	100%	91%
4 State Street	89%	100%	100%	100%	98%
5 Center Street	100%	98%	98%	100%	99%
6 Mission / Fairview Industrial	100%	100%	93%	100%	98%
7 Mission / Hawthorne	100%	93%	53%	100%	82%
8 12th / Liberty via Red Leaf	100%	100%	67%	100%	89%
9 Cherry / River Road	76%	97%	70%	100%	83%
11 Lancaster / Verda	78%	89%	83%	78%	84%
12 Haysville Drive	100%	100%	100%	100%	100%
13 Silverton Road	100%	100%	87%	100%	96%
14 Windsor Island	100%	97%	93%	100%	97%
15X Airport Rd Park & Ride Express	—	—	—	—	—
16 Wallace Road	82%	100%	100%	100%	96%
17 Edgewater / Gerth	100%	97%	98%	100%	98%
18 12th / Liberty via Lone Oak	89%	100%	87%	100%	93%
19 Broadway / River Road	100%	98%	89%	89%	95%
21 South Commercial	100%	88%	95%	100%	94%
22 Library Loop	100%	97%	83%	83%	93%
23 Lansing / Hawthorne	100%	100%	53%	100%	84%
24 State / Lancaster	100%	87%	87%	100%	91%
OVERALL SYSTEM	93%	96%	86%	95%	92%

Changes have already been made or are planned to improve on-time performance for Routes 7, 9, 11, and 23.

3. Demographics and travel patterns

To determine where people are most likely to ride bus service, staff examine population and jobs data from the American Community Survey and the Longitudinal Employer-Household Dynamics program. Staff also look at groups that are most likely to need access to transit. The below figures are on the follow pages:

- **Population and jobs** (Figures 3-1 and 3-2)
- **Population** (Figures 3-3 and 3-4)
- **Jobs** (Figures 3-5 and 3-6)
- **Poverty** (Figures 3-7 and 3-8)
- **Minorities** (Figures 3-9 and 3-10)
- **Car free** (Figures 3-11 and 3-12)
- **Seniors** (Figures 3-13 and 3-14)
- **Youth** (Figures 3-15 and 3-16)
- **Disabled** (Figures 3-17 and 3-18)
- **Limited English** (Figures 3-19 and 3-20)

Staff also evaluate origin-destination travel patterns for work trips and non-work trips:

- **Work/school trips in Salem area** (Figures 3-21 and 3-22)
- **Non-work/school trips in Salem area** (Figures 3-23 and 3-24)
- **Regional commuting patterns for Salem region** (Figure 3-25)
- **Regional commuting patterns for North Willamette Valley** (Figure 3-26)

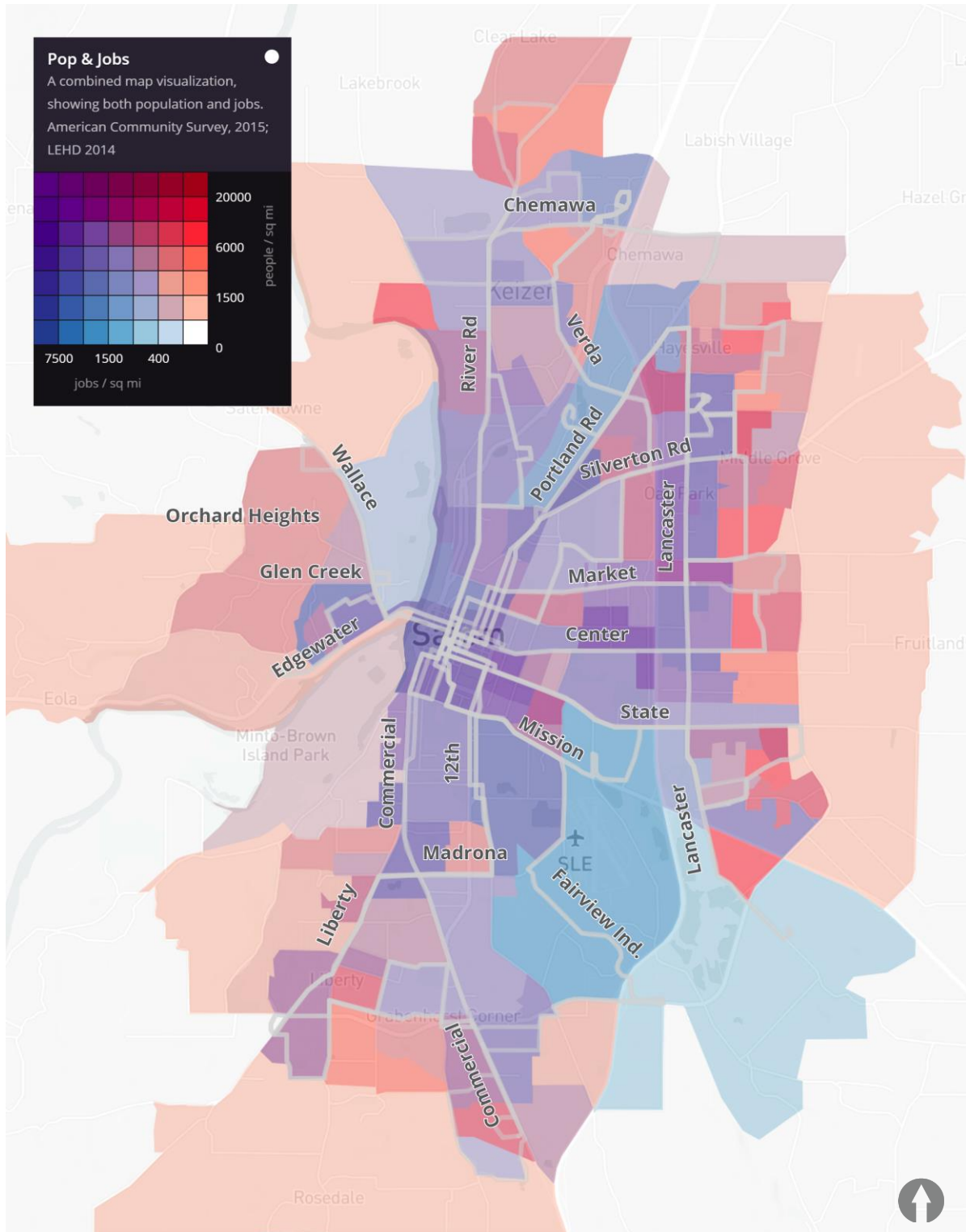
And finally, a list of recent and upcoming changes to businesses and developments is provided.



Look on pages 25 and 26 to see where seniors are concentrated in the Salem area, as well as in Marion and Polk counties.

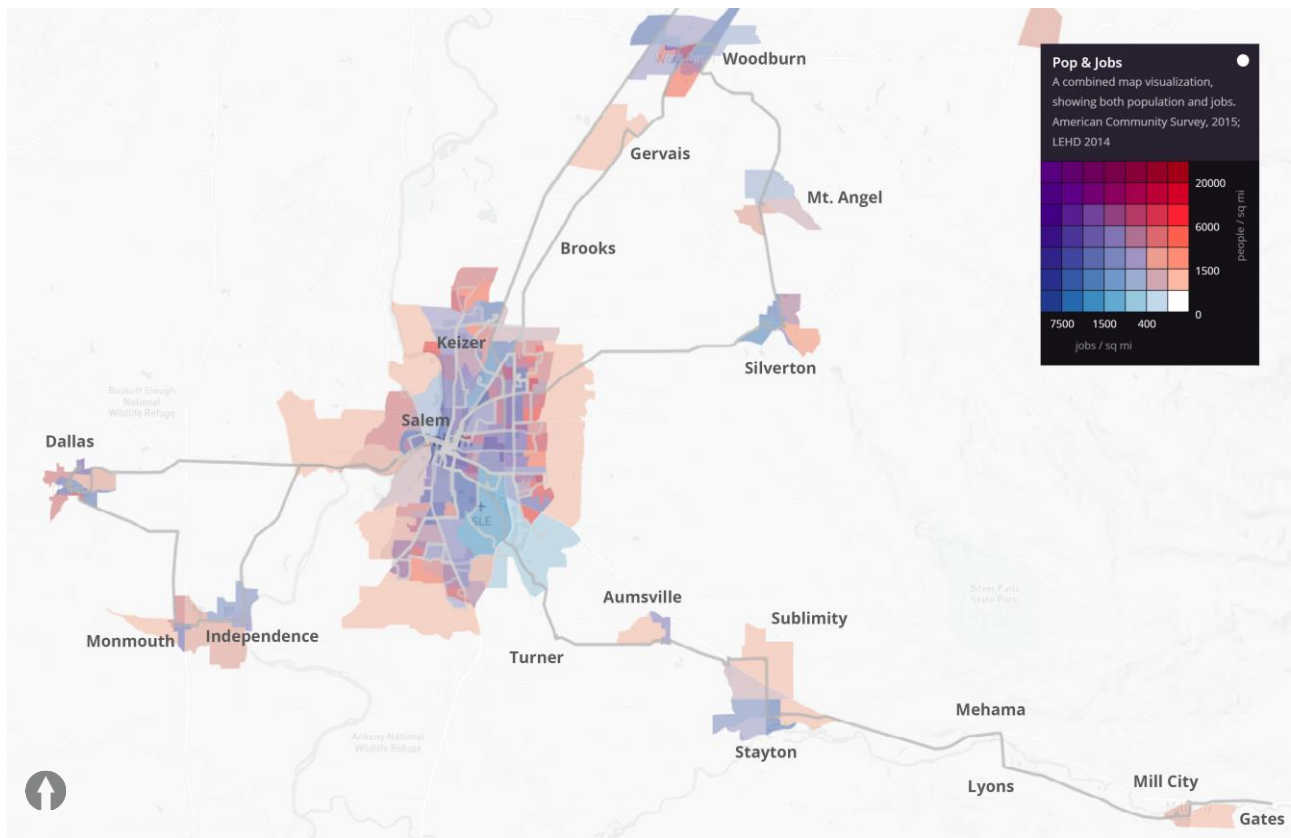
3.1 Population and jobs

Figure 3-1. Population and jobs in the Salem area



Source: American Community Survey 2015 and LEHD 2014 via Remix

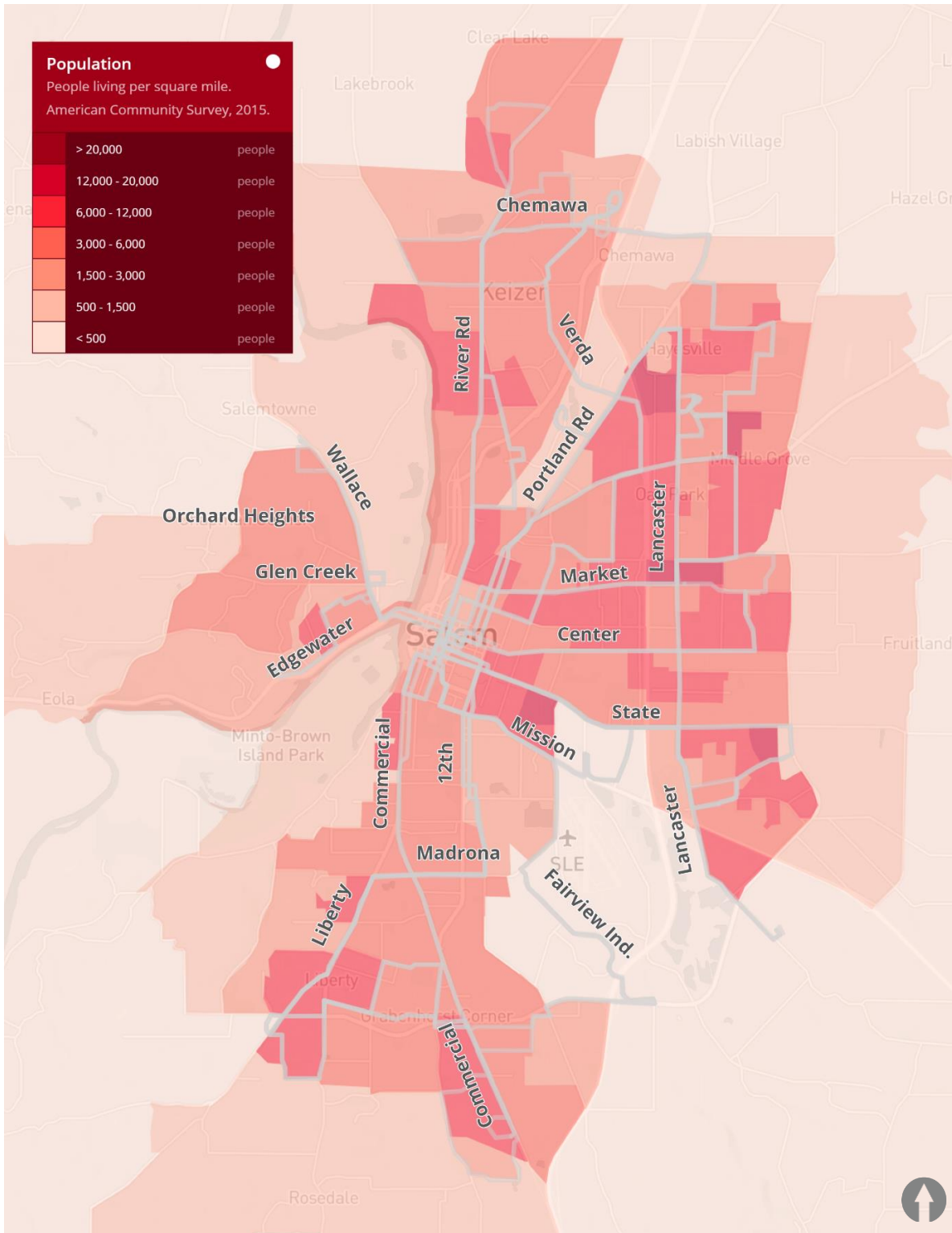
Figure 3-2. Population and jobs in Marion and Polk counties



Source: American Community Survey 2015 and LEHD 2014 via Remix

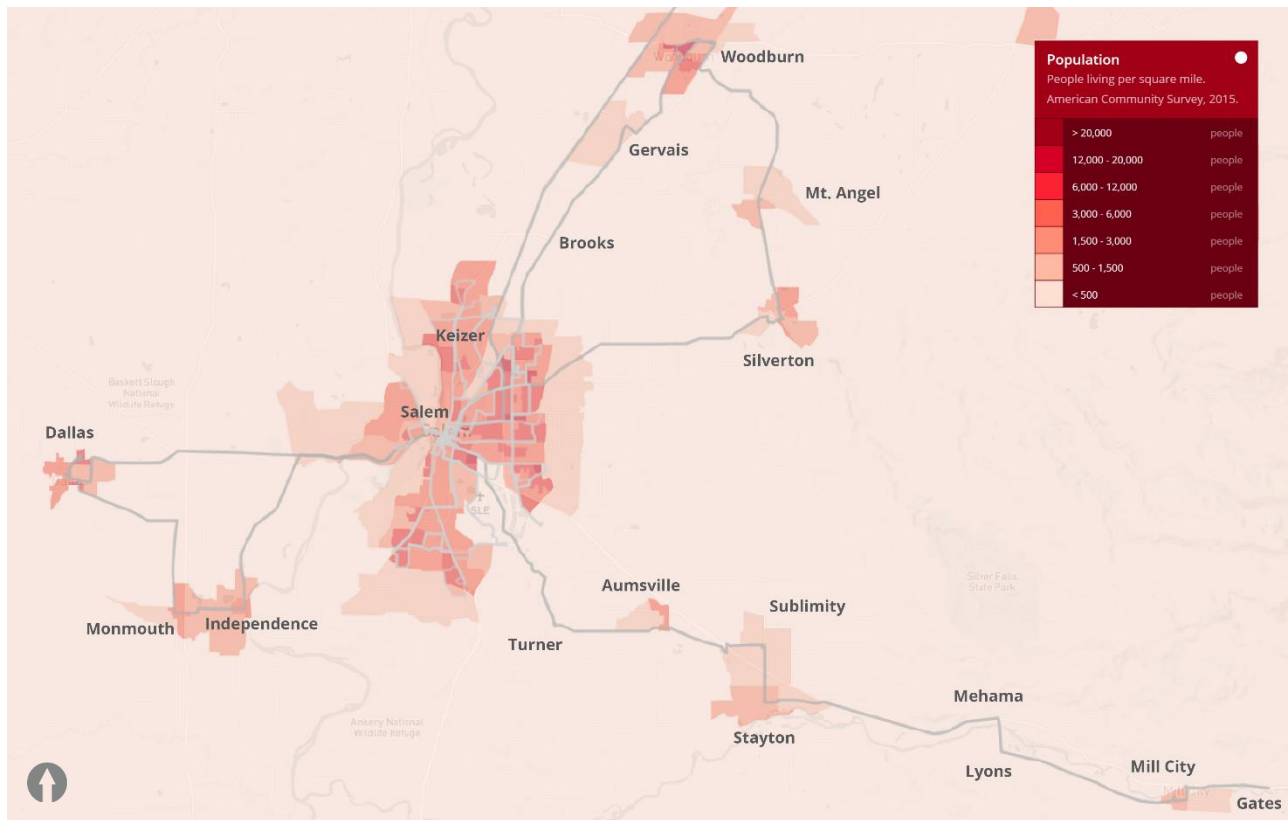
3.2 Population

Figure 3-3. Population in the Salem area



Source: American Community Survey 2015 via Remix

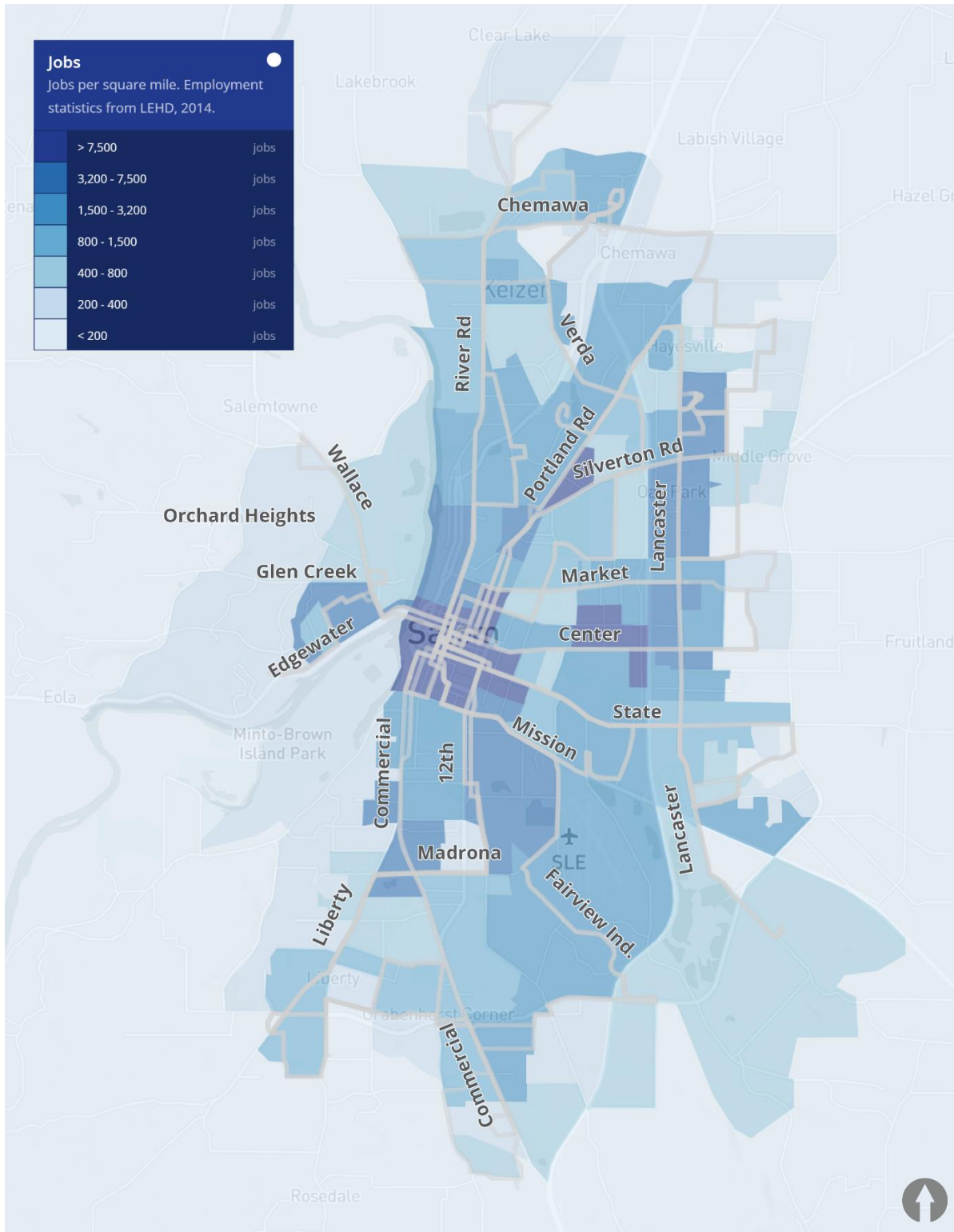
Figure 3-4. Population in Marion and Polk counties



Source: American Community Survey 2015 via Remix

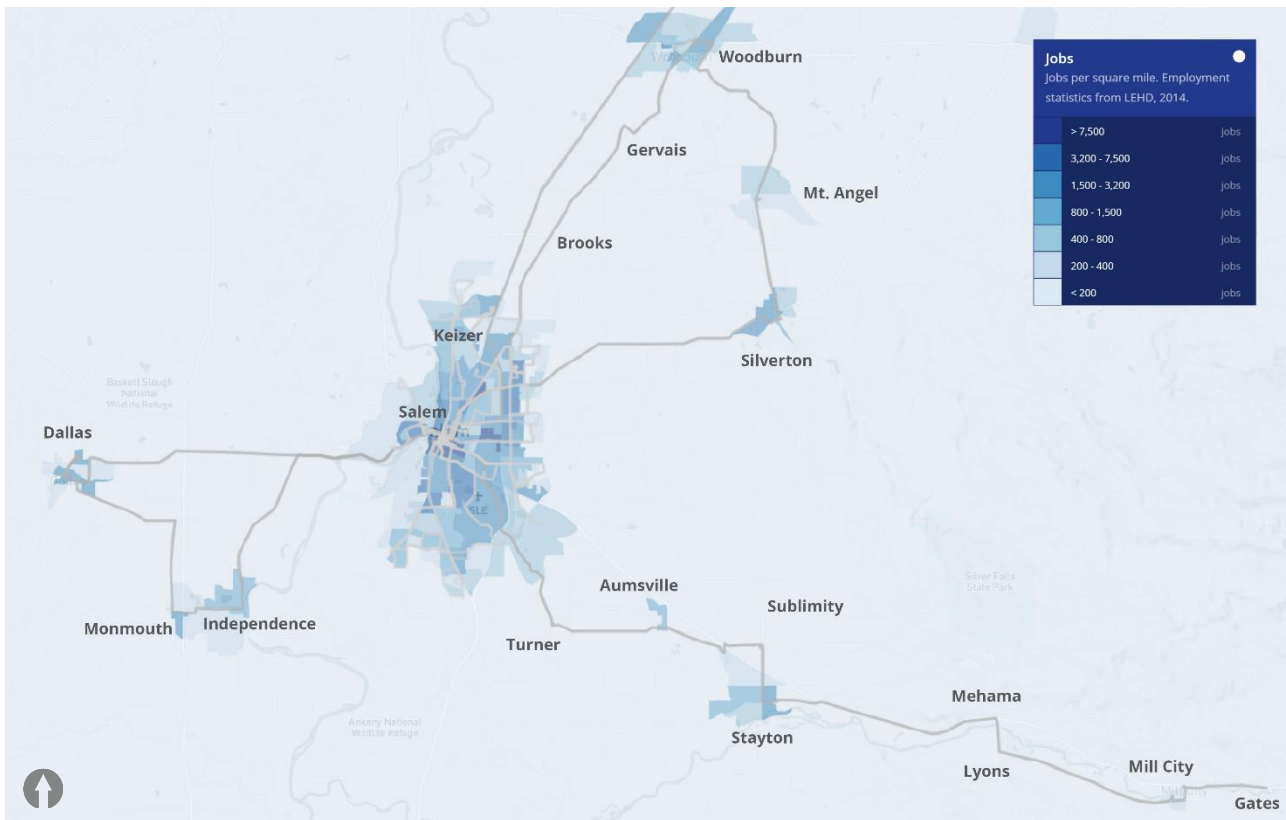
3.3 Jobs

Figure 3-5. Jobs in the Salem area



Source: LEHD 2014 via Remix

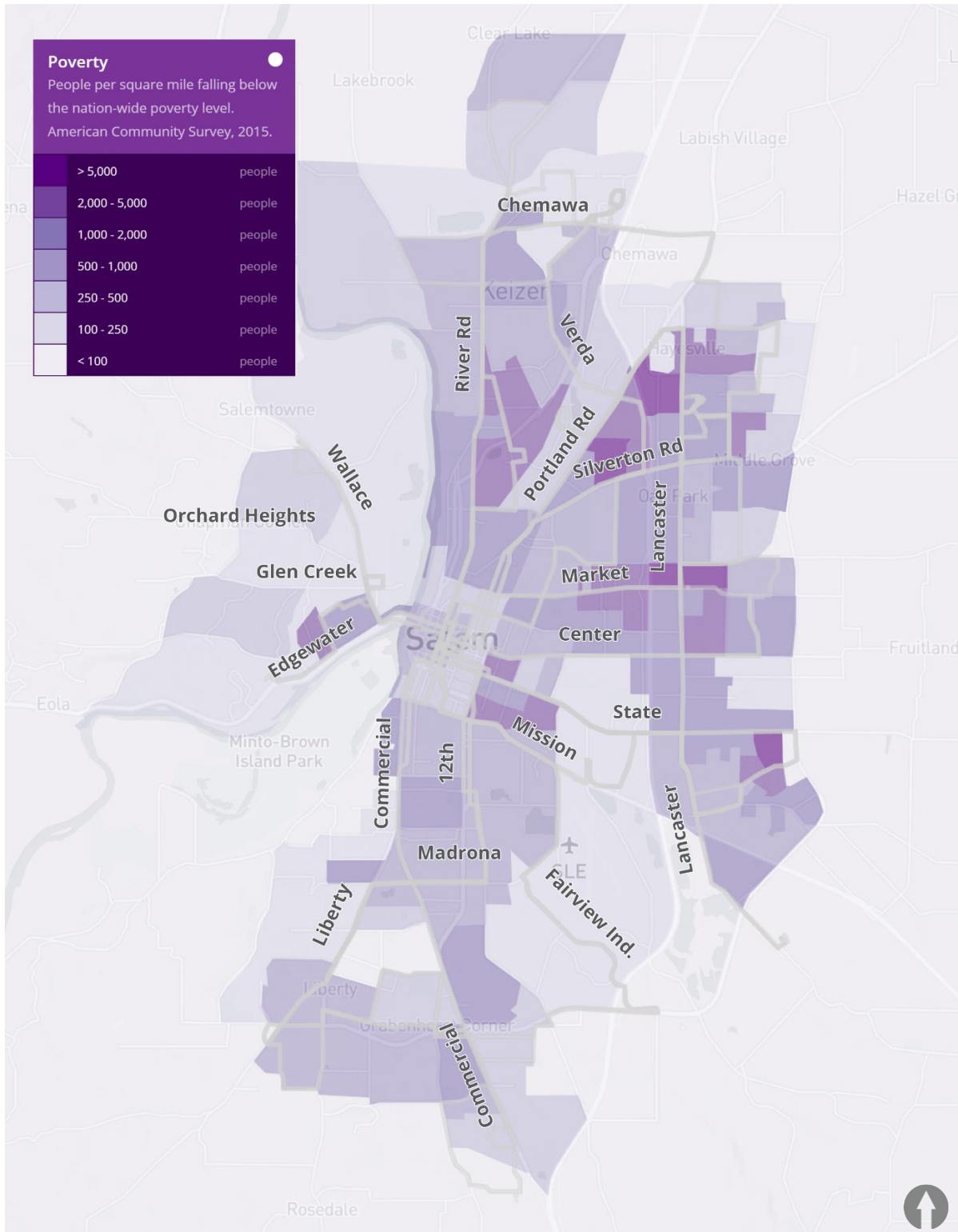
Figure 3-6. Jobs in Marion and Polk counties



Source: LEHD 2014 via Remix

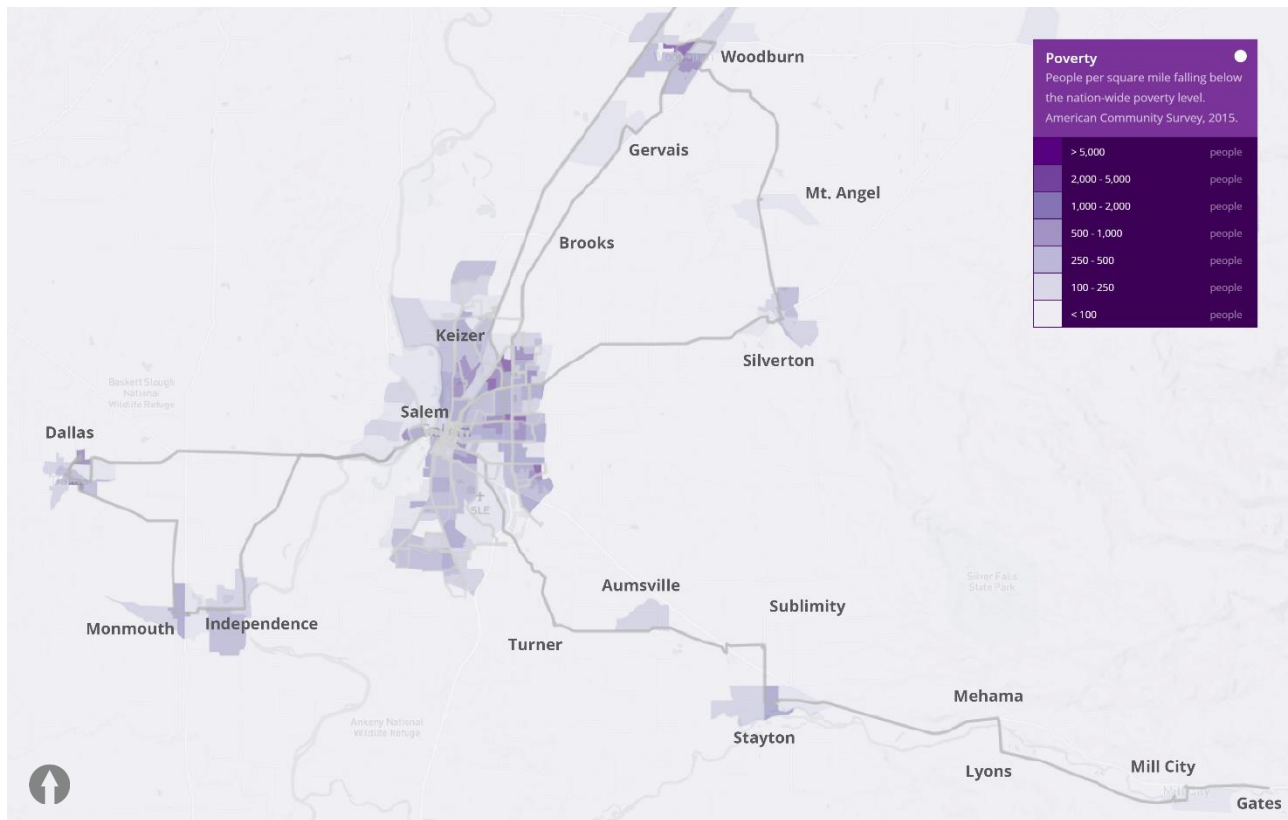
3.4 Poverty

Figure 3-7. Poverty in the Salem area



Source: American Community Survey 2015 via Remix

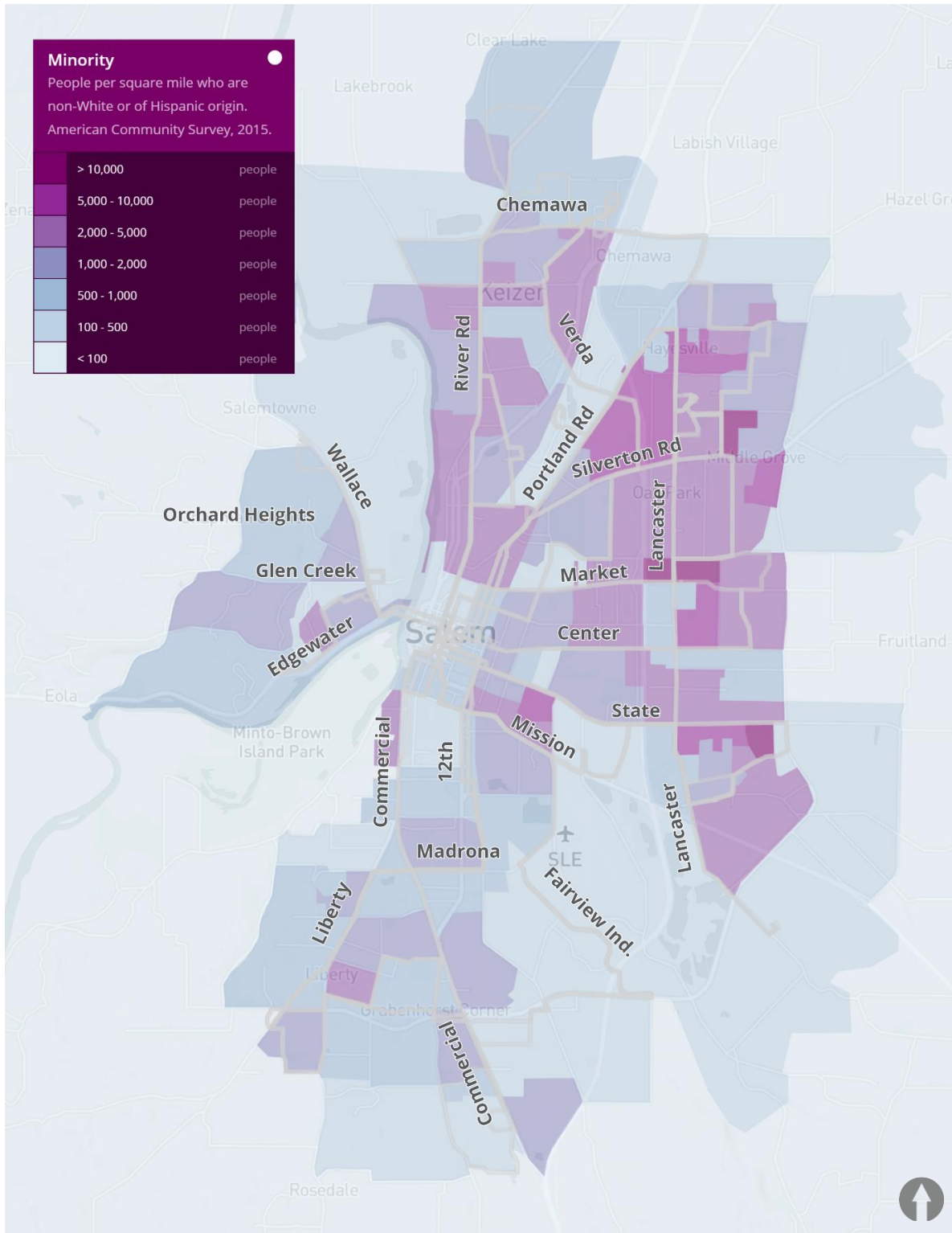
Figure 3-8. Poverty in Marion and Polk counties



Source: American Community Survey 2015 via Remix

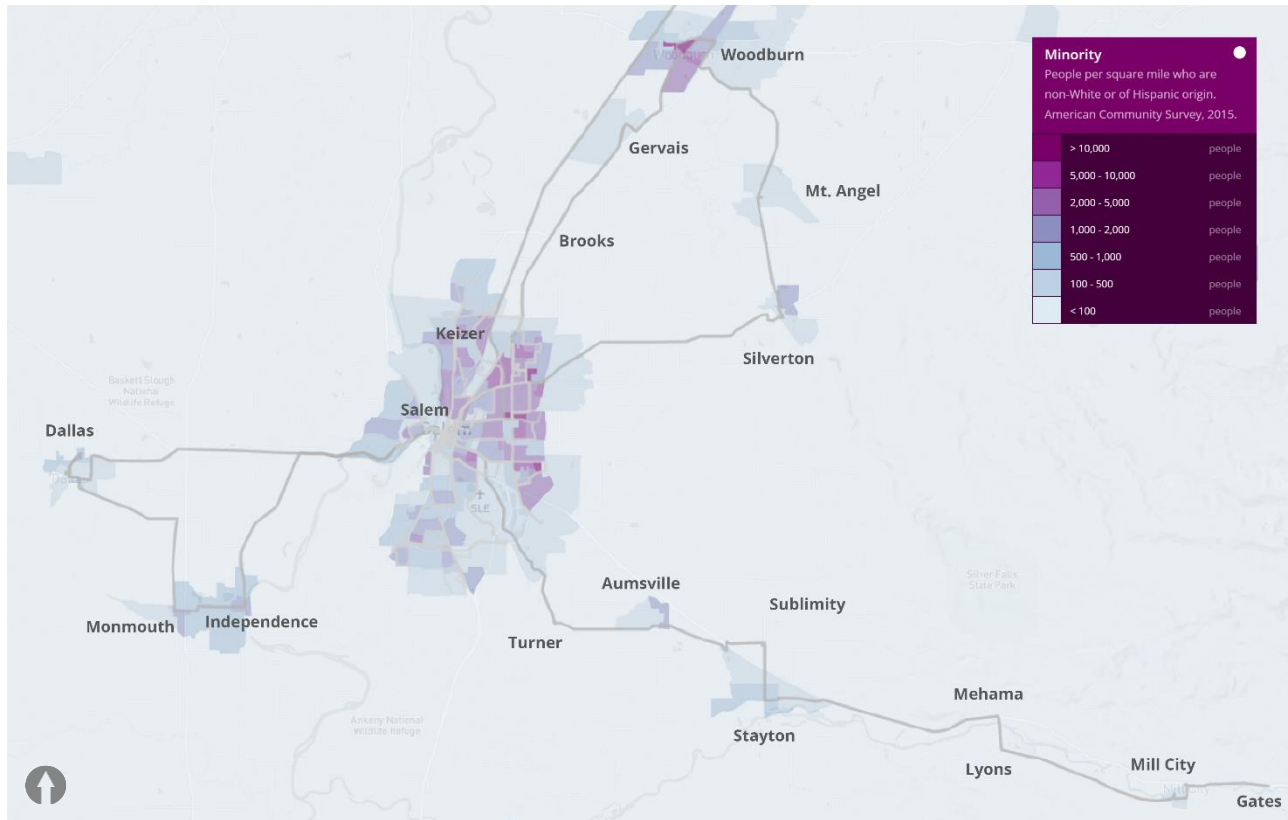
3.5 Minorities

Figure 3-9. Minorities in the Salem area



Source: American Community Survey 2015 via Remix

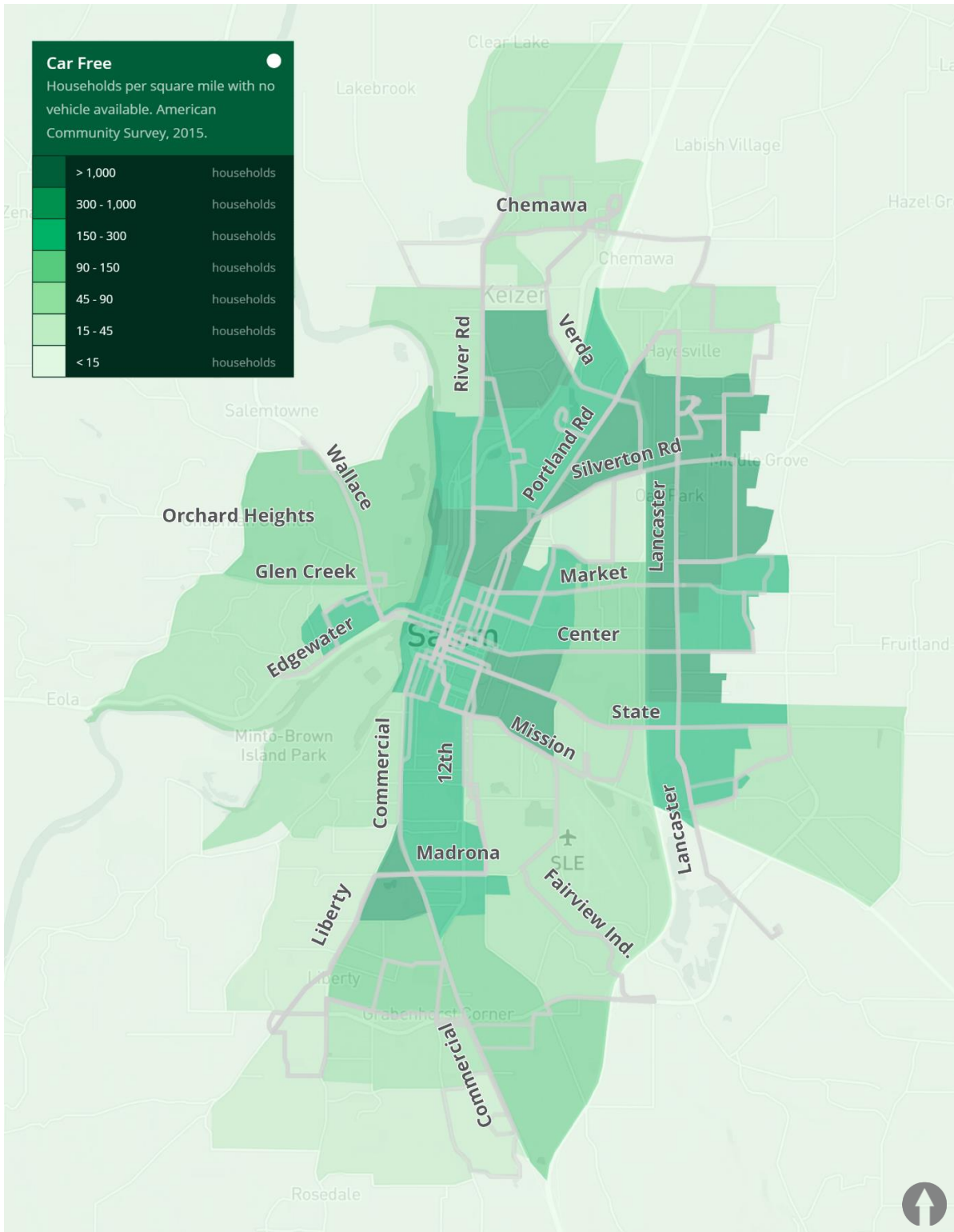
Figure 3-10. Minorities in Marion and Polk counties



Source: American Community Survey 2015 via Remix

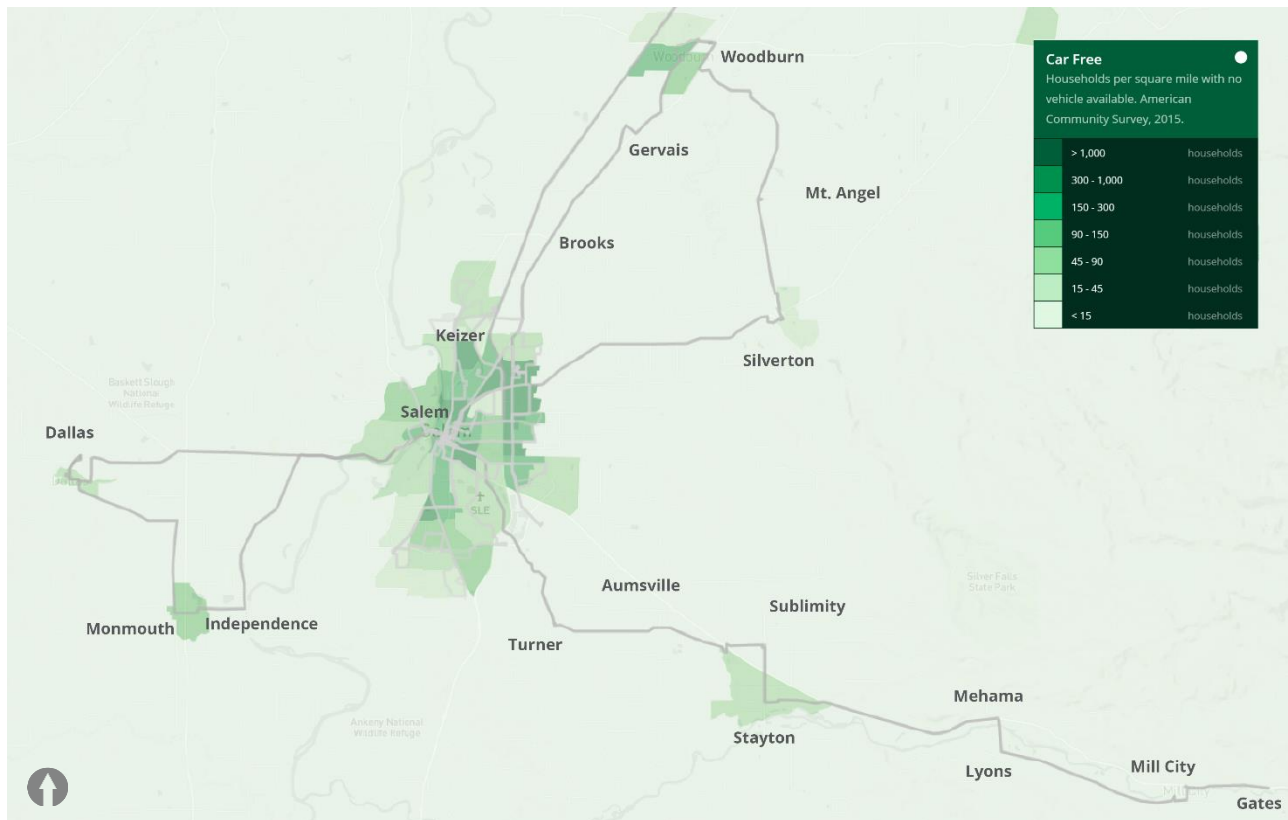
3.6 Car free

Figure 3-11. Car free in the Salem area



Source: American Community Survey 2015 via Remix

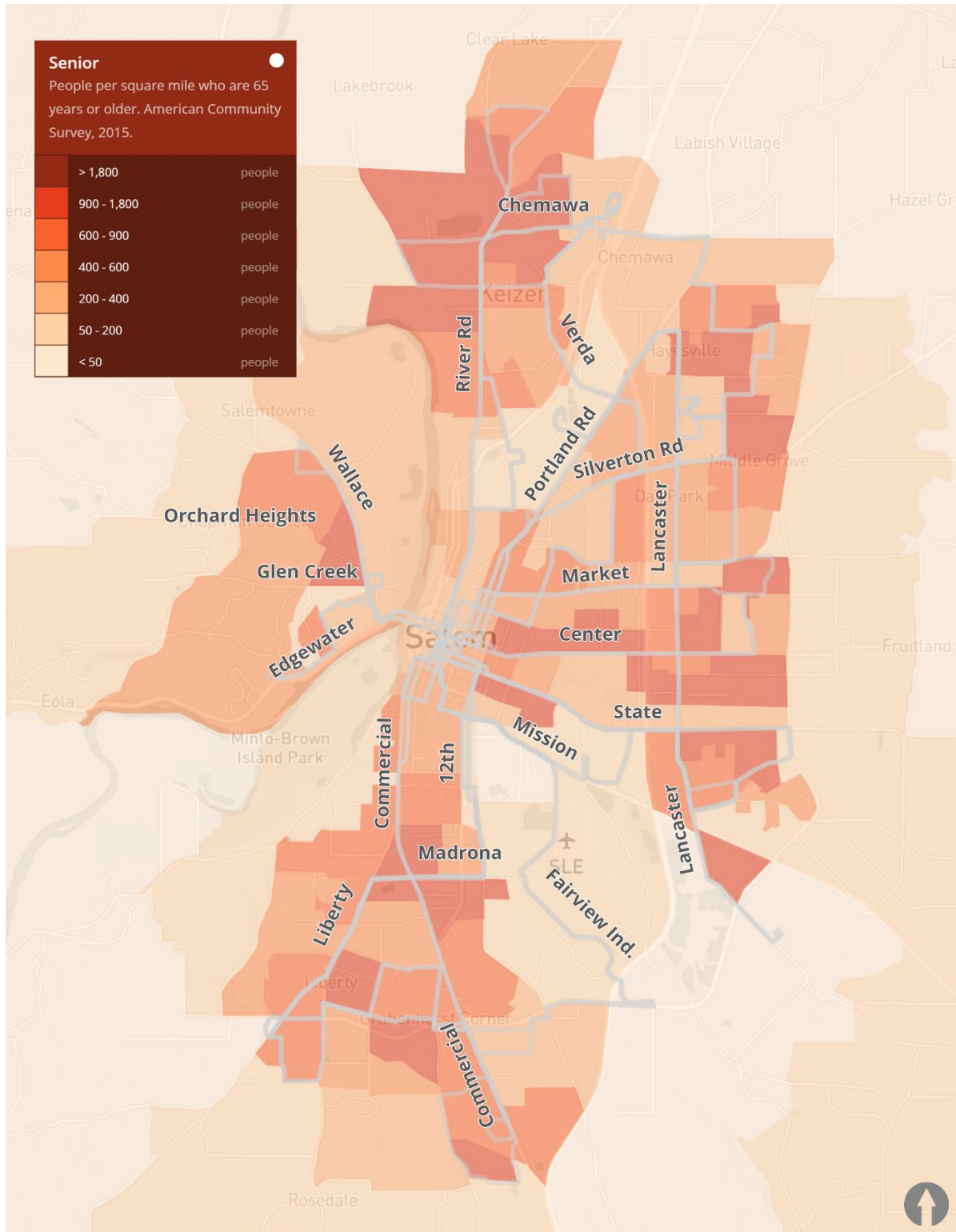
Figure 3-12. Car free in Marion and Polk counties



Source: American Community Survey 2015 via Remix

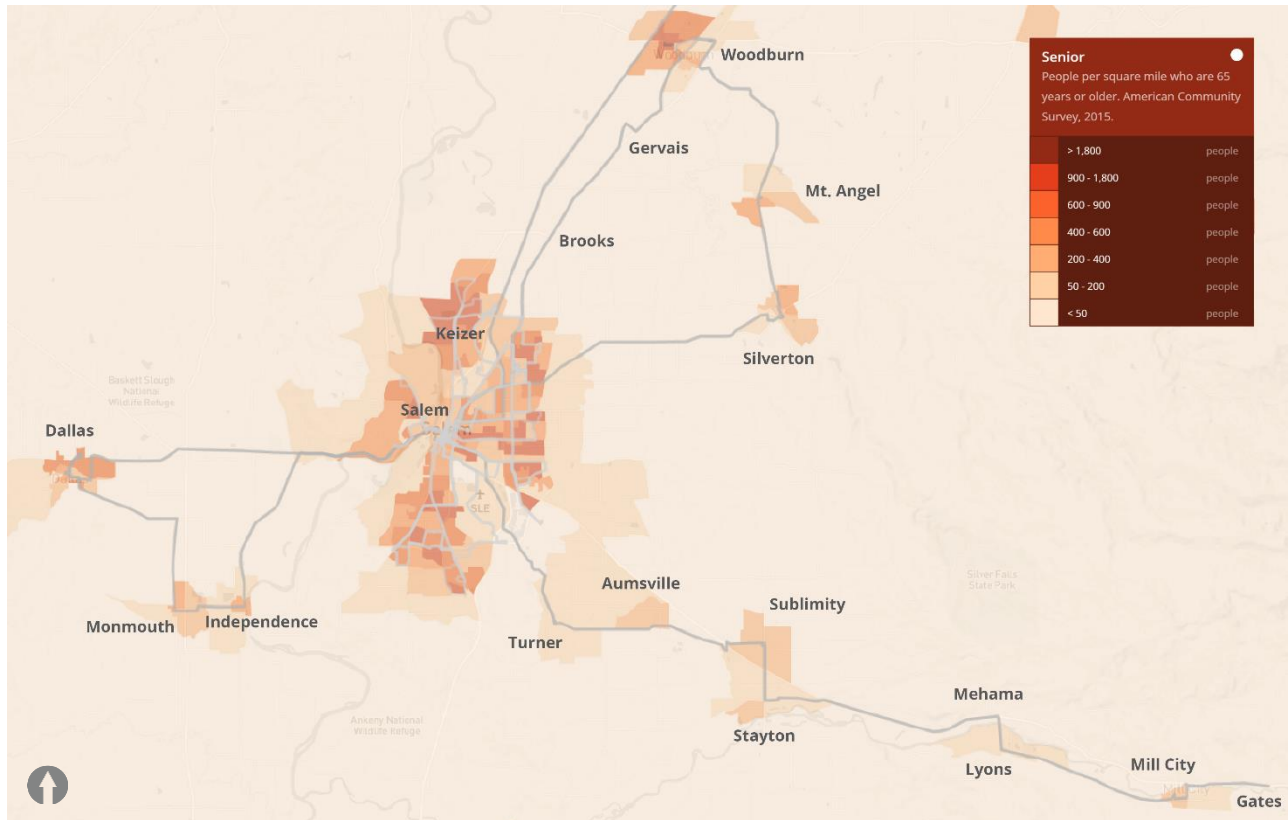
3.7 Seniors

Figure 3-13. Seniors in the Salem area



Source: American Community Survey 2015 via Remix

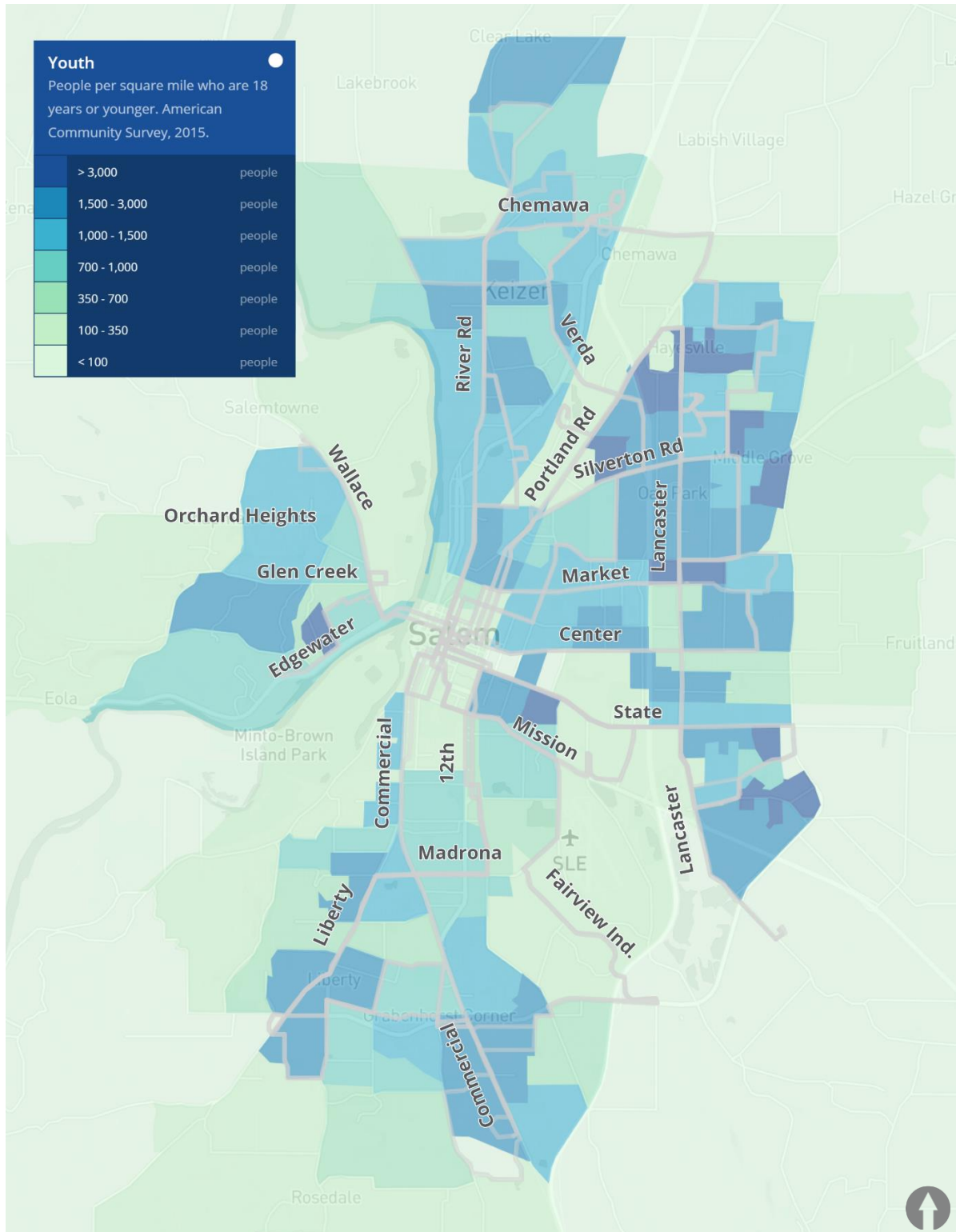
Figure 3-14. Seniors in Marion and Polk counties



Source: American Community Survey 2015 via Remix

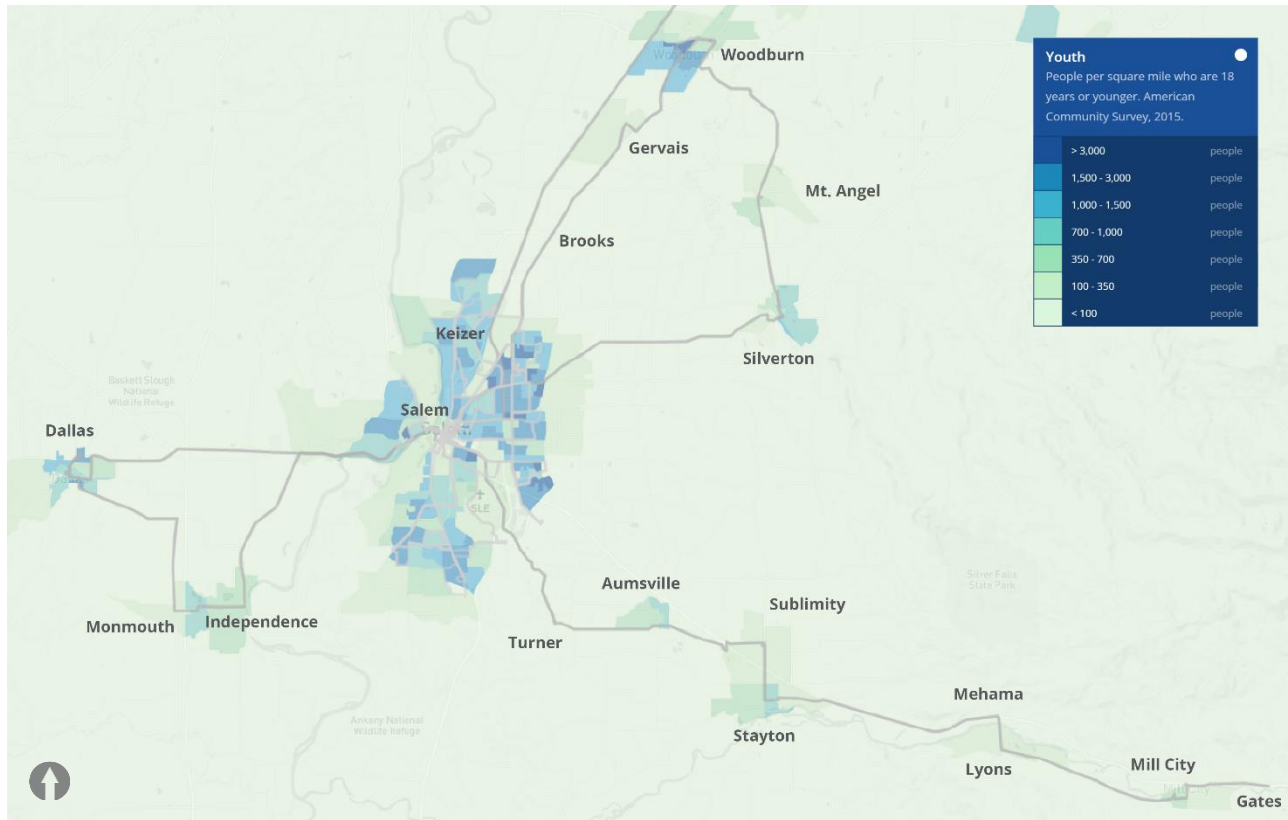
3.8 Youth

Figure 3-15. Youth in the Salem area



Source: American Community Survey 2015 via Remix

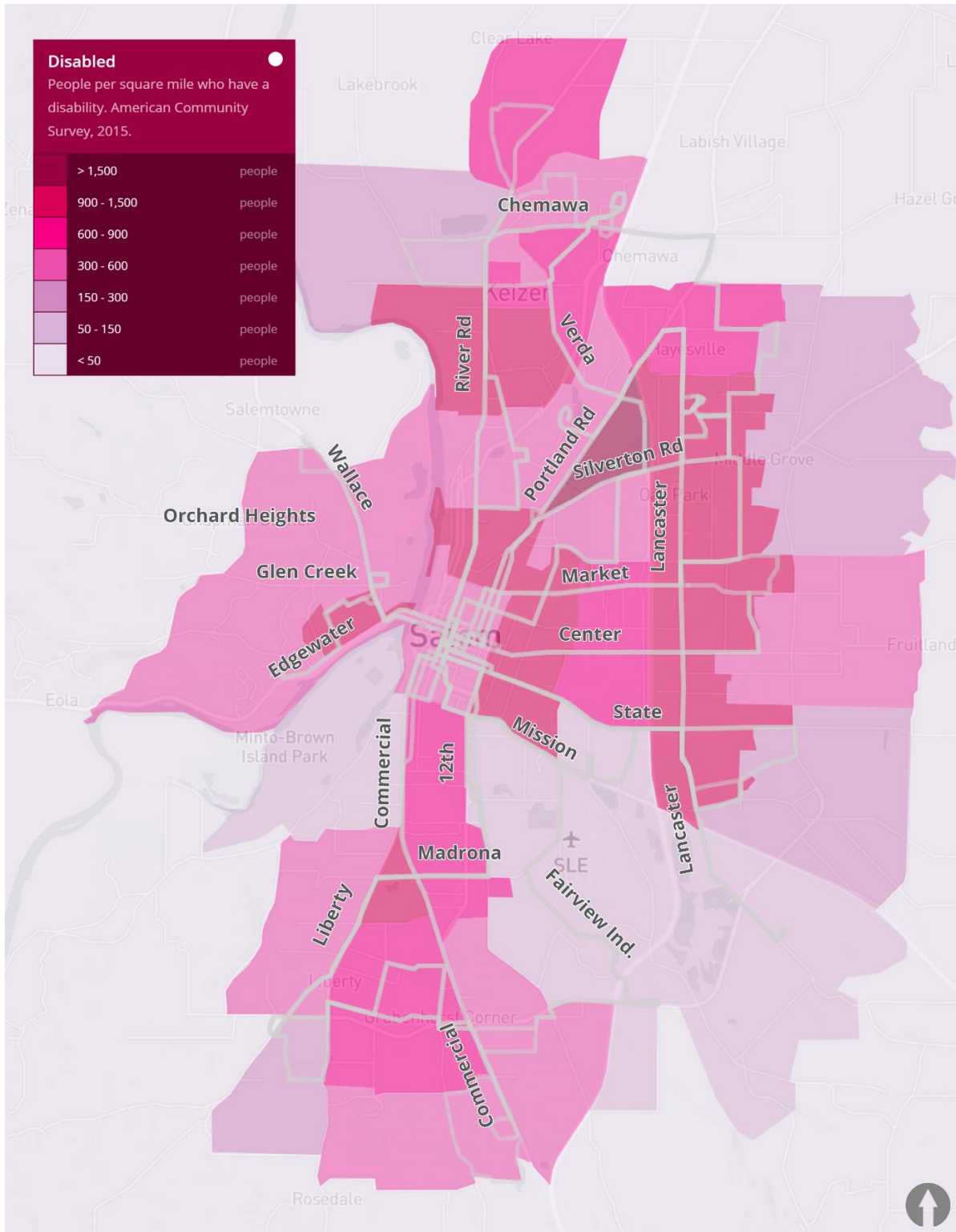
Figure 3-16. Youth in Marion and Polk counties



Source: American Community Survey 2015 via Remix

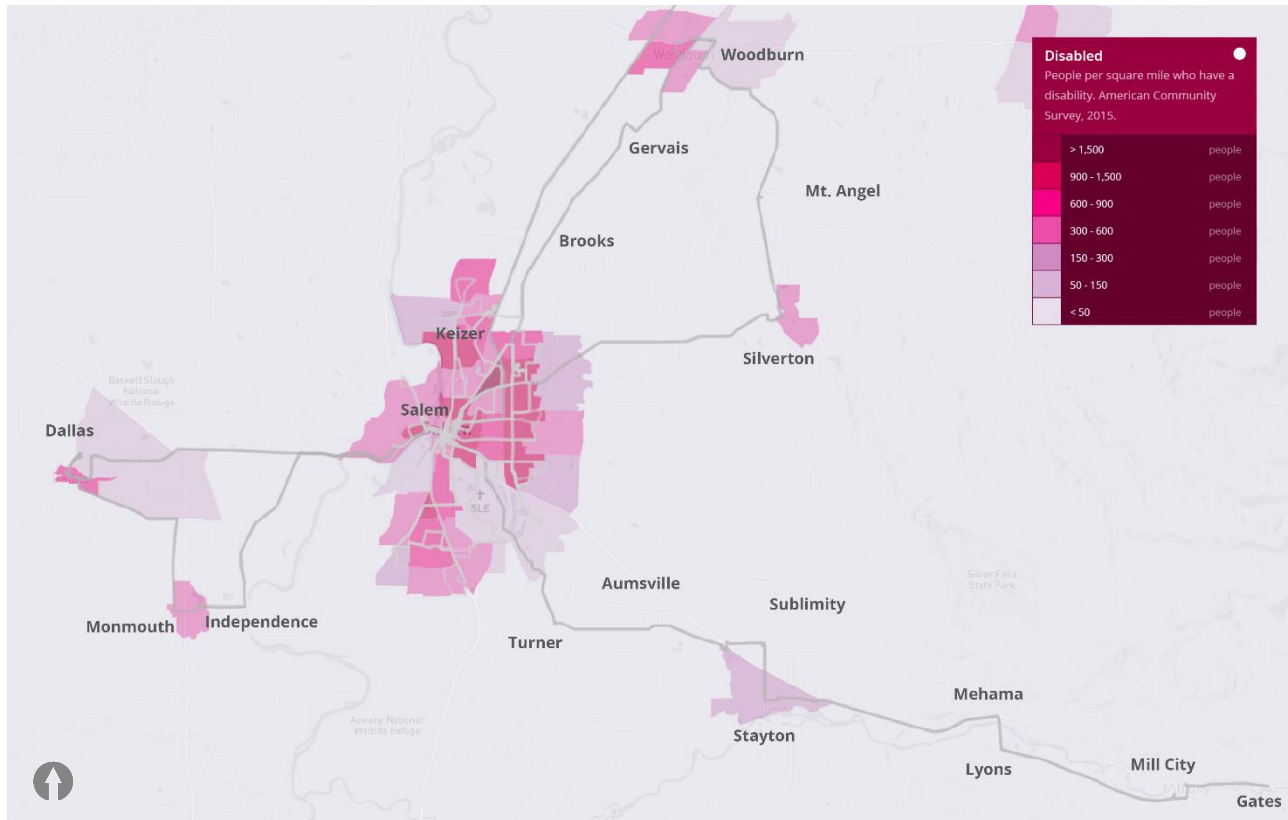
3.9 Disabled

Figure 3-17. People with disabilities in the Salem area



Source: American Community Survey 2015 via Remix

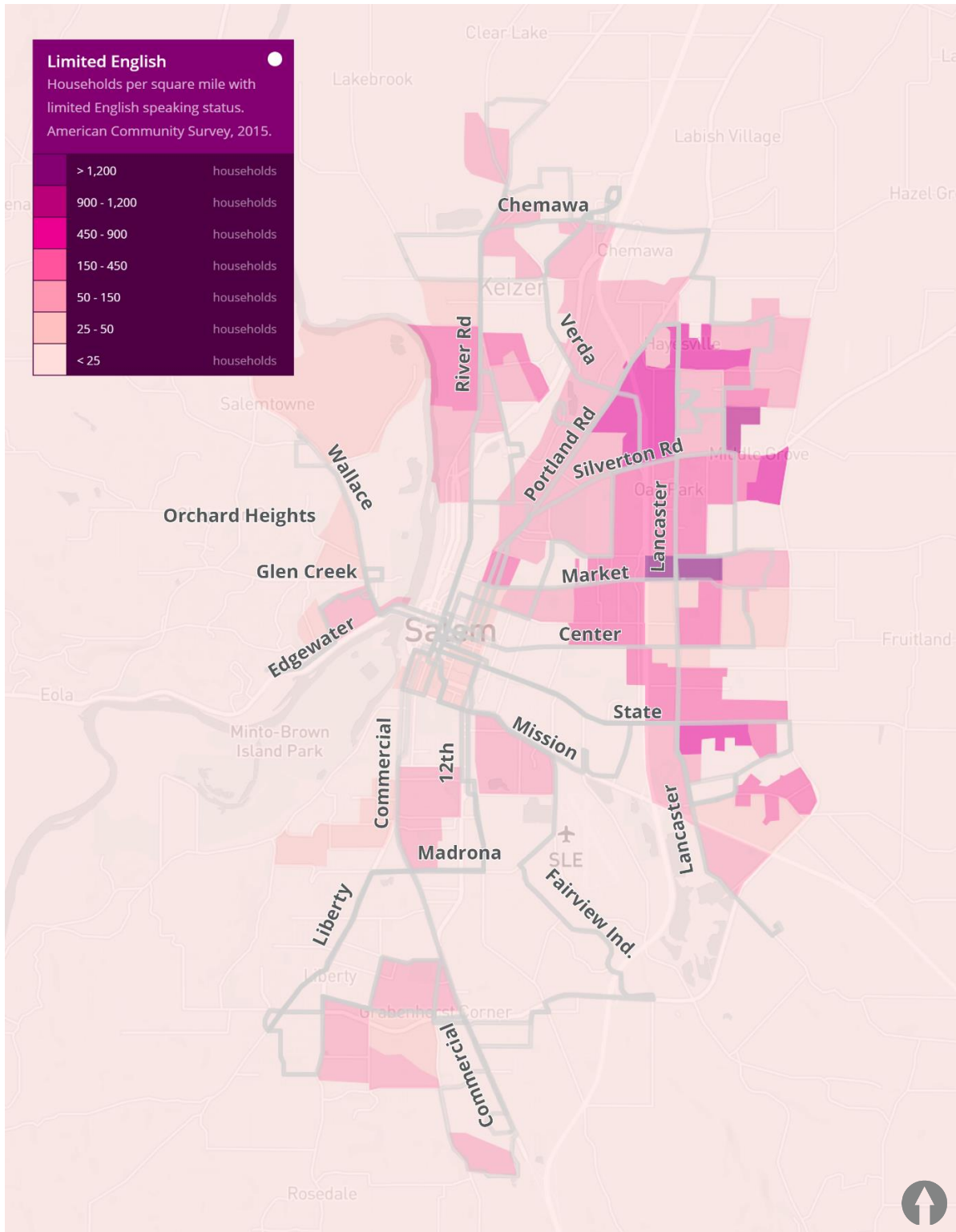
Figure 3-18. People with disabilities in Marion and Polk counties



Source: American Community Survey 2015 via Remix

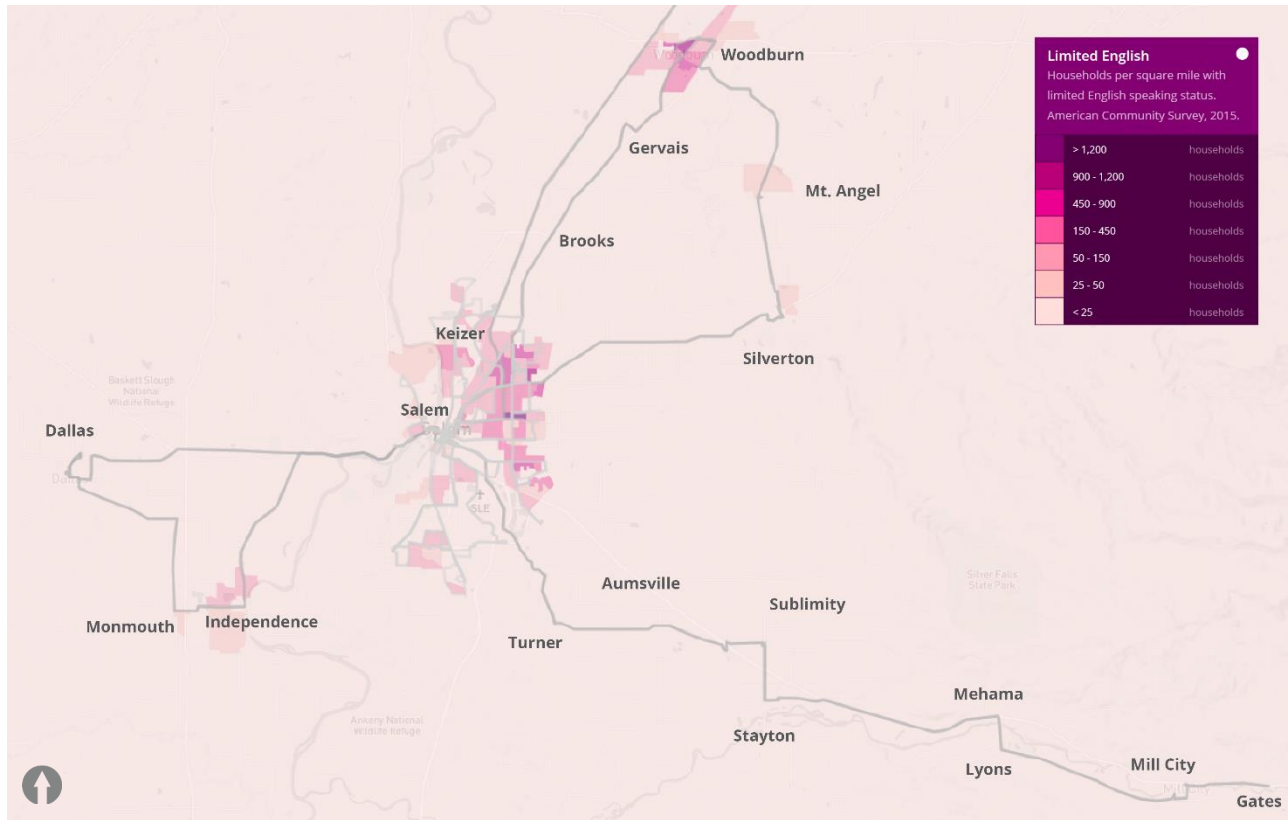
3.10 Limited English

Figure 3-19. People who speak limited English in the Salem area



Source: American Community Survey 2015 via Remix

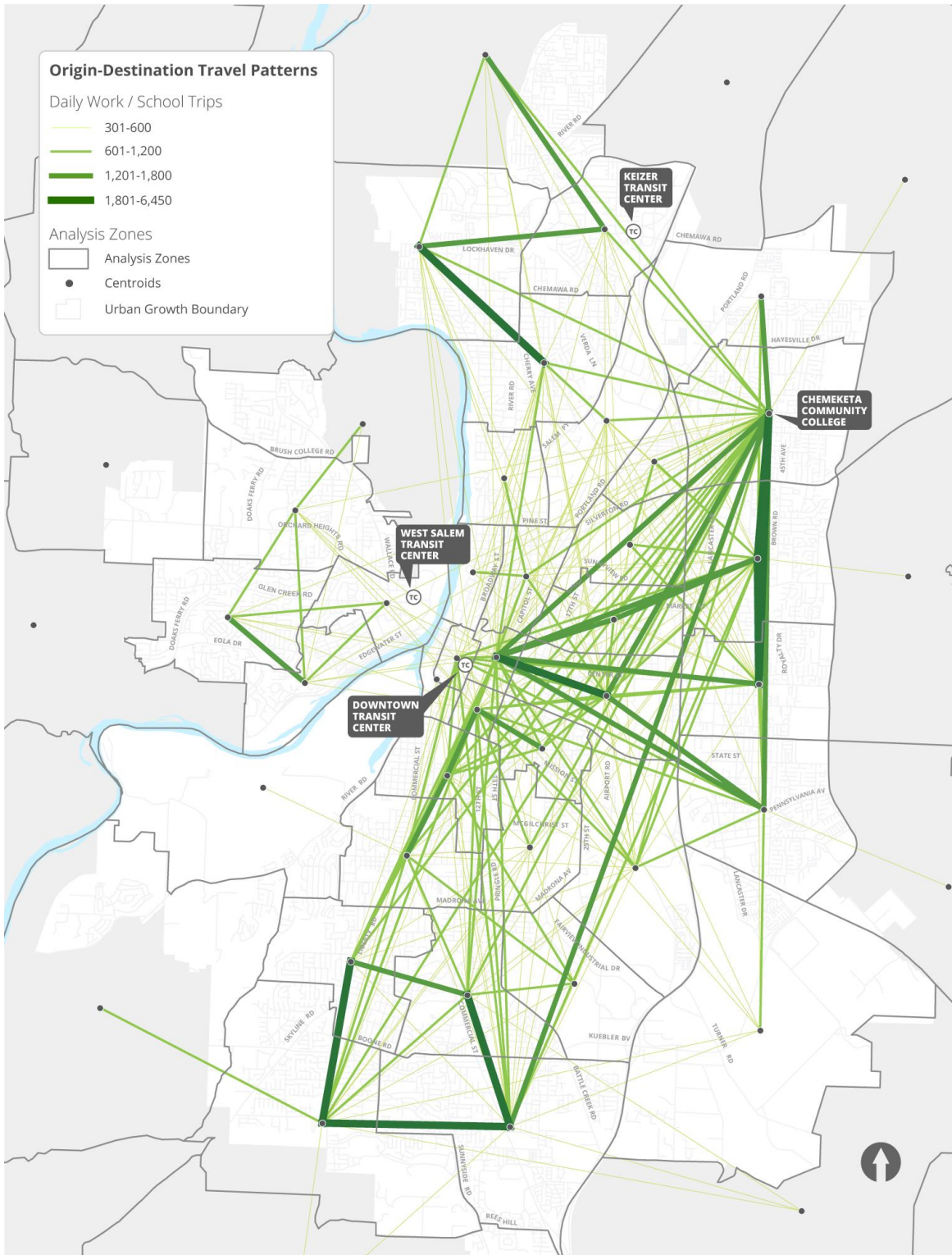
Figure 3-20. People who speak limited English in Marion and Polk counties



Source: American Community Survey 2015 via Remix

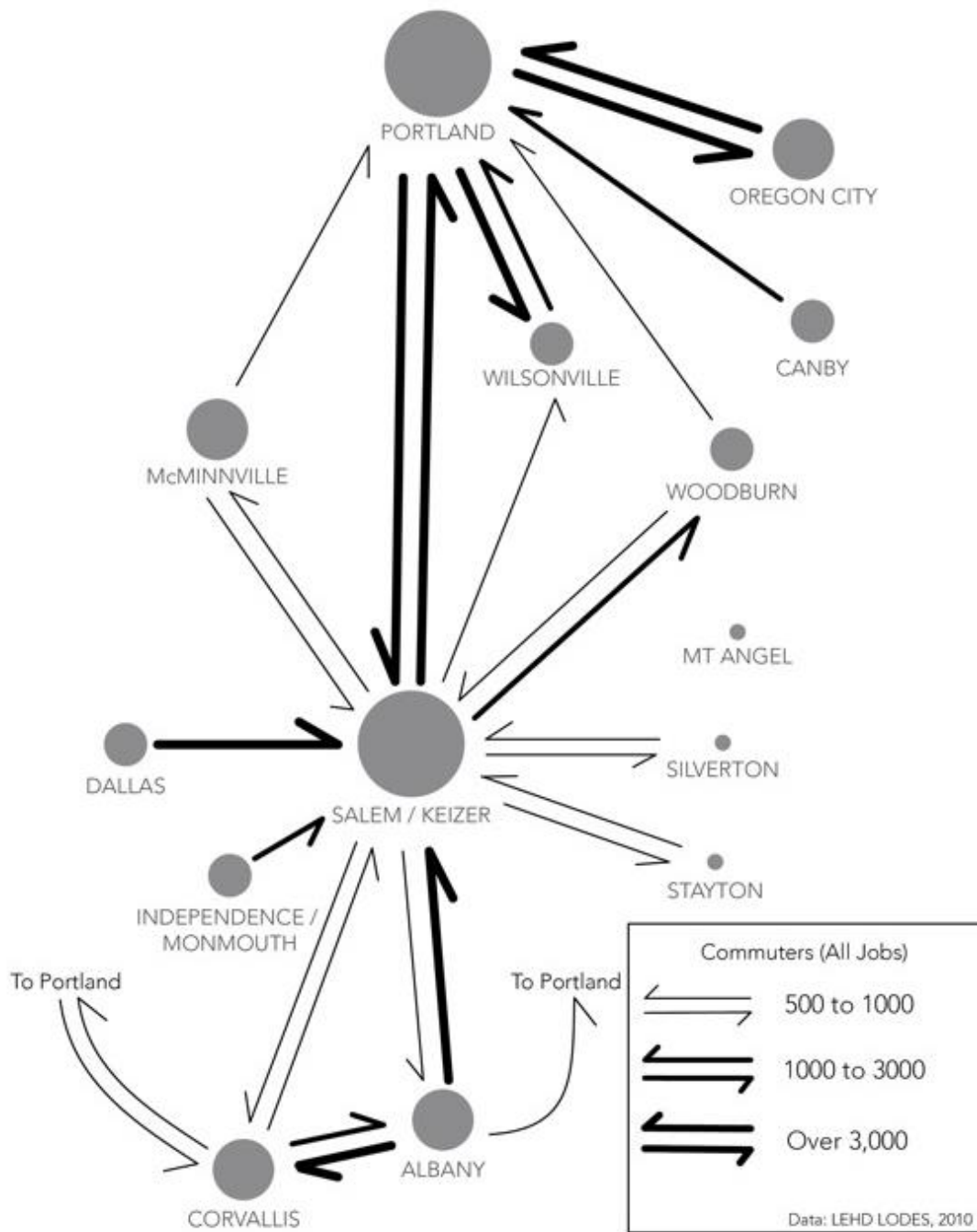
3.11 Origin-destination travel patterns

Figure 3-21. Origin-destination travel patterns for work / school trips in the Salem area



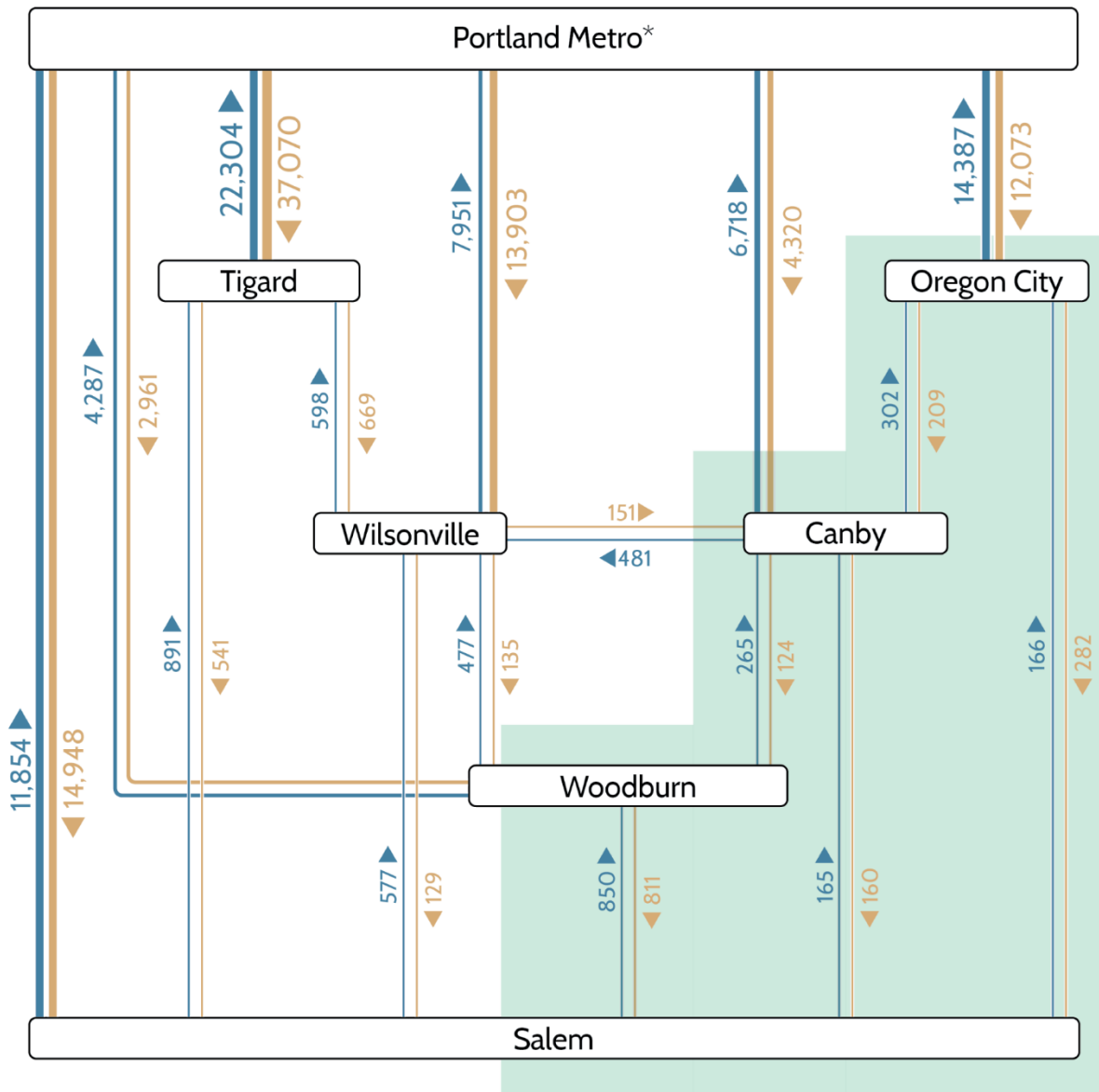
Source: SKATS Travel Demand Model for Base Year 2009

Figure 3-23. Regional commuting patterns for Salem region



Source: LEHD LODES 2010 via Jarrett Walker & Associates

Figure 3-24. Regional commuting patterns for North Willamette Valley



* Portland Metro includes: Portland, OR; Hillsboro, OR; Vancouver, WA

Data Source: US Census Logitudinal Employer-Household Dynamic, 2014.

Source: LEHD 2014 via Jarrett Walker & Associates

3.12 Changing businesses and development

Not captured in the latest LEHD data are most recent changes to major businesses, as well as recent and planned developments.

3.12.1 Changes in the past year

- **Norpac Cannery** on Madrona closed in summer 2017 (Route 6).
- **Kmart** closed in fall 2017 (Routes 6 and 7).
- **Oregon State Police** moved from Portland Road and Northgate Avenue (Route 3) to Trelstad Avenue and 36th Avenue (Route 6).
- **Henningsen Cold Storage** opened a new facility at 4301 Henningsen Court SE off of Kuebler Boulevard.
- **Cordon Road Mini Storage** opened at 5053 Gaffin Road SE. New apartments are planned for this area as well.
- **The Peter Courtney Minto Island Bicycle and Pedestrian Bridge** opened in summer 2017, connecting Minto-Brown Island Park with Riverfront Park.

3.12.2 Planned changes

- **Amazon** is opening a packing and shipping center at 4775 Depot Court SE in the Mill Creek Corporate Center (Route 24). The center will open in 2018 and employ 1,000 people. There are also additional developments planned in the nearby vicinity.
- **Walmart by WinCo**, a neighborhood grocery store, is opening in late 2017 at 5450 River Road N in Keizer, OR.
- **Marion County Health Department Alcohol and Drug Treatment** is moving from Davcor St. SE to Silverton Road south of Beach Avenue (Route 13).
- **New retail space** is being developed at the intersection of Glen Creek Road and Wallace Road in West Salem (Routes 16 and 17).



The Peter Courtney Minto Island Bicycle and Pedestrian Bridge opened in 2017.

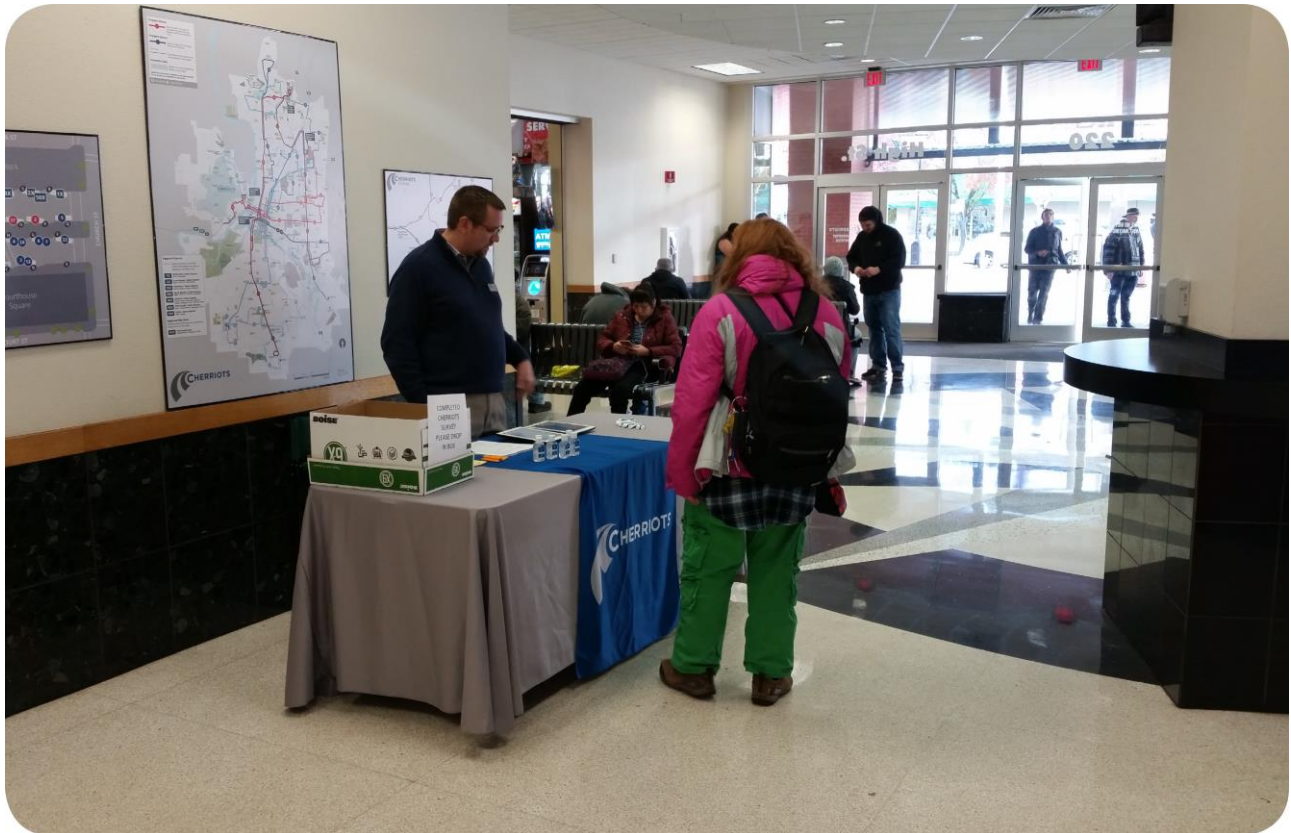
4. Rider and community engagement

In November 2017, Cherriots staff surveyed riders and the greater community to help determine transit needs. Staff created web and print versions of the survey both in English and Spanish (Attachment A).

The survey was focused on the possibility of adding bus service on Saturdays, Sundays, later evenings, and holidays. Staff also asked riders what else they would change about Cherriots service to make it work better for them.

Strategies staff employed to reach out to riders and the greater community included: email to subscribers, email to partner agencies, Facebook posts, Twitter posts, project webpage, a feature story on the Cherriots homepage, onboard bus survey (local and regional buses), announcements at public meetings, and six tabling events in the Downtown Transit Center lobby.

In total, staff collected **2,852 surveys**. Of those collected, 64% (1,814) were submitted online and 36% (1,038) were collected in person.



Marketing Coordinator Stephen Custer helps a Cherriots rider complete a survey at a Downtown Transit Center tabling event. This was one of six events that took place over multiple weeks.

4.1 Saturdays, Sundays, and weekday evenings

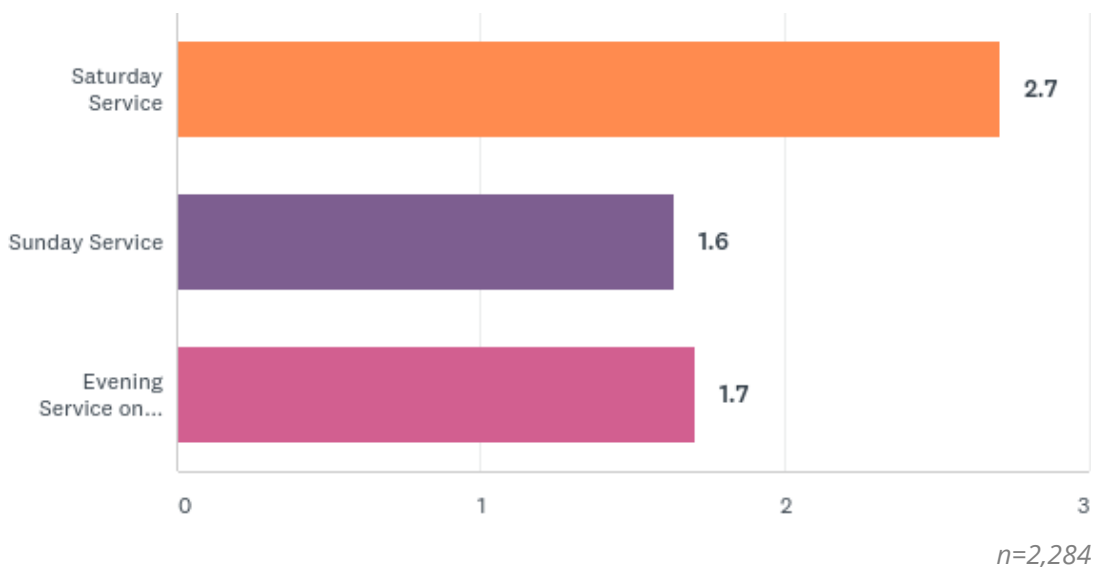
Most of the survey focused on service on Saturdays, Sundays, and weekday evenings. Respondents were first asked about their priorities among the three options. They were then asked about the types of trips they would take on each day, as well as when service should start and end.

4.1.1 Order of implementation

When asked their preference for the order of implementation, respondents assigned three points to their first choice, two points to their second, and one to their third.

Respondents overwhelmingly prefer prioritizing the implementation of Saturday service, for an average of 2.7 points. Sunday and weekday evening service were nearly tied for second place, with 1.6 and 1.7 points, respectively.

Figure 4-1. Preferred priority of implementing service



Saturday service was the No. 1 pick for 76% of respondents, followed by 20% for weekday evening service and 9% for Sunday service.

Although Sunday and weekday evenings scored a similar number of points, it is worth noting that 66% of respondents said they would use evening service for work or work-related business (Figure 4-8), compared to only 48% for Sunday service (Figure 4-5).

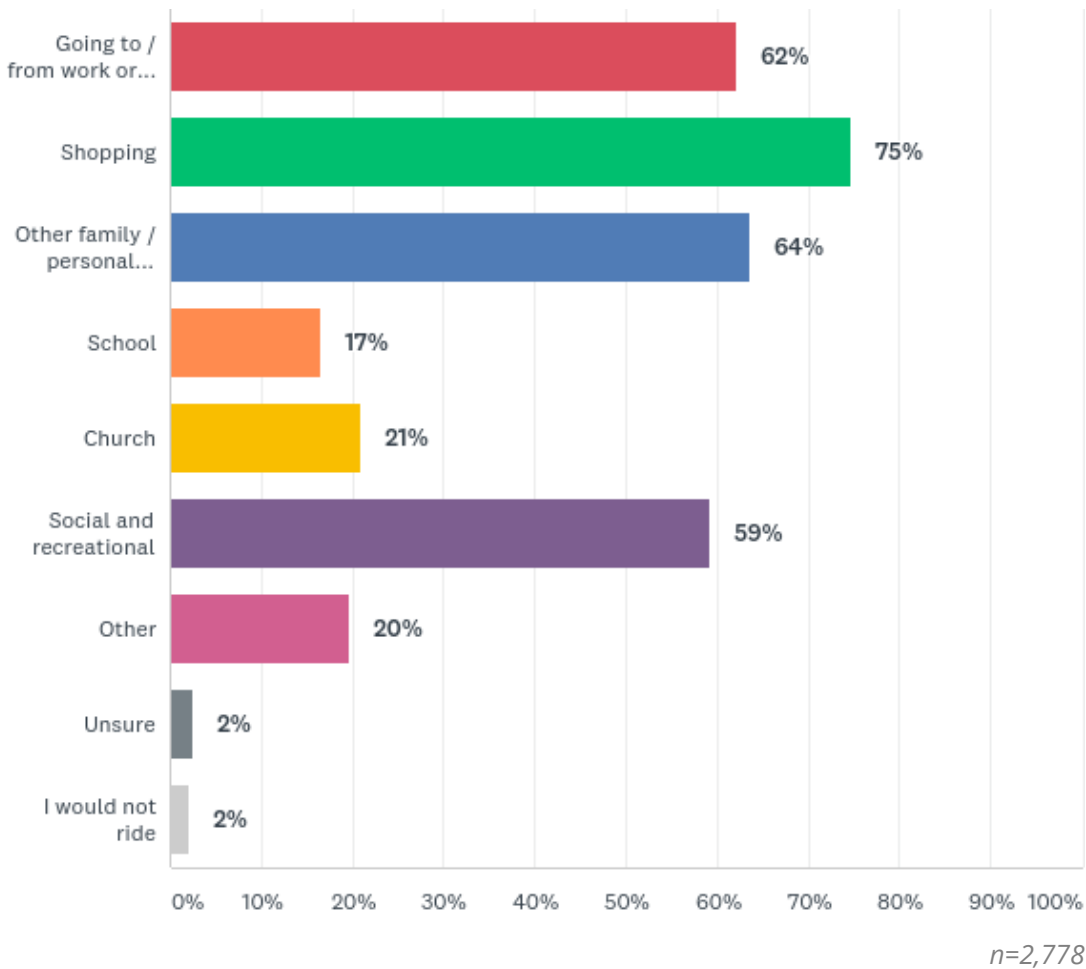
In the end, there is a clear need for Saturday service to be implemented first. If Sundays and weekday evenings can be implemented together, that would be ideal. If not, weekday evenings have the larger need for work trips.

4.1.2 Saturdays

4.1.2.1 Purpose of trip

Respondents were asked what they would use the bus for on Saturdays (Figure 4-2). More than half of them would ride for shopping (75%), other family / personal errands (64%), going to / from work or work-related business (62%), or social and recreational (59%).

Figure 4-2. Types of trips the community would use the bus for on Saturdays



4.1.2.2 Start and end times

More than half (64%) of respondents believe service should start no later than 7 a.m. on Saturdays (Figure 4-3). Respondents overwhelmingly believe service should run until 11 p.m. (Figure 4-4).

Figure 4-3. How early the community wants service to begin on Saturdays

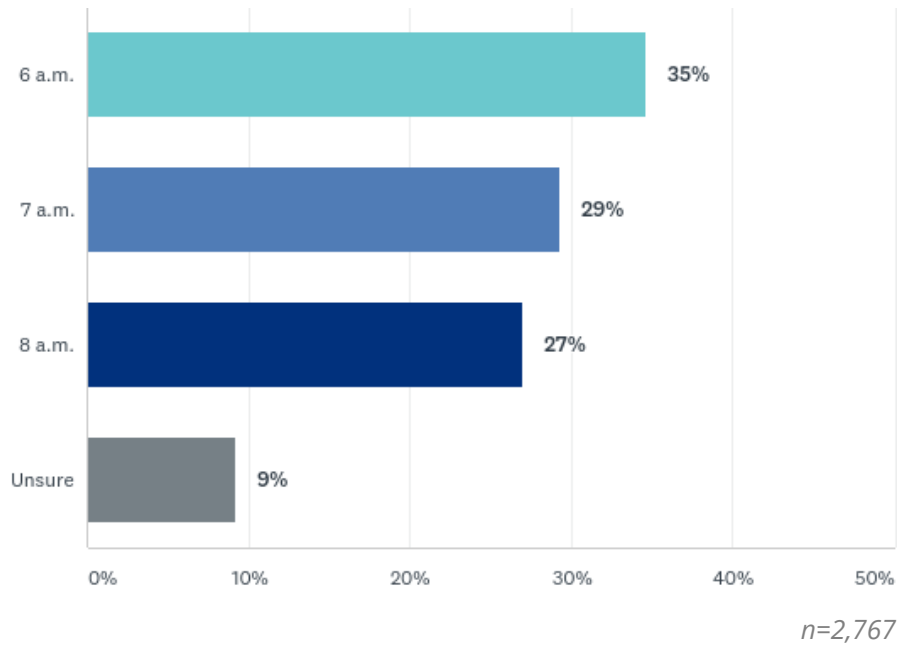
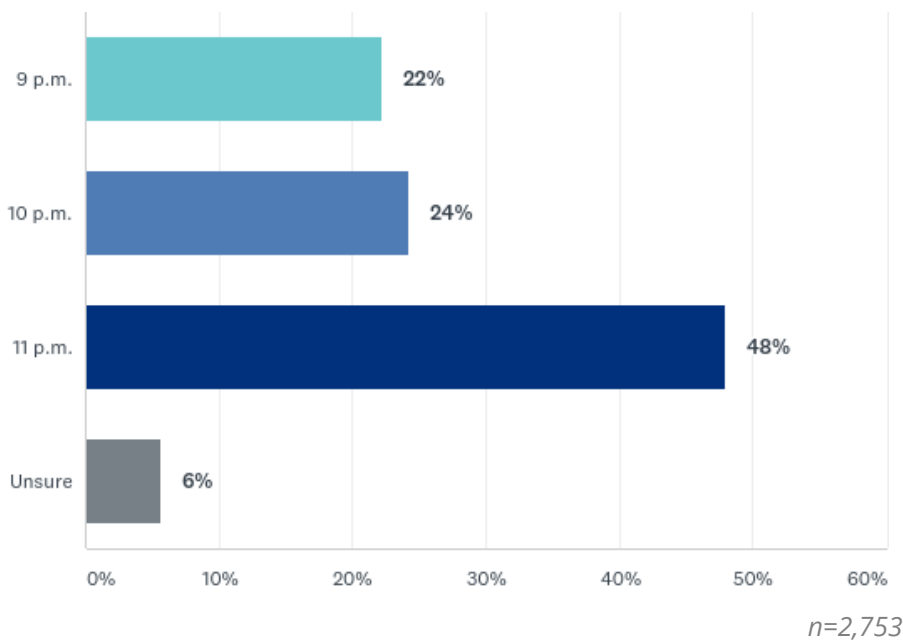


Figure 4-4. How late the community wants service to run on Saturdays

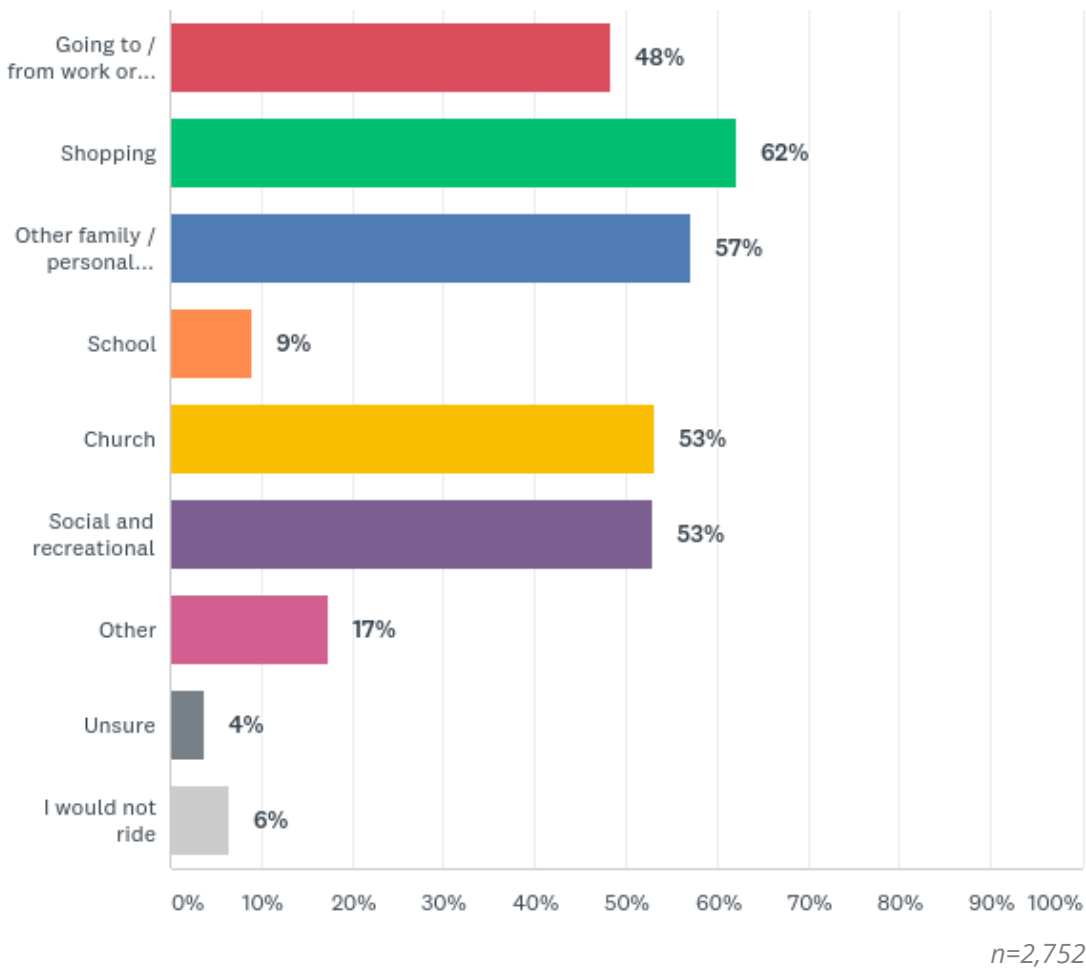


4.1.3 Sundays

4.1.3.1 Purpose of trip

Respondents were asked what they would use the bus for on Sundays (Figure 4-5). More than half of them would ride for shopping (62%), other family / personal errands (57%), going to church (53%), or social and recreational (59%). Unlike Saturdays and later evenings, just under half of respondents would ride on Sundays to get to / from work or work-related business (48%).

Figure 4-5. Types of trips the community would use the bus for on Sundays



4.1.3.2 Start and end times

Results for Sundays are similar to that of Saturdays. More than half of respondents want service to start no later than 7 a.m. (Figure 4-6). And again, respondents chose the latest option for when trips should end – in this case 9 p.m. (Figure 4-7).

Figure 4-6. How early the community wants service to begin on Sundays

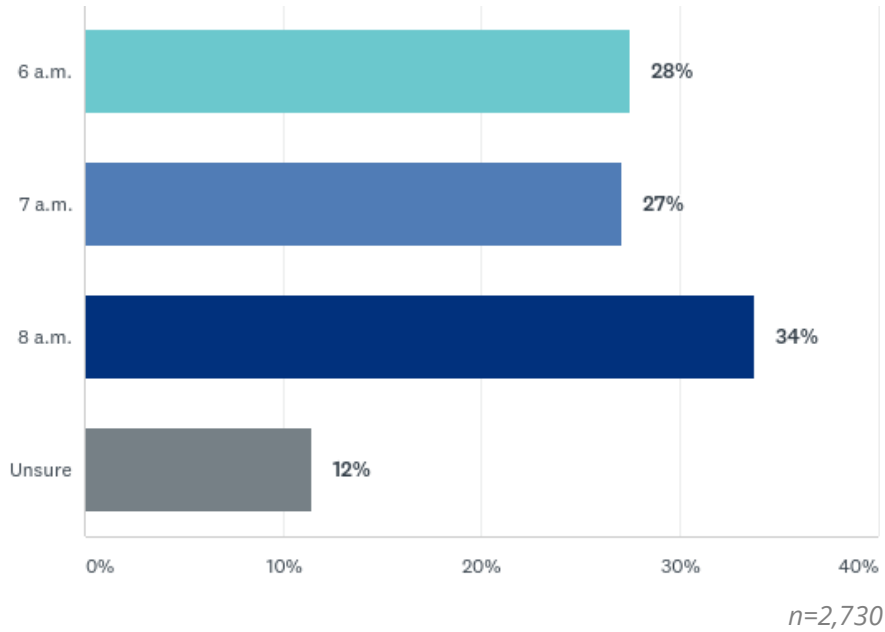
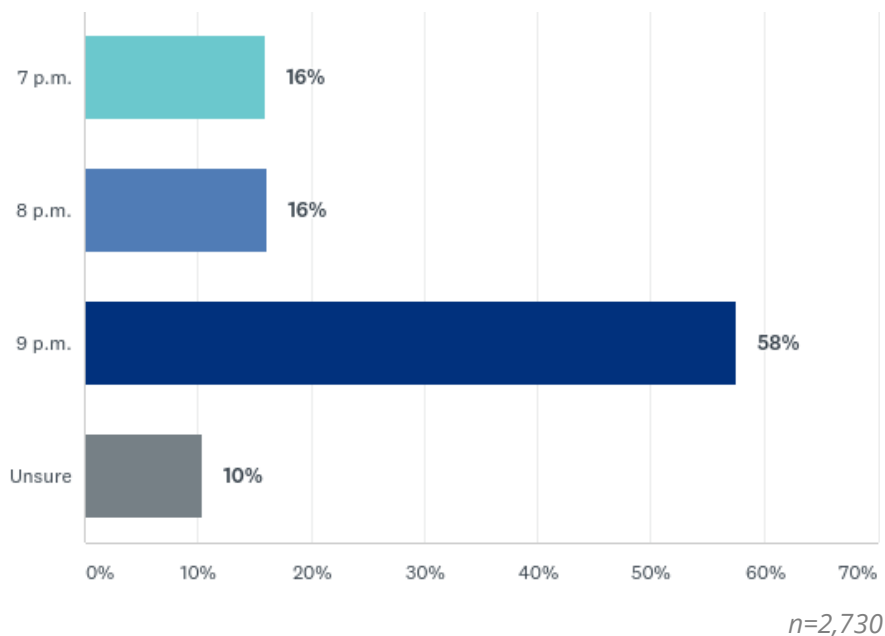


Figure 4-7. How late the community wants service to run on Sundays

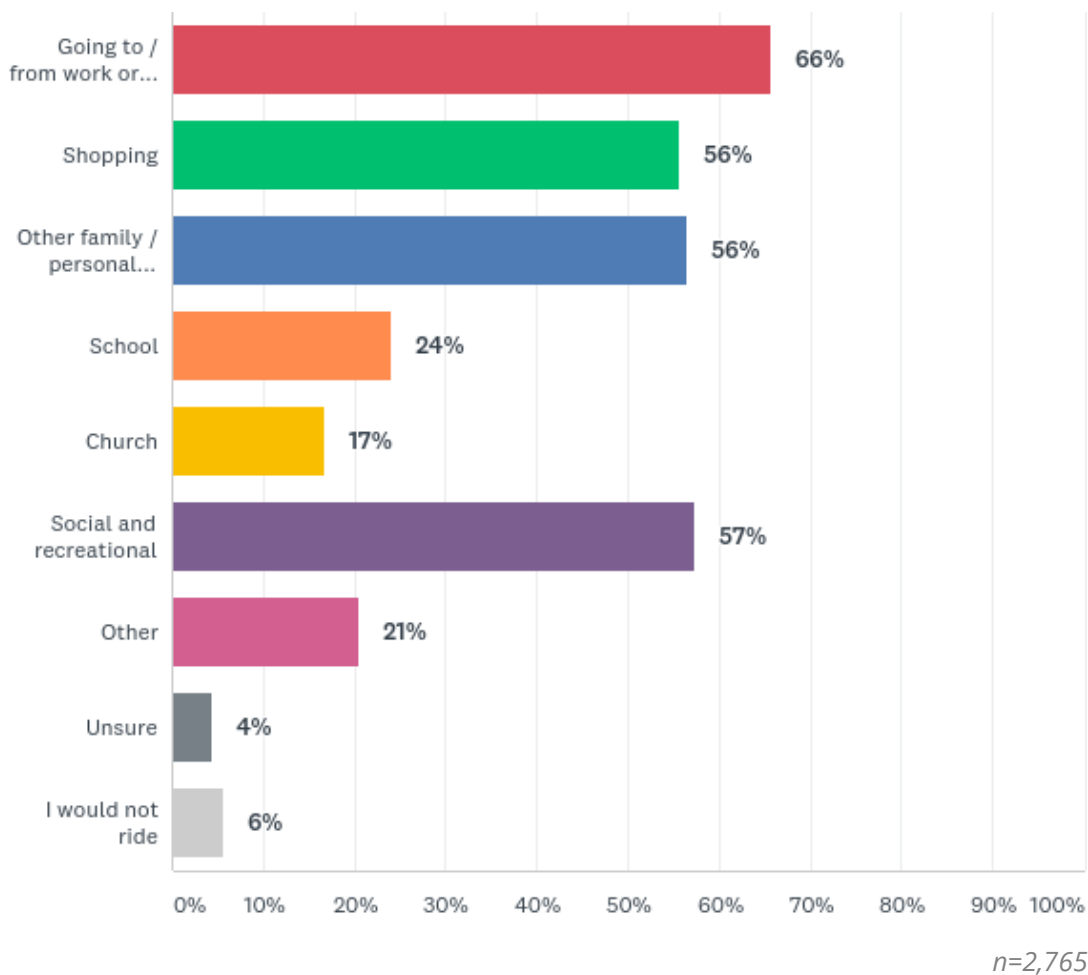


4.1.4 Weekday Evenings

4.1.4.1 Purpose of trip

Respondents were asked what they would use the bus for if service were extended later into the evenings on weekdays. More than half of them would ride for going to / from work or work-related business (66%), social and recreational (57%), other family / personal errands (56%), or shopping (56%). Weekday evenings had the highest rate of riders who would ride the bus for work.

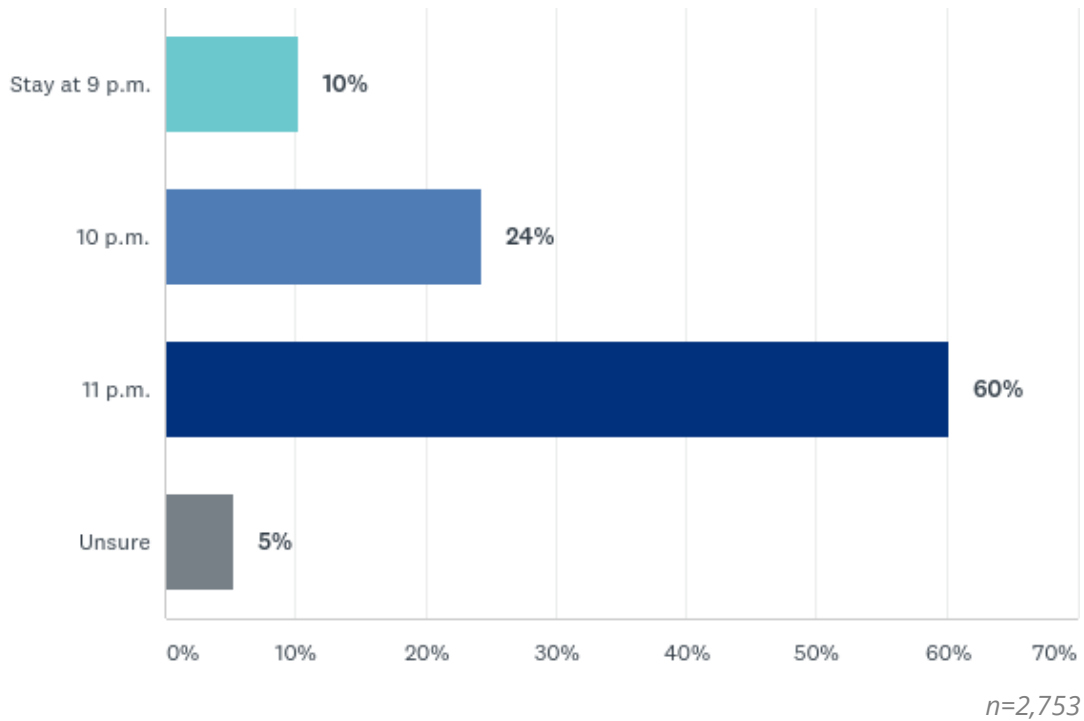
Figure 4-8. Types of trips the community would use the bus for on weekday evenings



4.1.4.2 End time

When asked how late bus service should be extended on weekdays, riders strongly supported buses running until 11 p.m. (60%). Only 10% thought service should continue to end at 9 p.m. (Figure 4-9).

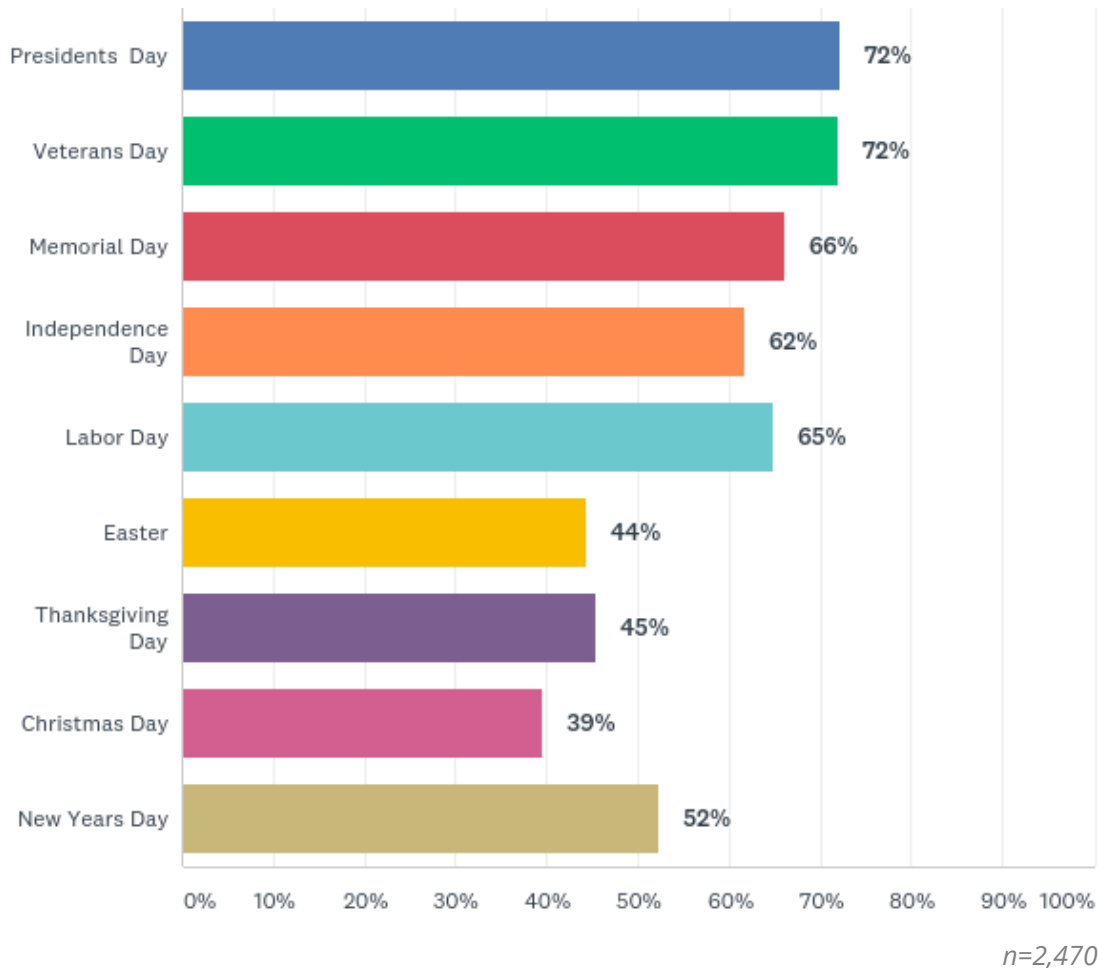
Figure 4-9. How late the community wants service to run on weekdays



4.2 Holidays

Figure 4-10 below shows the percent of respondents who said they would ride the bus on each holiday. Today Cherriotics does not offer service on any of these days.

Figure 4-10. Which holidays community members would ride the bus



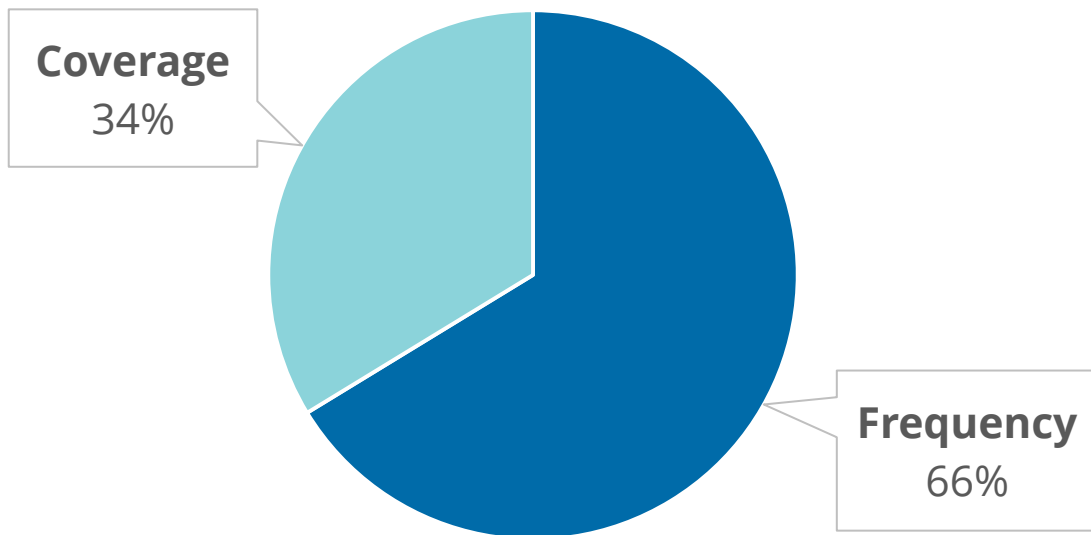
More than half of respondents said they would ride the bus on Presidents Day, (72%) Veterans Day (72%), Memorial Day (66%), Labor Day (65%), Independence Day (62%), and New Year's Day (52%). Just under half said they would ride on Thanksgiving Day (45%), Easter (44%), and Christmas Day (39%).

The results indicate a desire for service on every day of the year, with higher levels of service on days where riders typically are still required to work.

4.3 Frequency versus coverage

While discussing what else they would change about Cherriots service, 512 respondents brought up route frequency or coverage service. Of those who discussed one or the other, 66% (342) asked for more frequency on the current routes, and 34% (174) wanted expanded coverage on streets and in neighborhoods not currently served by transit.

Figure 4-11. Frequency-to-coverage ratio for survey responses



The frequency-to-coverage ratio is important to keep in mind, as the Cherriots Board of Directors has a policy requiring staff to maintain the balance of productivity-focused service and coverage-focused service to a 3-to-1 ratio (i.e. 75% to 25%). In other words, for every revenue hour invested in new coverage service, staff must add about three revenue hours of productivity-focused service.

4.3.1 Frequency

When asked what they would change about current service, hundreds of riders listed changes they would make to specific routes. All routes where calls for increased frequency accounted for more than half of the requests are listed in Table 4-1.

Table 4-1. Requests for increased frequency by route

Route	Responses		
	Share of Responses	Total Requests for More Frequency	All Route-Specific
6 Mission / Fairview Industrial	88%	23	26
24 State / Lancaster	82%	9	11
12 Haysville Drive	80%	4	5
7 Mission / Hawthorne	79%	11	14
10X Woodburn / Salem Express	78%	7	9
1X Wilsonville / Salem Express	71%	5	7
23 Lansing / Hawthorne	71%	5	7
50X Dallas / Salem Express	71%	5	7
8 12th / Liberty via Red Leaf	67%	12	18
14 Windsor Island	66%	2	3
16 Wallace Road	66%	4	6
40X Polk County / Salem Express	65%	13	20
18 12th / Liberty via Lone Oak	63%	10	16
30X Santiam / Salem Express	52%	11	21
3 Portland Road	50%	3	6

Hourly Service

Route 6, which runs once an hour, by far saw the most requests for increases in frequency (23). More frequency was requested by 88% of those who specifically called out Route 6. Many of the respondents specifically called out wanting more service to Salem Health. There were also calls for more service on Fairview Industrial Way. Other hourly routes that received requests for increases in frequency include routes 24, 12, 7, 23, and 16. There’s a general consensus among survey respondents that hourly service on weekdays is not good enough.

30-Minute Service

There were two routes with 30-minute service that had numerous calls for increases to 15-minute service on weekdays: 8-18 and 3.

Regional Express Routes

Riders requested increased route trips on almost all regional express routes. In particular, riders want more trip times during peak commute times.

4.3.2 Coverage

Many respondents (174) requested additional service on streets and in neighborhoods that do not currently have bus service. Staff organized those requests into tiers below.

Table 4-2. Requests for new coverage service

Route	Responses	
	Share of All New Coverage Requests	Total Requests for More Coverage
TIER 1 (10 or greater requests)		
West Salem	21%	36
D Street	11%	20
Turner Road	6%	10
Fisher Road	6%	10
River Road S	6%	10
TIER 2 (5-9 requests)		
South Salem	5%	8
Cordon Road	4%	7
Downtown Circulator	4%	7
McGilchrist	4%	7
TIER 3 (2-4 requests)		
12th Street	2%	4
17th Street	2%	3
Auburn-Monroe	2%	3
Pringle-Battle Creek	2%	3
Airport Road Park and Ride	1%	2
Kingwood West / Capital Manor	1%	2
Michigan City	1%	2
Sunnyside Road	1%	2
Intercity		
Portland	6%	10
Albany	3%	6
Coast	2%	3
Corvallis	1%	2

The most common requests were for new service throughout West Salem (much of which will go into effect in January 2018), as well as service on D Street, Turner Road (mostly Walmart), Fisher Road, and River Road S.

4.4 Other topics

Below are other topics brought up in the open-ended question about what else Cherriots can do to improve service.

4.4.1 Weekends (159)

Even though weekend service was one of the primary focuses of the survey, there were still 159 respondents who chose to bring the importance of weekend service up again in their open-ended response.

As we have seen during all outreach conducted over the years since Saturday bus service was discontinued, the need for bus service on weekends is by far the most pressing need in the Salem area and the larger region.

4.4.2 Weekday evenings (103)

As with weekend service, weekday evening service was also named more than a hundred times when riders were asked what else they would change about Cherriots service, even though they had already answered questions about it.

This level of response highlights the additional need for later bus service on weekday evenings.

4.4.3 Shelters (81)

Riders want more shelters at bus stops to protect them from the elements. In most cases respondents did not call out specific places where they would like to see shelters. Instead, they either advocated for more shelters in general or shelters at every bus stop.

4.4.4 Operational concerns (75)

Many riders brought up operational concerns. All concerns have been passed on to the Transportation Manager and the Chief Operating Officer. They include:

4.4.4.1 Operator friendliness

Riders were split on the current level of friendliness of operators. Of those who brought up operator attitudes, about half want operators to be friendlier and provide better customer service, and the other half called out how wonderful Cherriots operators are.

4.4.4.2 Disrespectful riders and rule enforcement

Eight riders brought up issues with other people on the bus being loud or using foul language, and those issues not being dealt with by operators. One person gave an

example of how she has seen TriMet operators politely but firmly deal with poor rider behavior, and suggests we should train our operators to deal with rider behavior in the same manner.

4.4.4.3 Strollers

A common issue that came up is the amount of room strollers take up at the front of the bus. Often strollers are blocking aisles or taking up room that seniors or riders with disabilities wish to use.

4.4.4.4 Allowing food and drinks

Four respondents asked for food and drinks to be allowed on the bus. In particular, riders wish to be able to bring drinks in soft-sided cups on the bus.

4.4.4.5 Late departures

Three respondents brought up issues with their operators not being ready to depart from the Downtown Transit Center on time. In one case, it is because the operator is arriving late from the yard. In the other instances, riders pointed to the common occurrence of operators spending time in the break room and not coming out to their bus until a minute before it is scheduled to depart, or even at the scheduled departure time.

4.4.5 Fares and eFare (60)

Sixty respondents had ideas about improving our fares or fare structure. A few ideas came up consistently:

1. There is a need to lower fares for low-income riders.
2. Let students / youth ride for free, to help those students and their families.
3. Get more employers to buy a Group Pass for their employees, including local businesses, colleges, and the State of Oregon.
4. Fares should be in increments of \$1 or \$0.25, not \$0.10.
5. It is not fair to refer to a 30-day pass as such because Cherriots does not run seven days a week.
6. Bring back multi-ride tickets / punch cards.

Additionally, there were 19 requests for eFare (ticket app, contactless payments, etc.). Those who brought this up expressed a need for more options to pay other than cash or having to go to only a few locations to purchase day and 30-day passes.

All fare change ideas will be considered during the ongoing fare analysis process.

4.4.6 Bus stop locations and density (42)

There were many requests for new bus stops to be added or moved in particular locations. Those requests will be passed on to the Service Excellence Committee for their consideration.

Additionally, some riders called for more bus stops along the route so they do not need to walk as far. Others called for fewer bus stops along the route so the bus did not need to stop as often.

4.4.7 Communication (39)

Thirty-nine respondents offered ideas for improving communication and rider materials. Ideas include more availability of schedules at grocery stores and medical offices, adding more clarity to bus announcements about transfer routes, making bus stops more visible, and improving information at bus stops. All communication-related ideas have been passed on to the Director of Communication and Marketing Coordinators for their consideration.

4.4.8 Easier transfers and crosstown routes (37)

Another big concern is difficulty transferring between routes in a few parts of the system. Also, some riders wish to avoid transfers altogether, and in some cases avoid having to travel through downtown Salem to get to their destination.

4.4.8.1 Better transfers

- Better facilities at Chemeketa Community College to allow all buses to park next to one another, in particular Route 13.
- Timed connections between Routes 6 and 21, particularly after 7 p.m. when Route 21 drops to 30-minute service.
- Better timed connections between Route 11 and Routes 4, 7, and 24 at State and Lancaster.
- YCTA 11 to Amity and McMinnville coming to the Downtown Transit Center instead of having to transfer at the West Salem Transit Center.
- Better timing between Routes 8 and 18 and the services at Amtrak and Greyhound stations.

4.4.8.2 Crosstown routes

- Direct service between South Salem and Keizer without having to transfer downtown.
- Direct service between West Salem and Lancaster.
- Direct service between West Salem and Keizer.

4.4.9 On-time performance (34)

Poor on-time performance was mentioned by 34 respondents. Eleven of those people brought up specific routes. The only routes mentioned more than once were Route 7 (mentioned twice) and Route 11 (mentioned four times).

4.4.10 Seating (31)

Often coupled with requests for shelters, many people asked for more seating at bus stops. As with requests for more shelters, respondents did not typically call out where specifically they would like to see more seats. Most just asked for more seating in general.

4.4.11 Holidays (24)

Even though there was a question directly asking about which holidays respondents would ride on, two dozen people also highlighted the importance of holiday service in the open-ended question.

Most called for holiday service in general. One person highlighted the importance of holidays where local schools and colleges were still open, and another specifically called out the importance of running on Easter, Thanksgiving, and Christmas in order to get to family events.

4.4.12 Earlier weekdays (22)

In addition to wanting bus service to run later on weekdays, 22 respondents requested weekday service start earlier in the morning.

4.4.13 Safety and security (20)

Some riders gave suggestions for how to improve safety and security throughout the system. Ideas included suggestions for bus stop locations and amenities, asking operators to wait for everyone to sit down before they start driving, and for more security on buses.

All safety- and security-related ideas have been passed along to the Safety and Loss Control Specialist and the Security and Emergency Management Manager.

4.4.14 Real-time bus tracking (20)

The need to be able to track buses in real-time was brought up by 20 respondents. Riders want to know when the next bus is arriving and if their bus is running late.

Respondents want real-time information available on the Cherriots website and on the Transit App (or a dedicated app). They also want to be able to text a number to

see when the next bus is arriving. One asked for the information to be available on digital screens in shelters.

4.4.15 Accessibility (17)

Concerns related to accessibility came up 17 times. Ideas included making bus stop improvements to upgrade stops to include ADA-accessible landing pads, introducing dial-a-ride service in the towns and cities in Marion and Polk counties, adding more room on buses for riders with service animals, training operators to remind those who are deaf or blind when to exit the bus, letting those who are elderly or handicapped sit down before driving forward, and making better connections between routes and adding more coverage service to reduce the distance needed to walk.

4.4.16 Comfort (13)

A number respondents brought up ways in which Cherriots could make their ride more comfortable. Ideas include:

- Making sure buses are cleaner, in particular the seats.
- Turn down the heat on the buses slightly in the winter so riders do not need to remove their coats.
- Ask operators to enforce rules regarding loud music, loud phone conversations, and vulgar language.
- Opening the Downtown Transit Center lobby earlier in the morning and keeping it open later in the evening so riders do not have to wait outside in the elements.

4.4.17 Cherriots LIFT and Cherriots Shop and Ride (9)

There were a few comments about Cherriots LIFT and Cherriots Shop and Ride, but no trends arose about these services. All comments have been passed on to the Contracted Services Manager and Chief Operating Officer.

4.4.18 Faster service (8)

A few riders believe our buses are too slow in general. Others compare travel times on the buses (including transfers) to that of driving, and believe Cherriots bus service cannot compete with driving a car.

4.4.19 Smaller buses (7)

Seven respondents want Cherriots to use smaller buses on routes that have historically low ridership. They typically believe the use of smaller buses will be more economical.



Riders were surveyed at the Downtown Transit Center and on Cherriots buses.

5. Frontline employee engagement

While surveying riders and the greater community, staff also surveyed all frontline employees (Attachment B)—those who directly interact with riders, including:

- **In-house employees**
 - Transit Operator
 - Operations Supervisor
 - Customer Service Representative
 - Travel Trainer
 - Outreach Representative
 - Receptionist
- **Contracted employees**
 - Transit Operator (MV Transportation)
 - Road Supervisor / Dispatcher (MV Transportation)
 - Transit Host (Garten)
 - Security Officer (G4S)
 - Mobility Assessor (MTM)
 - Call Center Employee (MTM)

In total, staff received 38 surveys. Hearing from frontline employees is a critical step of the needs assessment process. They interact with Cherriot's riders on a daily basis and can provide critical on-the-ground context to performance data results.



Operations Programs Administrator Melissa Kidd and Outreach Rep. Lisa Carignan at tabling event.

5.1 What employees have heard from riders

5.1.1 *Bus service*

- Add weekend service
- Extend weekday evening service
- Add more frequency on current routes
 - Route 10X
- Add more coverage
 - D Street
 - Turner road
 - College Drive NW
 - Woodburn to Keizer Transit Center
 - Service between Marion County Correctional Facility and South Commercial
- Add more shelters
- Add more benches
- Stop buses from leaving Downtown Transit Center before scheduled departures
- Improve on-time performance
- Post timetables at bus stops
- Post fare information on buses
- Add holiday service
- Make service free between downtown Salem and West Salem
- Implement eFare
- Add more travel training
- Lighted shelters

5.1.2 *Demand-responsive services*

- Add weekend service
- Add more same day trip change flexibility
- Improve on-time performance of LIFT
- Shorter call wait times
- More courteous operators needed
- More pleasant dispatchers needed
- Do not change company name (to Cherriots)
- Return dial-a-ride services to Silverton and Stayton
- Allow riders to choose between MV1s and other vehicles
- Add more Cherriots Shop and Ride service

5.2 How to set employees up for success

5.2.1 *Bus service*

- Purchase new buses
- Ensure a minimum of 15 minutes of deadhead to and from Del Webb and the Downtown Transit Center
- Allow operators time to do pre-trip (in-house and contracted)
- Purchase better fareboxes
- Get ergonomic seats for operators
- Move some layover time at the west end of Route 17 to runtime going eastbound
- Develop seasonal schedules
- Give operators more breaks
- More straight runs
- Security on buses
- Clean buses more often
- Paint “bus only” at entrances to Downtown Transit Center so automobile drivers do not enter the transit center
- Provide operator training for terrorist incidents and irate customers

5.2.2 *Demand-responsive services*

- Fully staff call center
- Fully staff operators
- Give operators customer service training and make service in general more driven toward customer service instead of about convenience
- Make pickup windows larger
- Provide individual training on technology
- Make Cherrlots Shop and Ride easier to understand

5.3 How to spend additional funds

5.3.1 *Bus service*

- Add weekend bus service
- Extend weekday evening service
- Provide more weekday frequency
 - Routes 40X and 50X
- Provide service on holidays
- Serve more towns
 - Albany
- Connect with other transit districts
- Create downtown circulator
- Run Route 6 every 30 minutes
- Bring back park and ride routes
- Lower bus fare
- Create low-income fare
- Create family pass
- Make service free for seniors and people with disabilities
- Create eFare solution
- Provide real-time tracking of buses
- Add more shelters
- Advertise at elder care and nursing homes
- Provide service sooner than 2019

5.3.2 *Demand-responsive services*

- Add weekend bus service
- Extend weekday evening service
- Allow for same-day bookings
- Add more Cherriots Shop and Ride service
- Buy more vehicles
- Extend call center hours

5.4 Anything else

5.4.1 General

- Remodel public restrooms

5.4.2 Bus service

- Move Route 11 back to its old path between Chemeketa Community College and Keizer Transit Center – taking Portland Road and Chemawa; provide only 30-minute service on Hyacinth and Verda; those streets do not have the ridership to justify 15-minute service
- Give Route 11 a different name north of Chemeketa Community College; will avoid confusion when riders board at CCC
- Run Route 11 to Marion County Correctional Facility every 30 minutes; eliminate Route 24 and use that bus to run Route 4 every hour; take Route 7 back down its former path – serving Turner and Fairview Industrial
- Drop Route 17 frequency to every 30 minutes; ridership does not justify 15-minute service
- Split Routes 6 and 16 and keep Route 16 in West Salem; have people transfer to Route 17 at West Salem Transit Center to get to downtown Salem
- Move Route 9 from Broadway to Liberty Street N to provide more coverage
- Shorten Route 9 and cover the Parkmeadow loop with Route 14
- Drop Route 14 to hourly service
- Add more frequency to Route 23
- Create East Salem Transit Center
- Create a Salem Library shuttle instead of using Route 13
- Allow riders to pay with eFare
- Provide outlets in the Downtown Transit Center for charging phones
- Add more space for wheelchairs in the buses
- Add more cameras
- Extend customer service hours in the evening
- Partner with local businesses

5.4.3 Demand-responsive services

- Provide operators with addresses instead of location names
- Text riders reminders in advance of their scheduled trips
- Have operators assist a little more when needed



Cherriots transit operators are one example of frontlines employees.

6. Unmet transit needs

After evaluating performance, demographics, travel patterns, and input from riders, the community, and frontline employees, staff have determined the current unmet transit needs in Marion and Polk counties.

6.1 Saturday service

The Salem area has been without Saturday bus service since 2009. Saturday service is by far the most pressing need for both local and regional bus service, as well as for Cherriots LIFT. This was not just evident in the most recent round of public outreach, but in all public outreach over the past eight years.

Recommendation: With increased funding in 2019, Saturday local bus and LIFT service should be added with a minimum hours of service from 7 a.m. until 11 p.m. Saturday service should also be implemented for regional bus routes.

6.2 Extended weekday evening service

Today most Cherriots weekdays service ends just after 9 p.m. Although these hours of service work for most 9-to-5 riders, it does not work for those working nontraditional hours. There is a strong desire for extended hours on weekdays, especially for those who are trying to get home from work.

Even though ridership is not expected to be high after 9 p.m., giving riders certainty they will be able to get home on the bus, even if they stay at work late or attend an evening function, should make them more willing to rely on Cherriots in general. This, in turn, should boost ridership during the midday and the AM and PM peaks.

Recommendation: Weekday service on the local bus system and LIFT should be extended to 11 p.m. on all routes that merit it. If possible, weekday service should be extended at the same time Sunday service is added. If that is not possible, service should be extended on weekday evenings first.

6.3 Sunday service

Another pressing need is Sunday bus service. Of all survey respondents, only 6% said they would not ride on Sundays. As with evening service, ridership on Sundays will likely be much lower than a typical weekday. However, having seven-day-a-week service is vital for those who do not have access to a car, and it will make it easier for those who currently drive to consider becoming a one car or no car household.

Recommendation: With increased funding in 2019, Sunday local bus and LIFT service should be added with a minimum hours of service of 7 a.m. until 9 p.m. Sunday service should also be implemented for regional bus routes.

6.4 Holiday service

Cherriots currently does not operate on eight holidays. The most pressing need is to provide holiday service on days where most people still work, including Presidents Day and Veterans Day. There are also a high number of people asking for service on Memorial Day, Independence Day, and Labor Day.

There is less of a need for bus service on New Year's Day, Thanksgiving, Easter, and Christmas Day. However, the need for service on those days is still present.

Recommendation: Add bus (local and regional) and LIFT service on all holidays. Even though ridership will be lower on some of these holidays, the need is there for those without other options. Also, being able to market that Cherriots runs every day (in conjunction with Saturday and Sunday service) will be critical to convince those who do not currently ride that Cherriots is something they can rely on.

For local and regional bus service, consider having multiple levels of service depending on expected ridership for each day.

6.5 Increased weekday frequency

There are a few routes (or pieces of routes) where there is a need for increased weekday frequency.

Recommendation: For every three revenue hours of service added to increase route frequency, about one revenue hour should be used to serve a current or new coverage route. This is a Board policy.

6.5.1 Salem Health, Mission from DTC to 25th, and Fairview Industrial

The route with the most requests for increased weekday frequency is Route 6. There are a high number of boardings at the Salem Health and along Mission Street from the Downtown Transit Center to 25th Street. There are also a few stops along Fairview Industrial Boulevard with high numbers of boardings.

Recommendation: When resources are available, find a way to provide 30-minute weekday bus service to the three segments listed above. This could be accomplished by redesigning current routes and focusing 30-minute frequency to Salem Health, along Mission Street, and along Fairview Ind.

6.5.2 Shared path of Routes 8 and 18, and all of Route 8

Routes 8 and 18 are just under their targets of 20 boardings per revenue hour. However, the sections where they have a shared path and form a 30-minute corridor (12th, Pringle, Madrona, Liberty, and Skyline) are above the target.

Where Routes 8 and 18 split in South Salem and provide only hourly service, the section of Route 8 (Red Leaf, Davis, and Liberty) is significantly more productive than that of Route 18 (Lone Oak, Idylwood, Sunnyside).

Recommendation: When resources are available, consider increasing the shared path of Routes 8 and 18 to 15-minute service. Also consider removing the Route 18 branch in South Salem (Lone Oak, Idylwood, Sunnyside) due to low ridership and instead increasing the frequency on the Route 8 branch (Red Leaf, Davis, and Liberty), where there is both higher ridership and a higher potential for ridership.

6.5.3 Lancaster between Rickey and MCCF

Ridership along Lancaster between Rickey and the Marion County Correctional Facility is relatively higher for hourly service. Additionally, Amazon plans to add a facility employing 1,000 people in 2018.

Recommendation: Increase service in this corridor to at least 30-minute service, either using Route 24 or by rerouting another route (e.g. Route 11).

6.5.4 AM and PM commute trips on contracted regional express routes

The current trip times on Routes 10X-50X are focused on spreading limited trips evenly throughout the day. As a result, the trip times do not work for most commuters. Riders only have one traditional commute time option for each route.

Recommendation: With new funding in 2019, add more AM and PM trips to provide more commute time options for contracted regional express routes. Purchase additional vehicles to make this feasible.

6.5.5 Midday trips on Route 1X

Today Route 1X operates only during the AM and PM peaks. This makes it difficult to travel between Salem and Wilsonville for those who do not work typically 9-to-5 jobs, and for those who do but need to head home early.

Recommendation: With new funding in 2019, work with SMART to add midday trips to Route 1X. This may require purchasing additional vehicles.

6.6 Expanded coverage

There are a number of places throughout the Salem area where riders have requested restored or new coverage service.

Recommendation: For every one revenue hour of service used to serve a current or new coverage route, about three revenue hours should be added to increase frequency on a ridership-focused route, as required by Board policy.

6.6.1 West Salem

There were a high number of requests for more bus service in West Salem. Many of the places riders want regular bus service will be served starting January 2018 with the rerouted Route 16 and the new Routes 26 and 27.

However, there have been other requests for service in Salemtowne and north to Michigan City Lane. There have also been requests for service farther west on Glen Creek Road, as well as to College Drive.

Recommendation: Hold off on any more expanded coverage in West Salem until the new routes can be evaluated. Consider adding more coverage in next year's annual service evaluation.

6.6.2 D Street

D Street is one of the corridors where Cherriots removed service in 2015. This was due to its proximity to 15-minute frequency service along Center and Market streets.

Even with high-quality service within a quarter mile (5 minute walk), there have been requests for restored service along D Street.

Recommendation: Restoring service to D Street would be at odds with Cherriots design standards. However, if part of D Street can be served without adding new resources (e.g. rerouting Route 23), this should be considered. If serving D Street will require the addition of a bus, it should not be considered at this time due to its proximity to service along Center and Market streets. Instead, those resources should be put toward adding new service in a place that does not have good access to alternative routes.

6.6.3 Walmart on Turner Road

In 2015, local bus service was removed from the Walmart along Turner Road. Ridership at the Walmart was high enough to justify having service. However, due to its location and the limited routing options to serve Walmart and turn the bus around, planning staff was not able to maintain service directly to this location. Instead, riders wishing to go to Walmart have to take Route 7 (which runs once an hour) to Hawthorne Avenue and walk half a mile (10 minutes) to Walmart.

Recommendation: If possible, service should be routed closer to Walmart on Turner Road. Note that this might require turning a bus around in Walmart's parking lot.

6.6.4 Fisher Road

Bus service was removed from Fisher Road in 2015. Fisher Road is only a quarter mile (5 minute walk) from Lancaster Drive, which has frequent service every 15 minutes. Also, Fisher Road is a difficult road to serve due to the lack of sidewalks. However, because of the high density of residential units along Fisher Road between Sunnyview Road and Ward Drive, the potential for ridership in this corridor is relatively high.

Recommendation: Service on Fisher Road should not be considered at this time due to lack of sidewalks.

6.6.5 River Road S

As new medical facilities and other commercial development come online along River Road S, demand for bus service in this area is likely to grow.

Recommendation: There are currently not enough resources to consider service on River Road S. However, this should be monitored in the coming years and considered for service as more resources are available.

6.6.6 South Salem

There is a need for more coverage service in South Salem. However, this area is difficult to serve without having as a base of service a South Salem Transit Center.

Recommendation: Cherriots should continue to work on plans for the new South Salem Transit Center. Once the facility is active, planning staff should reroute service in South Salem based out of the South Salem Transit Center to provide better coverage and to facilitate transfers.

6.7 Additional cities

A few cities were mentioned as possible places for expanded bus service.

6.7.1 Portland

Ten survey respondents mentioned Portland as a place they want to see Cherriots serve. There is currently bus and rail service between Salem and Portland, but it is operated by POINT and Amtrak, not Cherriots, and tickets are often \$16 each way.

The need for service between Salem and Portland was established in the 2013 Long-Range Regional Plan.

Recommendation: In the short term, promote the POINT and Amtrak service between Salem and Portland on the Cherriots website and at the Downtown Transit Center to help inform riders of the service that already exists.

In the long term, explore partnering with TriMet or SMART to provide service between Salem and Portland. Consider applying for intercity funds from HB 2017.

6.7.2 Albany

Six survey respondents mentioned Albany as a place they want to see Cherriots serve. As with Portland, there is currently bus and rail service between Salem and Albany, but it is not operated by Cherriots and tickets can be expensive. Albany has a sizeable population and there are a high number of trips between Salem and Albany, making it a good candidate for new intercity service.

Recommendation: In the short term, promote the POINT and Amtrak service between Salem and Albany on the Cherriots website and at the Downtown Transit Center to help inform riders of the service that already exists.

In the long term, explore partnering with the Albany Transit System to provide service between Salem and Albany. Consider applying for intercity funds from Oregon House Bill 2017.

6.8 Improved timing and transfers

6.8.1 Routes 6 and 16

Routes 6 and 16 are the only hourly routes based out of the Downtown Transit Center that do not leave and arrive at the bottom-of-the-hour or top-of-the-hour pulse. The reasons for this have to do with the length of each route and the fact that they are interlined.

Route 6 leaves the Downtown Transit Center at the top of the hour, and along with Route 7 forms a 30-minute corridor along Mission Street in the outbound direction. However, due to its length it does not pulse on the inbound direction. As a result, Mission Street in the inbound direction sees gaps in bus service as large as 50 minutes.

Route 16 does not leave downtown on any pulse, and is only sometimes timed to successfully meet the top-of-the-hour pulse on its inbound trip.

Recommendation: Revenue hours should be added to Routes 6 and 16 to allow these routes to be split and properly timed with other hourly routes.

6.8.2 Chemeketa Transit Center

The bus stop at Chemeketa Community College (CCC) Building 2 is the second most used bus stop in the Cherriots system, after the Downtown Transit Center, and acts as the eastern hub for Cherriots. In 2015, Cherriots increased the number of buses serving CCC Building 2 to 17 buses per hour on the local system, in addition to the two regional bus routes serving the facility multiple times a day. This increase in service led to issues with crowding in front of CCC Building 2 due to the limited number of bus bays.

To address the crowding, planning staff rerouted Routes 3, 12, and 13 in 2016. Although crowding is no longer an issue in front of CCC Building 2, it is now more difficult for many riders to transfer between bus routes on CCC's campus.

Recommendation: In the short term, Cherriots should explore rerouting Routes 12 and 13 to make transferring easier. If possible, Routes 12 and 13 should form a pulse at CCC to further facilitate transfers. Cherriots should also open a dialogue with Chemeketa Community College to partner together to develop a formal transit center on campus with a minimum of eight bus bays. The Chemeketa Transit Center should be designed to be both a primary destination and a transfer facility.

6.8.3 South Salem Transit Center

Riders currently find it difficult to transfer between Routes 6, 8, 18, and 21 in South Salem. The loop at the southern end of Route 6 is not timed with Route 21 after 7 p.m. because its schedule is based on the pulse at the Downtown Transit Center. Also, Routes 8 and 18 serve a different bus stop than Routes 6 and 21 near the Walmart on Commercial, making the transfer difficult.

The South Salem Transit Center being planned for the Walmart parking lot on Commercial Street should help with these issues.

Recommendation: See 6.6.6 South Salem.

6.9 Improved on-time performance

According to the latest on-time performance numbers, routes are either not meeting reliability targets overall or in the PM peak are Routes 7, 8, 9, 11, and 23. Staff have already implemented or developed plans to improve the reliability of Routes 7, 8, 11, and 23. Staff have also implemented a stopgap plan to improve Route 9 on-time performance by interlining it with Route 17, but it will need a more comprehensive fix to improve reliability in the PM peak.

6.9.1 Improve Route 9 on-time performance

Even with interlining Route 9 with Route 17, Route 9 still is unable to meet its reliability targets in the PM peak. For multiple trips a day, Route 9 is unable to reliably meet the pulse at the Downtown Transit Center, making it difficult for riders to make transfers.

Recommendation: Implement bold solutions to improve the on-time performance of Route 9. Both rerouting service and adding additional run time should be considered.

6.9.2 Implement real-time bus tracking

Riders want the ability to track their buses in real-time on an app, on the Cherriots website, and via text message. Also, a full CAD/AVL system will help operations address reliability issues in real time and will help planning monitor and evaluate on-time performance. CAD/AVL is currently slated to be implemented in 2019.

Recommendation: Continue the process of procuring and implementing CAD/AVL. Integrate real-time bus tracking into Transit App, the Cherriots website, and a text message service.

6.10 More shelters and seating

One of the most requested improvements from riders is the addition of shelters at more bus stops. There are also requests for more seating, mostly in conjunction with requests for more shelters.

6.10.1 More shelters

The Cherriots standard is to place shelters at bus stops that see 20 boardings per day or more. In 2016, boardings at all bus stops throughout the local system were evaluated when new grant-funded shelters were installed throughout the local system. Additionally, more than a dozen bus stops were identified as meeting the threshold for adding a shelter. However, shelters at those locations have not yet been installed due to the need for capital improvements prior to installation.

Recommendation: With the recent increases in ridership across the system, as well as the expected increases in ridership with the additional service in 2019, staff should begin evaluating ridership on the stop level on an annual basis. Any bus stops meeting the 20 boardings per day threshold should be evaluated for improvements and a shelter, and staff should seek out grant funding for purchasing, civil work, and installation.

6.10.2 More seating

All Cherriots shelters have seating, so more shelters will lead to more seating as well. However, there are bus stops that do not meet the minimum threshold for a shelter, but could use a bench or pole-mounted seat.

Recommendation: Cherriots staff should work with staff at all cities served, in particular City of Salem staff, to create a standard for providing benches and pole-mounted seats at bus stops that merit them. Cherriots staff should then determine where seating is needed and seek out grant funding for that seating and installation.

6.11 Fare changes and additional payment options

Survey respondents made a number of requests for changes to the current fare structure and payment options.

6.11.1 eFare

Riders want more options for paying for their ride. They want to be able to use a credit card, an app, or a tap card so they don't have to pay cash on the bus or go to the Downtown Transit Center (or select partner agencies) to purchase their 30-day or month passes.

Recommendation: Implement a robust eFare solution that allows riders to pay for their trips both on an app and using a tap card.

6.11.2 Free student or youth pass

There were many calls for making the bus free either for students or all youth. Most students are not able to drive or do not have access to a car, thus making transit vital for getting to and from school and for attending after-school activities. A free youth pass would also help encourage families to ride.

Recommendation: Study the impact a free youth pass (0-18) would have on revenue, equity, and ridership. Consider what it would cost to add overload trips around the end of the school day.

6.11.3 Low-income discounted bus pass

Many agencies around the country are exploring implementing discounted bus passes for low-income residents. This idea came up multiple times in the surveys, and based on previous fare survey data there is a need for discounts for low-income riders.

Recommendation: Develop a proposal for a low-income pass and study the impact it would have on revenue and equity. Determine what would need to be done administratively to determine which riders are eligible for the pass.

6.11.4 Group pass promotion for businesses

Multiple riders suggested promoting the Cherriots Group Pass Program to local businesses, local colleges and universities, and the State of Oregon would help get people to ride. This would help these riders by making their fares free.

Recommendation: Develop a plan to promote the Cherriots Group Pass Program in conjunction with expanded bus service.

6.11.5 Universal passes and simplified fare structure

The current Cherrits fare structure is complicated and confusing. This makes it difficult for riders to understand, and difficult for Cherrits staff to communicate.

Recommendation: Replace the current contracted regional day pass with a universal day pass that works on local and regional Cherrits bus routes, as well as SMART 1X buses. Consider extending this to all SMART routes.

Replace the contracted regional month pass with a new universal month pass at a lower price than today. Consider extending to all SMART routes.

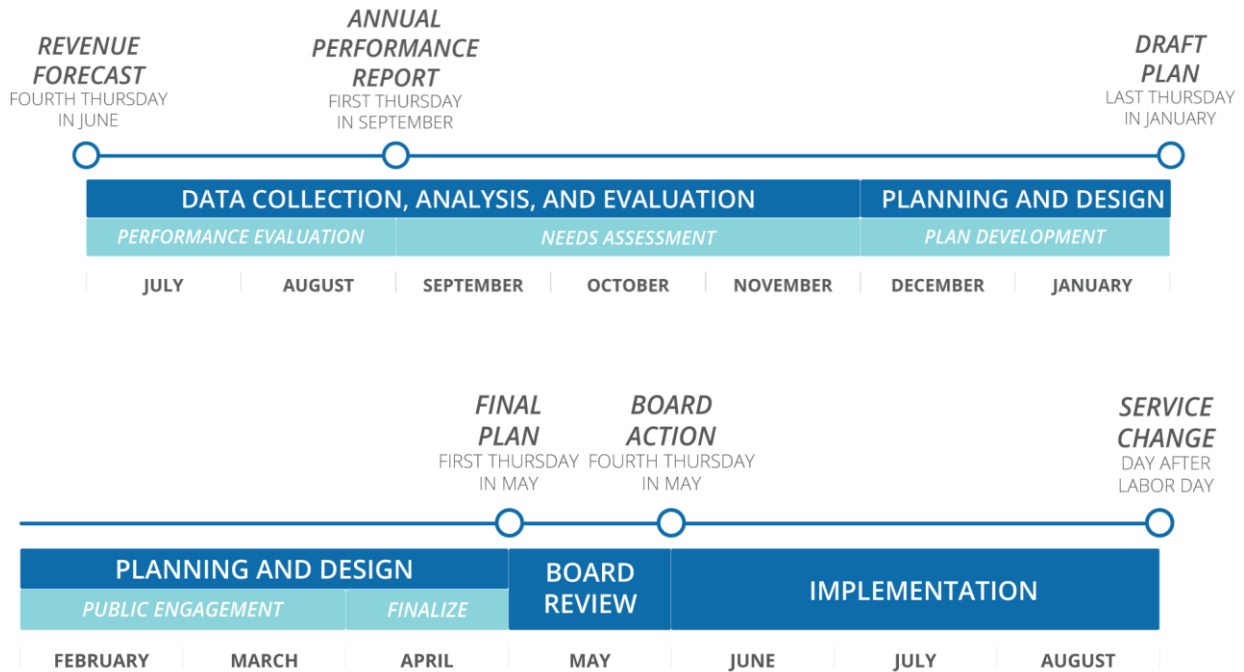


Riders wait for their buses at the Downtown Transit Center.

7. Next Steps

Each year Cherriots staff follow the annual service planning process, from initial revenue forecast through implementation of new service. The timeline below summarizes that planning process (Figure 7-1).

Figure 7-1. Cherriots service planning process timeline



In a typical year, this process would only be used to develop a service plan to be implemented in September 2018.

However, due to the additional funding from the State of Oregon, this process will also be used to develop a plan for service enhancements in 2019.

7.1 Plan development (December 2017-January 2018)

Now that the needs assessment phase of the process is complete, staff will begin developing a service plan to attempt to address unmet needs given available funding. This will be split up into two plans: a service plan for September 2018, and a service enhancement plan for 2019 (which will include new funding from the State of Oregon).

7.2 Public engagement (February-March 2018)

Once the service plans are developed, staff will bring both to the public in February and March 2018. There will be extensive outreach during this period to ensure the voices of riders and the larger community are heard.

7.3 Finalization (April 2018)

The proposed service plans will be modified in April 2018 based on input received during the public engagement period.

7.4 Board review (May 2018)

The Cherriots Board of Directors will review the final September 2018 service plan, as well as the plan for service enhancements in 2019. The Board will take action on both at the May Board Meeting.

7.5 Implementation (June-August 2018)

Internal and external materials will be prepared for the September 2018 service change. New service will go into effect on Tuesday, September 4, 2018.

7.6 Service enhancement referral (TBD)

Once the Board of Directors takes action on the plan for 2019 service enhancements, that plan will be submitted to a still-to-be-formed transit committee that will consider the details of the plan and suggest modifications. The timeline for this process, as well as the makeup of the committee, have not yet been established by the State of Oregon.

Attachment A. Rider and Community Survey

English



HOW WOULD YOU IMPROVE CHERRIOTS BUS SERVICE FOR 2018-2019?

The Oregon Legislature recently passed a bill that secures increased future funding for Cherriots. We're preparing to enhance our services and we want your feedback on what would work best for you!

1. We are considering adding service on **Saturdays, Sundays, and weekday evenings**. Please help us decide how we should prioritize service by ranking the three options below. Fill in one bubble each.

1 = Most important to you 2 = Second most important to you 3 = Third most important to you

①②③ Saturday Service ①②③ Sunday Service ①②③ Weekday Evenings

2. We are also looking to expand **holiday service**. Which of these holidays would you ride Cherriots bus or LIFT service if offered? Select all that apply.

- Presidents' Day Veterans Day Memorial Day Independence Day Labor Day
 Easter Thanksgiving Day Christmas Day New Years Day

SATURDAYS

3. What kind of trips would you use the bus for on **Saturdays** if Cherriots offered Saturday service? *Check all that apply.*

- Going to/from work or work-related business
 Shopping Other family / personal errands
 School Church Social and recreational
 Other Unsure I would not ride

4. If Cherriots offered service on **Saturday**, how **early** should it begin?

- 6 a.m. 7 a.m.
 8 a.m. Unsure

5. If Cherriots offered service on **Saturday**, how **late** should it run?

- 9 p.m. 10 p.m.
 11 p.m. Unsure

SUNDAYS

6. What kind of trips would you use the bus for on **Sundays** if Cherriots offered Sunday service? *Check all that apply.*

- Going to/from work or work-related business
 Shopping Other family / personal errands
 School Church Social and recreational
 Other Unsure I would not ride

7. If Cherriots offered service on **Sunday**, how **early** should it begin?

- 6 a.m. 7 a.m.
 8 a.m. Unsure

8. If Cherriots offered service on **Sunday**, how **late** should it run?

- 7 p.m. 8 p.m.
 9 p.m. Unsure

WEEKDAY EVENINGS

9. What kind of trips would you use the bus for on **weekday evenings** if Cherriots extended service on weekdays until 10 or 11 p.m.? *Check all that apply.*

- Going to/from work or work-related business
 Shopping Other family / personal errands
 School Church Social and recreational
 Other Unsure I would not ride

10. If Cherriots offers later **evening service** on weekdays, how **late** should it run?

- Stay at 9 p.m. 10 p.m. 11 p.m. Unsure

FLIP FOR MORE QUESTIONS →

Spanish



¿COMO MEJORARIAS EL SERVICIO DE AUTOBÚS CHERRIOTS PARA 2018-2019?

La Legislatura de Oregón recientemente aprobó un proyecto de ley que asegura el aumento de fondos para Cherriots. Nos estamos preparando para mejorar nuestros servicios y queremos sus comentarios sobre lo que funcionaría mejor para usted!

1. Estamos considerando agregar servicio los **sábados, domingos y tardes** entre semana. Ayúdenos a decidir cómo debemos priorizar el servicio clasificando las tres opciones a continuación. Completa una burbuja cada una.

1 = Lo más importante para usted 2 = El segundo más importante para usted 3 = El tercero más importante para usted

①②③ Servicio los Sabados ①②③ Servicio los Domingos ①②③ Servicio de la Tarde Entre Semana

2. También estamos buscando expandir el servicio de **días feriados**. ¿En cuál de estos días viajarías en el autobús Cherriots o en el servicio LIFT si te lo ofrecen? Seleccione todas las que correspondan.

Día del Presidente Día de los Veteranos Día Conmemorativo Día de la Independencia

Día laboral Pascua Día de Acción de Gracias Navidad Año Nuevo

SABADOS

3. ¿Qué tipo de viajes usaría el autobús para los **sábados** si Cherriots ofrecería servicio de los sábados? *Marque todo lo que corresponda.*

- Ir a / desde el trabajo
 Compras Otros recados familiares / personales
 Escuela/Colegio Iglesia Social y recreativo
 Otro No seguro Yo no viajaría

4. Si Cherriots ofrecería servicio el **sábado**, ¿qué tan **temprano** debería comenzar?

- 6 a.m. 7 a.m.
 8 a.m. No seguro

5. Si Cherriots ofrecería servicio el **sábado**, ¿qué tan **tarde** debería correr?

- 9 p.m. 10 p.m.
 11 p.m. No seguro

DOMINGOS

6. ¿Qué tipo de viajes usaría el autobús para los **domingos** si Cherriots ofrecería servicio de los sábados? *Marque todo lo que corresponda.*

- Ir a / desde el trabajo
 Compras Otros recados familiares / personales
 Escuela/Colegio Iglesia Social y recreativo
 Otro No seguro Yo no viajaría

7. Si Cherriots ofrecería servicio el **domingo**, ¿qué tan **temprano** debería comenzar?

- 6 a.m. 7 a.m.
 8 a.m. No seguro

8. Si Cherriots ofrecería servicio el **domingo**, ¿qué tan **tarde** debería correr?

- 7 p.m. 8 p.m.
 9 p.m. No seguro

TARDES DE LA SEMANA

9. ¿Qué tipo de viajes usaría el autobús por **las tardes de entre semana** si Cherriots extendió el servicio de lunes a viernes hasta las 10 u 11 pm? *Marque todo lo que corresponda.*

- Ir a / desde el trabajo
 Compras Otros recados familiares / personales
 Escuela/Colegio Iglesia Social y recreativo
 Otro No seguro Yo no viajaría

10. Si Cherriots ofrecería servicio nocturno más **tarde** los días de la semana, ¿qué tan **tarde** debería correr?

- Quedar a las 9 p.m. 10 p.m.
 11 p.m. No seguro

PÁGINA DE FLIP PARA MÁS PREGUNTAS →

