



SERVICE GUIDELINES FOR BUS SERVICE

2018 EDITION

JANUARY 5, 2018



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Introduction

About the service guidelines

Cherriots has developed service guidelines to steer the process for designing, evaluating, and modifying bus service. Staff use the guidelines to plan service that is efficient, high-quality, and appropriate. The guidelines help ensure the decision making process is objective and transparent, and that Cherriots bus service meets the needs of riders and the community.

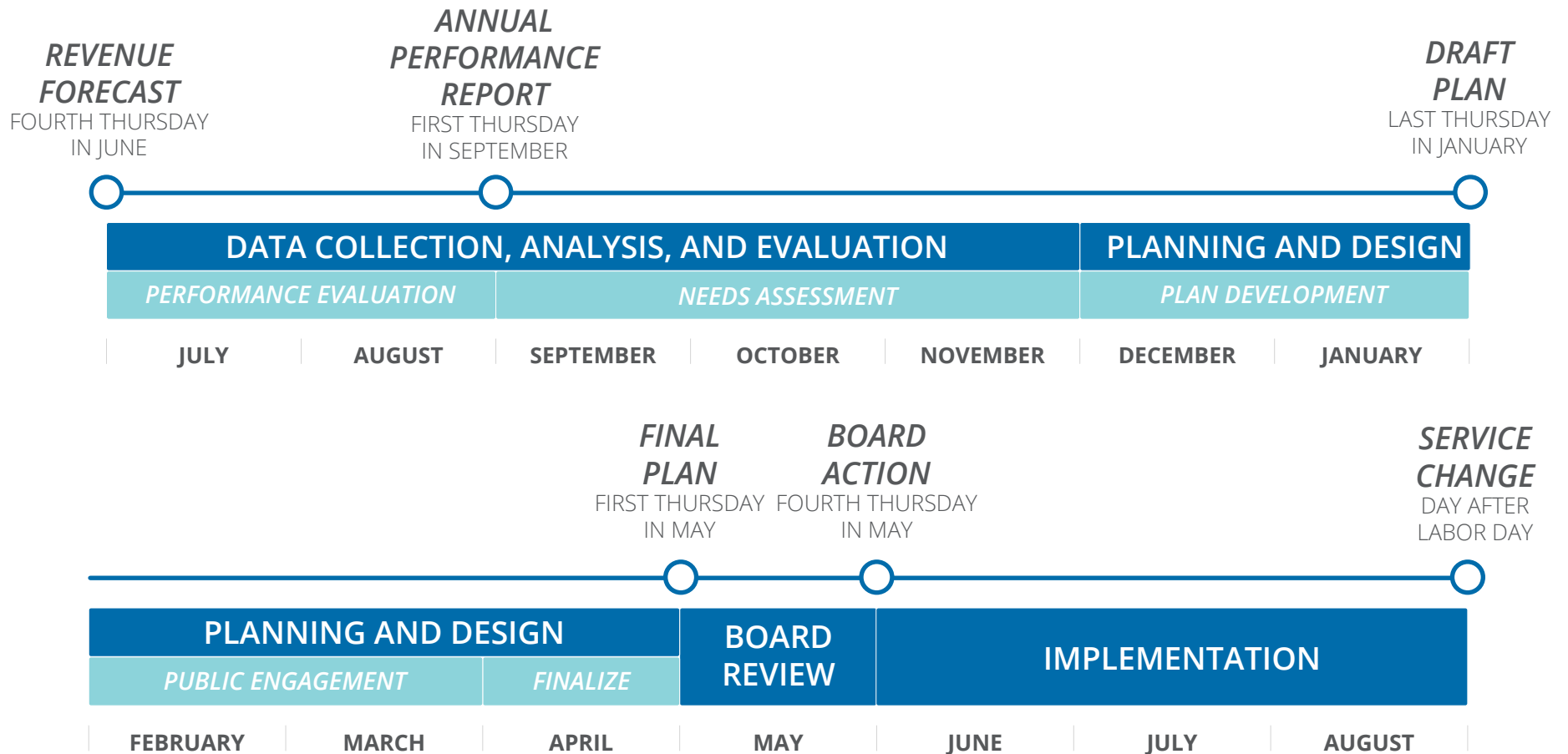
This document provides the framework for planning and evaluating Cherriots bus service for both the local and regional systems. The process for planning and evaluating demand-responsive services is currently not included in this document.

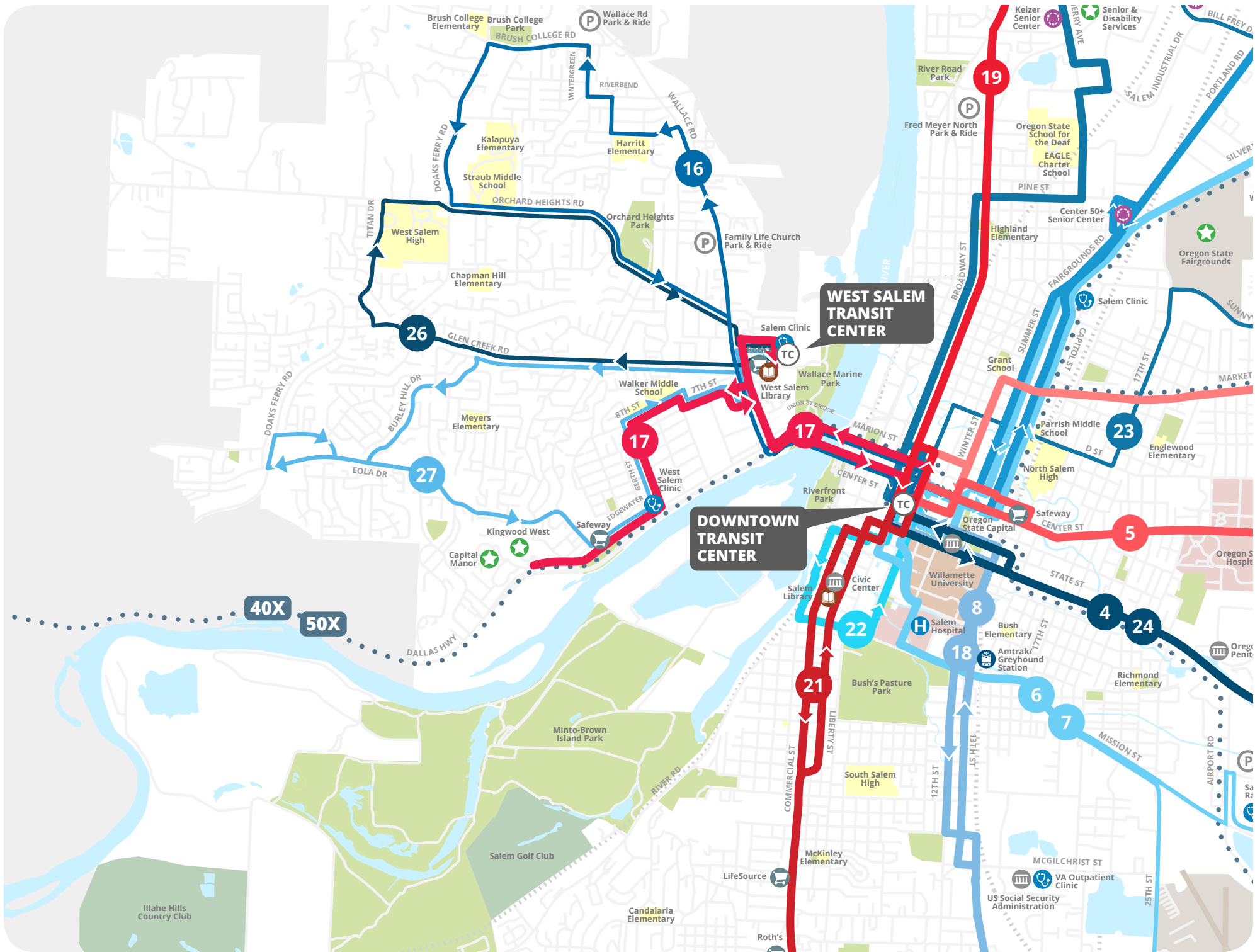


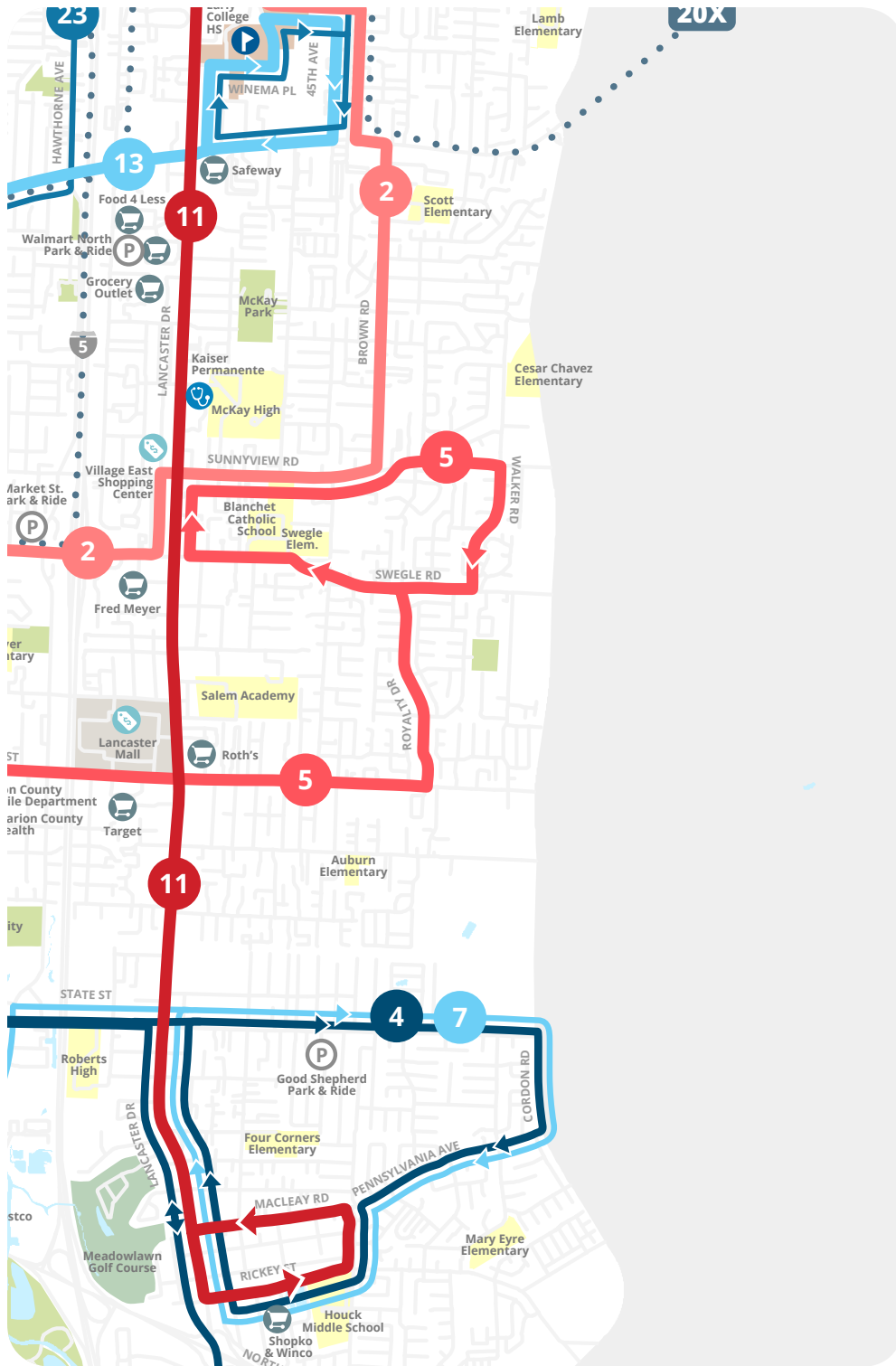
Annual service planning process

At the core of this document is the annual service planning process. Each year staff use the service guidelines to steer this process, from initial revenue forecast through implementation of new service in September. The timeline below both summarizes the planning process and acts as the foundation for the organization of the chapters in this document.

Additionally, a planning process takes place every four months for service being modified in January and May. This process is much smaller, as those months are typically reserved for minor changes to service.







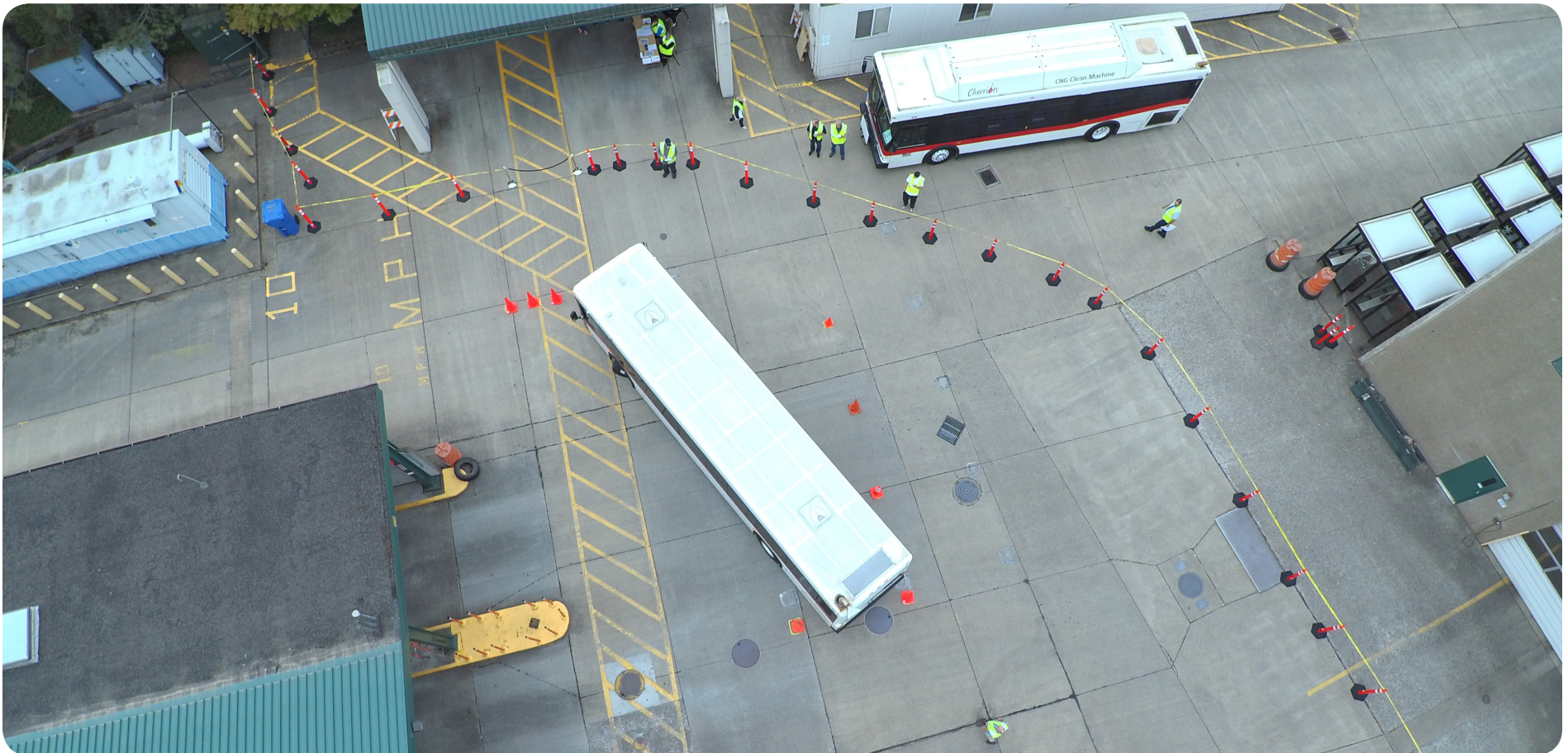
1 Service overview

Before delving into the service planning process, this chapter presents a snapshot of the current Cherrits system. This includes an overview of the Cherrits organization, a summary of each of the Cherrits services, and maps of the local and regional bus system.

1.1 About Cherriots

Salem Area Mass Transit District, more commonly known as Cherriots, is a transit district based in Salem, Oregon. Cherriots provides weekday bus and paratransit service in Salem and neighboring Keizer, as well as to Marion and Polk counties (referred to throughout this document as the “region”). Salem Area Mass Transit District was established by the State of Oregon in 1979. Before then, the City of Salem operated bus service under the name Cherriots.

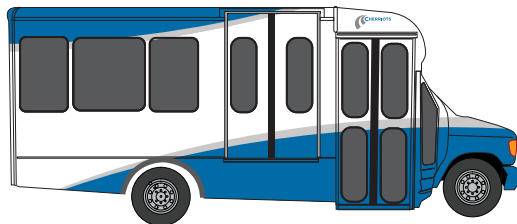
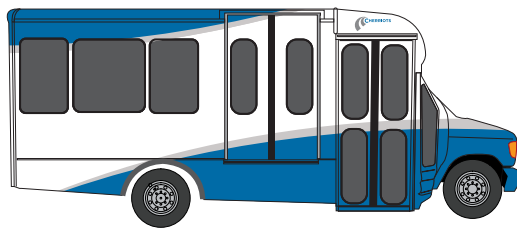
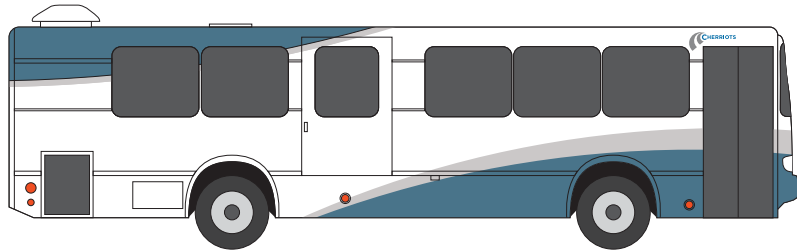
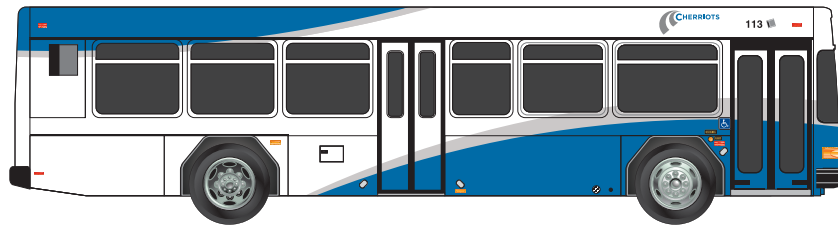
The population of Salem’s urbanized area is around 236,000 and the population of the overall Cherriots service area is around 410,000. In Fiscal Year 2016, annual Cherriots ridership between all services was just over 3.6 million, averaging 14,300 rides per day. Bus service operates with just under 60 peak vehicles. There are an additional 46 vehicles dedicated to providing Cherriots LIFT paratransit service.



1.2 Cherriots services

Cherriots operates local bus service in the Salem-Keizer area. Other services Cherriots provides are Cherriots Regional, Cherriots LIFT, and Cherriots Shop and Ride (see below). In addition to operating service, Cherriots offers travel training to riders and runs the Cherriots Trip Choice program—helping connect riders with transportation options, including transit, carpools and vanpools, biking, and walking.

This Service Guidelines document focuses on the service planning process for local and regional express bus service.



Cherriots

Local bus routes serve local streets in the Salem-Keizer area, providing service within the Salem-Keizer urban growth boundary.

Cherriots Regional

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

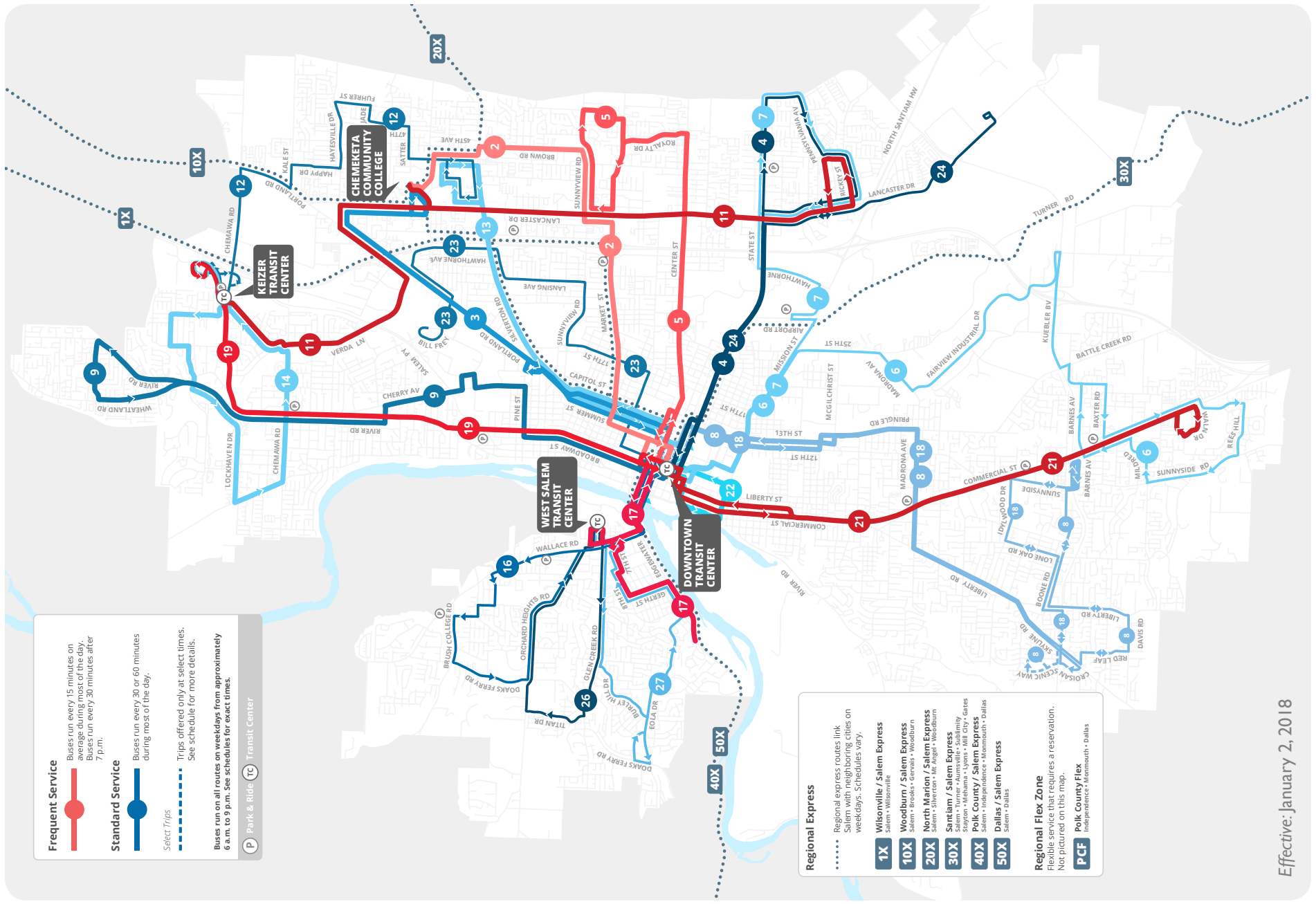
Cherriots LIFT

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.

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.

1.3 Local routes



Frequent Service
 Buses run every 15 minutes on average during most of the day. Buses run every 30 minutes after 7 p.m.

Standard Service
 Buses run every 30 or 60 minutes during most of the day.

Select Trips
 Trips offered only at select times. See schedule for more details.

Buses run on all routes on weekdays from approximately 6 a.m. to 9 p.m. See schedules for exact times.

P Park & Ride **TC** Transit Center

Regional Express

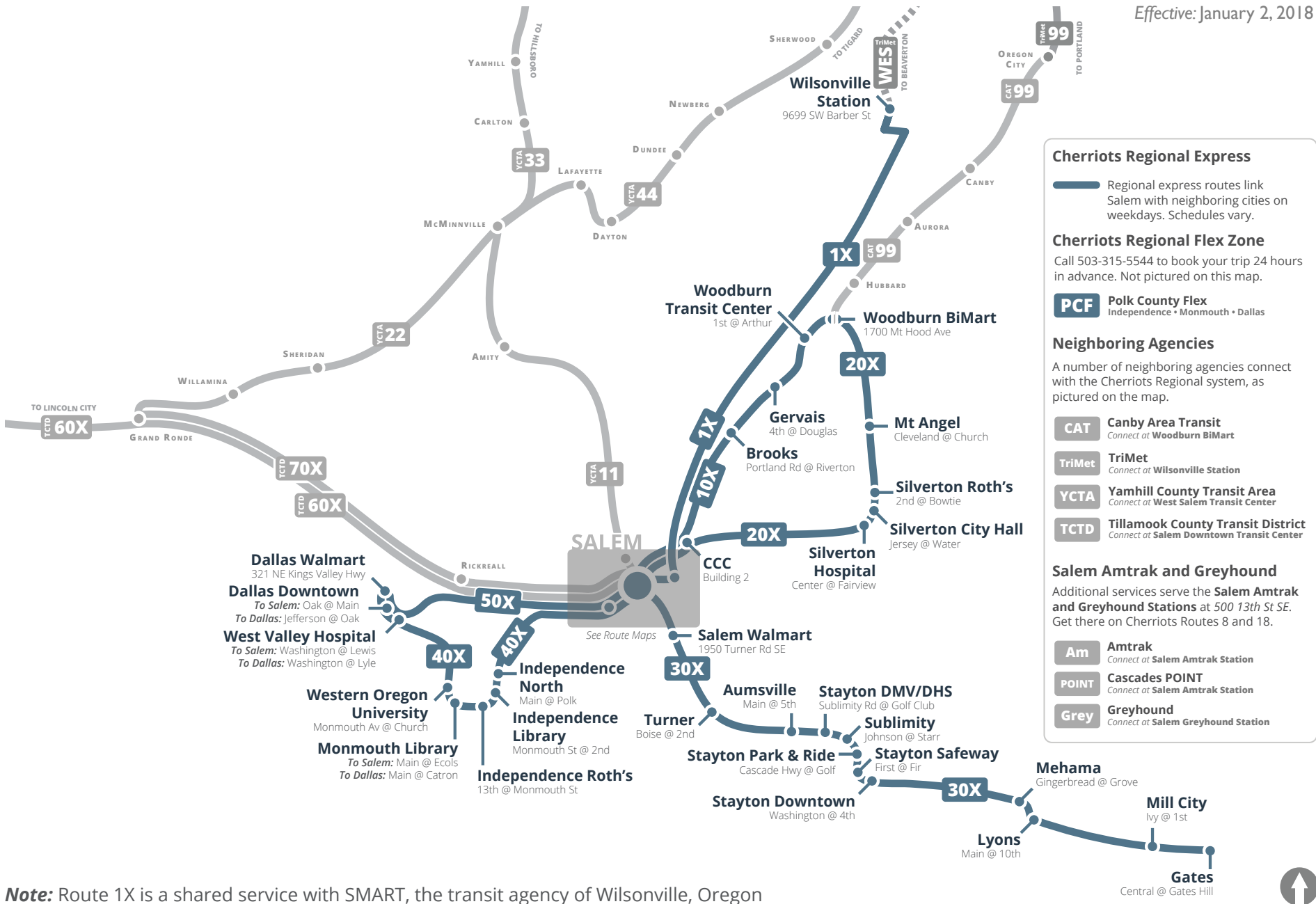
- Regional express routes link Salem with neighboring cities on weekdays. Schedules vary.
- 1X** Wilsonville / Salem Express
Salem • Wilsonville
- 10X** Woodburn / Salem Express
Salem • Woodburn
- 20X** North Marion / Salem Express
Salem • Marion • Mt. Angel • Woodburn
- 30X** Santiam / Salem Express
Salem • Heppner • Lyons • Mill City • Gates
- 40X** Polk County / Salem Express
Salem • Independence • Mouth • Dallas
- 50X** Dallas / Salem Express
Salem • Dallas

Regional Flex Zone
 Flexible service that requires a reservation. Not pictured on this map.

PCF Polk County Flex
 Independence • Mouth • Dallas

1.4 Regional routes

Effective: January 2, 2018







2

Performance evaluation

Staff routinely monitors performance throughout the year. Cherriots has established a number of performance measures and targets to ensure performance objectives and goals are met. Staff produces performance reports on a monthly, quarterly, and annual basis.

Cherriots monitors service because it enables staff to make short-term adjustments where problems are occurring; to make intelligent, informed decisions during the service planning process; and to measure how a route is performing in relation to how it is expected to perform.

2.1 Performance goals

When evaluating route and system performance, Cherriots uses five performance goals to determine how productive, efficient, reliable, comfortable, and safe service is.

Productive

Service should be well-utilized in relation to how much service is provided.

Efficient

The cost to provide service should be reasonable in relation to how much service is provided and how much that service is used.

Reliable

Riders should be able to count on the bus to pick them up and drop them off on time.

Comfortable

Riding the bus should be a pleasant experience and not overcrowded.

Safe

Riders should feel safe and secure when riding a Cherriots bus.



2.2 Performance measures and targets

Goal	Objective	Measure	Target	Evaluation Level	
				System	Route
Productive	Provide service to as many riders as possible given available service	Riders per revenue hour	Corridor route: 20 rides / hr Neighborhood shuttle: 10 rides / hr Regional express: 10 riders / hr	✓	✓
Efficient	Keep costs at reasonable levels	System cost per revenue hour	Year-over-year increase less than regional consumer price index	✓	✓
		Operating cost per ride	<i>No specific target; for reporting purposes only</i>	✓	✓
	Be good stewards of public funds	Share of fare revenue in relation to operating costs	<i>No specific target; for reporting purposes only</i>	✓	✗
		Operating subsidy per ride	<i>No specific target; for reporting purposes only</i>	✓	✓
Reliable	Ensure trips depart on time	Share of trips on time, late, very late, and early	All day: 85% on time, 10% late, 5% very late, 0% early PM: 75% on time, 15% late, 10% very late, 0% early	✓	✓
	Maintain enough buses and available operators to run scheduled service	Share of maintained pullouts	99.5% or higher	✓	✗
	Maintain buses to avoid mechanical failures while in service	Frequency of mechanical failures resulting in a road call	Less than one for every 10,000 vehicle miles traveled	✓	✗
Comfortable	Limit number of standing riders	Average rider to seat ratio at maximum load point	Local: 1.3 Regional express: 1.0	✗	✓
Safe	Limit preventable bus collisions	Frequency of preventable bus collisions	Less than 2 for every 100,000 total miles traveled	✓	✗

2.2.1 Productivity

Service productivity is a measure of how well a service is utilized. To determine productivity, Cherriots measures the number of rides for every hour a bus is in service (rides per revenue hour).

Targets for productivity differ depending on the type of route:

- **Corridor routes:** 20 rides per revenue hour
- **Neighborhood shuttles:** 10 rides per revenue hour
- **Regional express:** 10 rides per revenue hour

Bus routes not meeting their targets are evaluated on an annual basis.



2.2.2 Efficiency

Cost efficiency measures how effectively Cherriots provides service. Revenue efficiency is a measure of how much revenue Cherriots collects in relation to the cost of operating service. In order to be a good steward of public funds, Cherriots seeks to have the most efficient service possible.

Cherriots uses two measures to determine the efficiency of service:

- **System cost per revenue hour** - The total system cost of each hour vehicles are in service. Each year, this measure should not increase by more than the regional consumer price index.
- **Farebox recovery ratio** - The amount of revenue received by riders in relation to the total operating costs.

Cherriots also reports on two measures, both of which combine efficiency and productivity measures to provide information in a more intuitive format.

- **Operating cost per ride** - The amount of operating costs it takes to provide each ride.
- **Operating subsidy per ride** - The average operating cost per ride minus the average amount of revenue received per ride.



2.2.3 Reliability

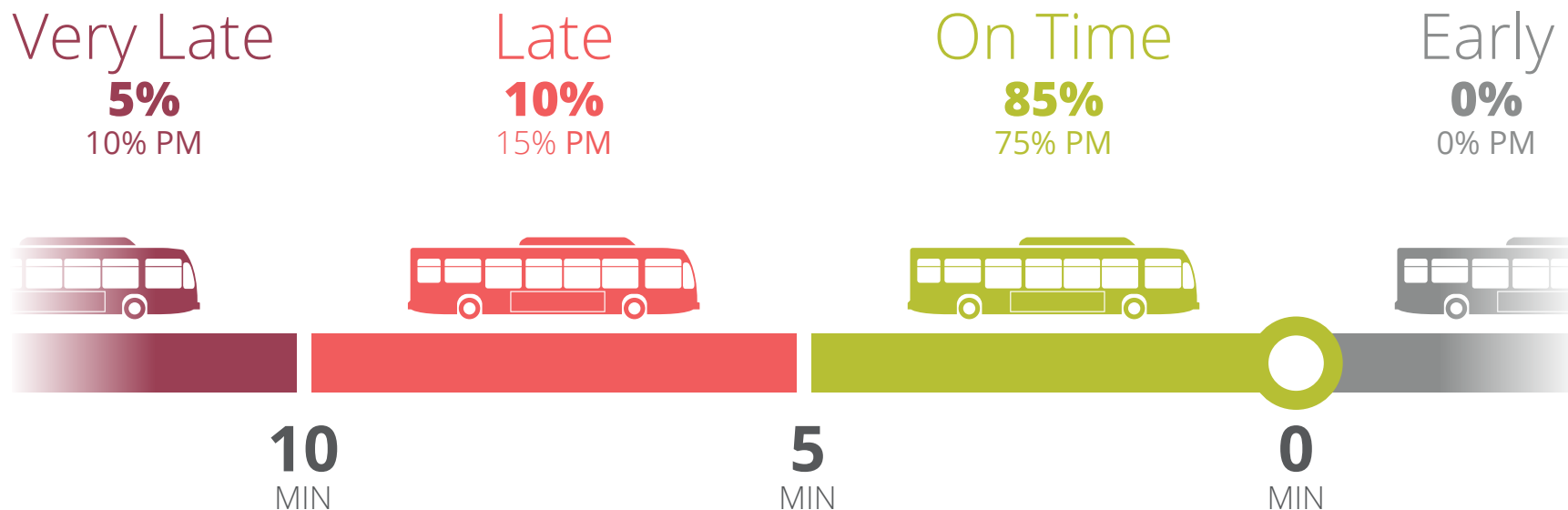
Share of trips on time

On-time performance is the measure of how close a bus adheres to its schedule. Schedules are designed to give riders certainty about when their bus will depart so they can make informed decisions about when to travel.

However, it is difficult to predict exactly when a bus will arrive at every bus stop due to changing conditions on the ground, fluctuations in traffic, number of mobility devices, etc. As a result, on-time performance is measured only at bus stops with scheduled departure times, known as time points. Additionally, buses are considered “on time” if they

depart up to five minutes late from their time points. On-time performance is measured on the route level and system level, both for the entire day and the PM peak (2-6:59 p.m.)

At least 85% of buses should depart time points no more than five minutes late (75% in PM peak). No more than 10% of buses should depart their time points between five and 10 minutes late (15% in PM peak). No more than 5% of buses should depart their time points more than 10 minutes late (10% in PM peak). No buses should depart their time points before their scheduled departure times.



Sampling on-time performance

Cherriots is currently working to procure computer-aided dispatch and automatic vehicle location (CAD/AVL) software, which will allow all buses to be tracked in realtime and make it possible to comprehensively measure the share of trips on time, as described in this section. This will also allow us to consider monitoring headway adherence of frequent service—in other words, whether buses are evenly spaced. Until then, staff use a different methodology to sample on-time performance—the best methodology given Cherriots technology and resources.

Every April and October, Cherriots uses security cameras at the Downtown Transit Center and Keizer Transit Center to measure end-of-route on-time performance. Buses arriving five minutes after their scheduled arrival time or later are considered late. Everything else is considered on-time. (The target is 85% on time throughout the day, and 75% on time during the PM peak.) Additionally, operations supervisors conduct point checks in the field to ensure buses are not departing their time points early.

Once the CAD/AVL solution is fully implemented (likely in 2019) staff will no longer need to sample trips to determine on-time performance.

Maintained pullouts

When a bus successfully leaves the yard to complete its trip, this is known as a maintained pullout. Sometimes pullouts are missed if there is not an operator available to drive a bus or if no bus is available.

The number of maintained pullouts should be at least 99.5% of all scheduled pullouts.

Mechanical failures

Sometimes buses experience mechanical failures while in service that require a road call. A road call can result in either a bus being repaired out in the field or a bus being towed back to the yard for maintenance.

Mechanical failures requiring a road call should occur less than once every 10,000 miles a bus is in operation.

2.2.4 Comfort

Overcrowding

Crowding is measured as a proxy for rider comfort. To measure how full a bus is, Cherrits monitors its load factor—a measure of how many riders are on the bus compared to the number of available seats.

The load factor is expressed in decimal form (e.g. a bus that has 30 seats and 30 riders on the bus would have a load factor of 1.0, while a bus that has 30 seats and 33 riders would have a load factor of 1.1).

Local *1.3 riders per seat*

On local routes, the average load factor should not exceed 1.3 at the route's maximum load point (the place along the route where the bus is most full) over a three month period.



35-foot low floor



32 seated



9 standing



40-foot low floor



39 seated



11 standing

Regional Express *1.0 riders per seat*

On regional express routes, the average load factor should not exceed 1.0 at the route's maximum load point (the place along the route where the bus is most full) over a three month period.



35-foot high floor



35 seated



0 standing



40-foot commuter



37 seated



0 standing

Monitoring overcrowding

Staff will not be able to use the established methodology to measure overcrowding until Cherrits procures new automatic passenger counters (APCs). In the interim, when a bus is at capacity, transit operators notify dispatch that they have passed up riders waiting for the bus. These occurrences are logged and monitored.

2.2.5 Safety

Bus collisions

Transit operators are trained to drive in a safe manner. However, conditions on the road and other factors can sometimes lead to a collision. The number of preventable bus collisions should be less than two per 100,000 total miles traveled.



2.3 Performance monitoring and reporting

Performance is monitored throughout the year. Reports are published monthly, quarterly, and annually, and compare current performance to the performance over the same period during the previous year.

Monthly

Monthly Performance Reports are published on the fourth Thursday of the month following data collection. These reports are used to guide decisions about route maintenance for the triannual service changes.

Quarterly

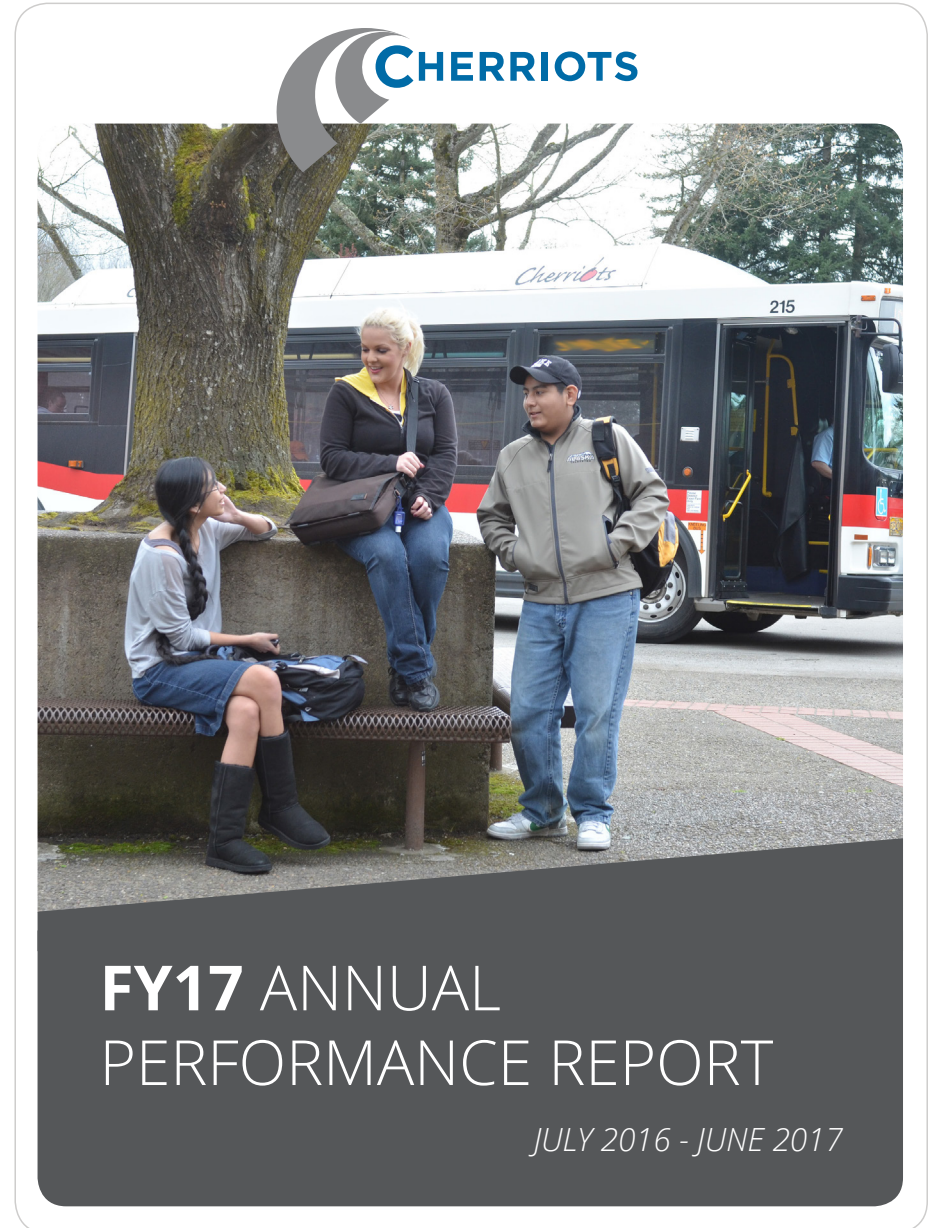
Quarterly Performance Reports are three month summaries of each fiscal quarter. These reports are presented to the Board of Directors on the fourth Thursday two months following data collection and are primarily used to keep the Board informed about route and system performance.

Q1 Jul-Sep • **Q2** Oct-Dec • **Q3** Jan-Mar • **Q4** Apr-Jun

Annual

Annual Performance Reports are yearly summary reports for the fiscal year. Additionally, they include individual route profiles. The reports are published by the first Thursday in September and presented to the Board of Directors on the fourth Thursday of September. Results from the reports are used to inform the needs assessment.

Fiscal Year Jul-Jun



2.4 Peer agencies

Staff sometimes look to agencies similar to Cherriots to evaluate how Cherriots service is performing compared to theirs. Agencies considered peers are listed below. Many of the cities these agencies serve are state capitals and their urbanized areas are of similar geographic size and population as the Salem area (236,632 residents). These agencies provide similar levels of annual bus service as Cherriots (494,032 revenue hours), and see a similar number of annual rides (3,637,860).



Lane Transit District

Eugene, Oregon
247,421 residents
10,710,596 rides
514,915 rev. hrs.



DART

Des Moines, Iowa
450,070 residents
4,775,768 rides
302,173 rev. hrs.



Spokane Transit

Spokane, Washington
387,847 residents
10,922,108 rides
590,751 rev. hrs.



Valley Regional Transit

Boise, Idaho
349,684 residents
1,424,738 rides
124,079 rev. hrs.



Intercity Transit

Olympia, Washington
176,617 residents
4,889,081 rides
365,304 rev. hrs.



Ben Franklin Transit

Tri-Cities, Washington
210,975 residents
3,632,286 rides
367,600 rev. hrs.

Agencies that inspire

There are also a couple agencies that are not Cherriots peers, but that staff look to for ideas and inspiration.



TriMet

Portland, Oregon
1,849,898 residents
101,702,561 rides
2,999,817 rev. hrs.



King County Metro

Seattle, Washington
3,059,393 residents
127,384,761 rides
4,662,806 rev. hrs.





3

Needs assessment

Once the Annual Performance Report is complete, Cherrlots conducts a needs assessment to seek out unmet transit needs in the region. In order to determine current needs, Cherrlots assesses current demographics, locates new and shifted development and businesses, and gathers input from current riders, community partners, and frontline employees.

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

3.1 Determining needs

Analyzing populations and travel patterns

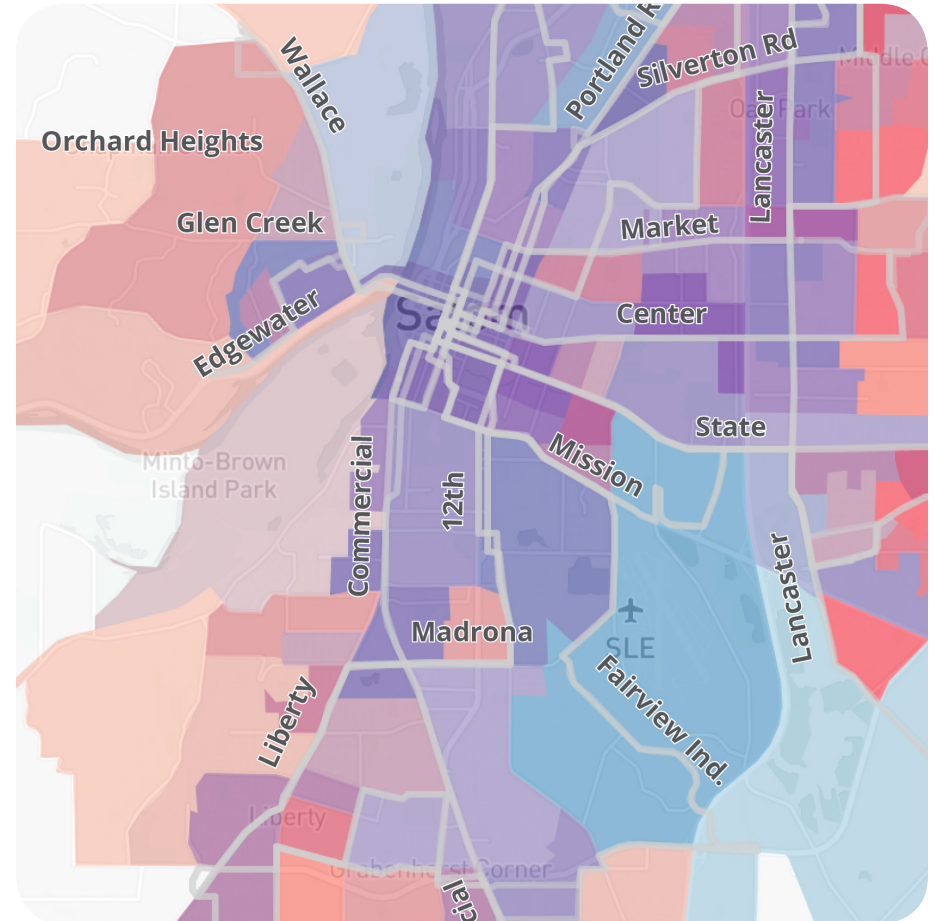
To ensure residents have access to bus service they can use to get to employment and other activities, Cherriots maps population and jobs using the latest available American Community Survey (ACS) data.

Staff also evaluate travel patterns for work trips and non-work trips using survey data provided by the Salem-Keizer Area Transportation Study (SKATS) and the Longitudinal Employer-Household Dynamics (LEHD) program.

Staff note both recent and upcoming shifts in business locations and new development.

Finally, Cherriots determines where those who are more likely to need transit are concentrated using ACS data. Populations include:

- **Poverty** - Individuals below the nationwide poverty level
- **Minorities** - Individuals who are non-white or Hispanic
- **Car free** - Households with no vehicle available
- **Seniors** - Individuals who are 65 years or older
- **Youth** - Individuals who are 18 years or younger
- **Disabled** - Individuals who have a disability
- **Limited English** - Household with limited English speaking status



Engaging riders

Those who ride Cherriots buses know more than anyone what issues arise while riding transit. In order to gather their input, Cherriots conducts robust rider engagement.

See *Chapter 6 - Public Engagement* to learn more about the public engagement strategies used by Cherriots staff.

Engaging frontline employees

Frontline employees are Cherriots employees who engage directly with riders, including transit operators, customer service representatives, travel trainers, transit ambassadors, mobility assessors, and security officers. It is important to engage with frontline employees, both to get their perspectives on service as well as to learn more about the needs of riders.

Strategies that may be employed to gather frontline employee input include sounding boards, ride-alongs, and surveys.

Working with partners

A partnership is a relationship in which Cherriots and an external organization work together to help advance opportunities and conditions for travelers to use alternatives to driving alone. Partners will be engaged during the needs assessment process to learn what diverse needs exist throughout the community.

See *Chapter 6 - Public Engagement* to learn more about the groups Cherriots partners with in the community.



3.2 Service assessment

Once data and input are gathered and analyzed, Cherriots assesses whether current transit and transportation options in the service area meet the needs of the community.

Cherriots bus service

Staff begin by evaluating the route path, trip time, frequency, span, and performance of current Cherriots bus routes.

Other Cherriots services

Staff then look at other services Cherriots operates or facilitates in the region, including:

- **Cherriots LIFT** - Paratransit service for the Salem-Keizer Urban Growth Boundary.
- **Cherriots Shop and Ride** - Both a shopper shuttle and dial-a-ride for seniors and individuals with disabilities.
- **Polk County Flex** - A shared-ride reservations-based service for Dallas, Monmouth, and Independence.
- **Vanpools** - Facilitated by the Cherriots Trip Choice program. Vanpools are organized and subsidized for those with similar travel patterns.

Other Transportation Services

Finally, Cherriots evaluates other transportation services provided in the area, including city circulators and dial-a-rides, intercity transit routes, non-emergency medical transportation (NEMT), and private transportation services.



3.3 Unmet transit needs

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

When unmet transit needs are determined to be reasonable, Cherriots will incorporate solutions to meet those needs into the plan development process.







4

Plan development

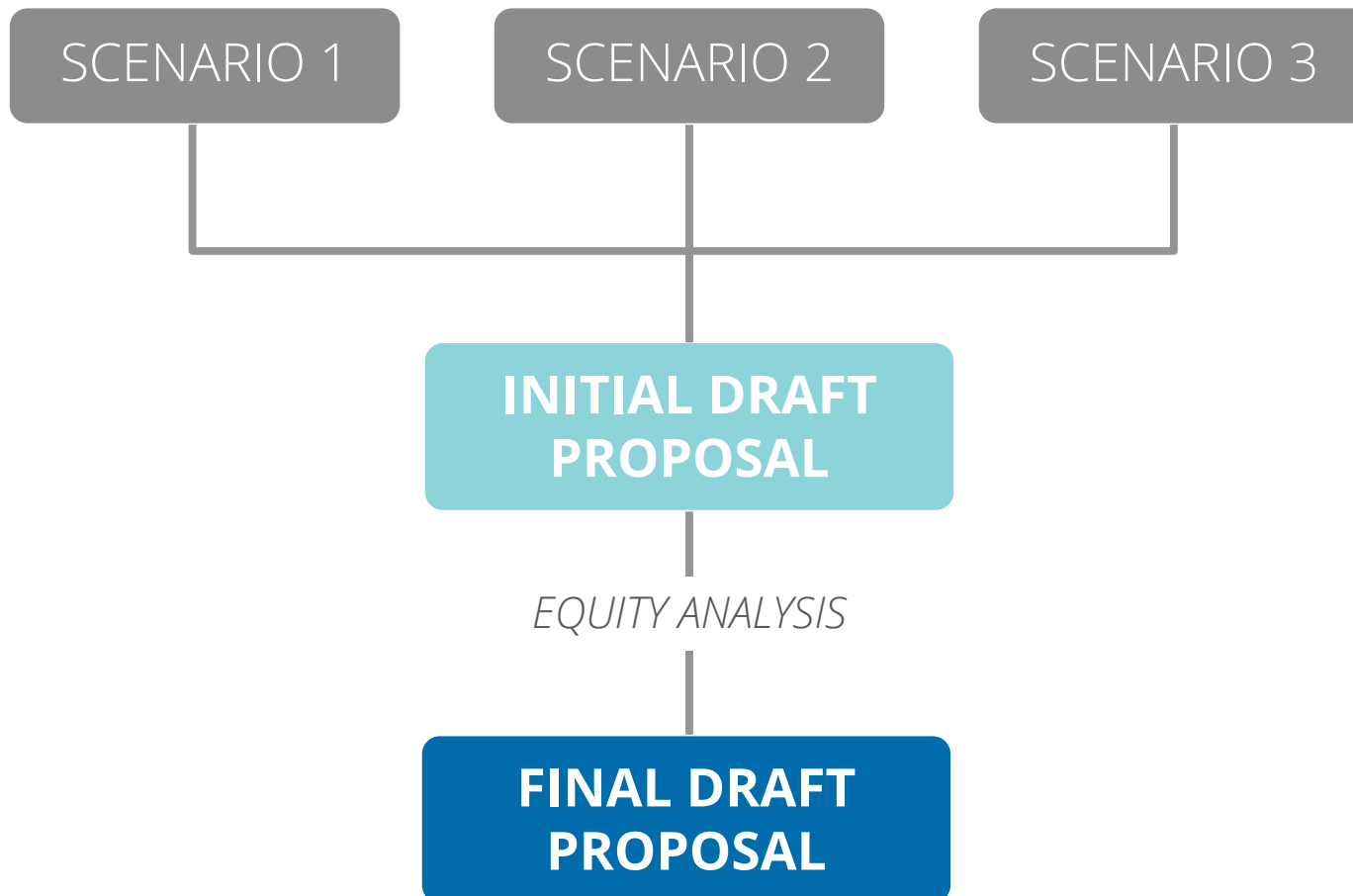
Once staff have a revenue forecast, performance results, and a determination of the unmet needs throughout the region, the next step is to begin the development of a service change plan to address both performance issues and unmet needs given available resources. Once drafted, the plan will be analyzed to ensure it is equitable.

When the revenue forecast remains largely the same as the previous year, the focus of the plan will be to maintain and optimize current service. This is typically the case with all triannual service changes, and can be the case for the annual service change. When revenue is projected to increase, the focus shifts to expanding service. In the case of a decrease in projected revenue, the focus shifts to reducing service.

4.1 Overview

During the plan development process, Cherrriots considers a range of potential scenarios to meet the needs of riders, given available funding. Once those scenarios are distilled into an initial draft proposal, staff performs an equity analysis to ensure the proposal is equitable. If the proposal is found to have potential inequities, staff will either modify the proposal, mitigate the effects of the proposal, decide not to move forward with the proposal, or provide a substantial legitimate justification for why the proposal is the most equitable solution. From there, staff will develop the final draft proposal for the public, which will be completed by the last Thursday in January.

To learn about how service is designed for these proposals, see *Chapter 5 - Design Standards*.



4.2 Service change frequency

Triannual

Triannual Service Changes take place about every four months in conjunction with the transit operator bid change. The first service period begins the first Sunday in September, the second service period begins the first Sunday in January, and the third service period begins the first Sunday in May.

Typically the January and May service changes are focused on maintaining and optimizing current service for routes that are not meeting their performance targets.

SP1 Sep-Dec • **SP2** Jan-Apr • **SP3** May-Aug

Annual

The September service change is also known as the Annual Service Change. This change takes place once a year as a result of the annual service change process.

When the revenue forecast has significant changes, the Annual Service Change is typically when service is expanded or reduced. Additionally, service can be maintained or optimized at this time if routes are not meeting their performance targets.

Service Year Sep-Aug



4.3 Long-range plan

Cherriots currently has a long-range regional transit plan that was developed in 2013. This plan provides long-term strategic guidance for Cherriots over a 20 year period. It provides the basis and justification for seeking transit funding for service investments. The plan also addresses coordination with other transit agencies in the region to integrate service and create efficient transit connections.

The plan established implementation time frames based on cost, ease of implementation, and need. Time frames are:

- **Short term** - within 1-5 years
- **Medium term** - within 5-10 years
- **Long term** - within 10-20 years

As staff develop annual service plans, they refer back to the long-range plan to ensure the goals of that plan are being met and the suggested projects are being implemented.

See the *Long-Range Regional Transit Plan* for more information.

Future long range plan

The long range plan is typically updated every five years. In future years, the long range plan will provide recommendations not just for the region, but for Salem's urbanized area more specifically.



4.4 Service change types

When developing plans for service changes, Cherriots considers whether service will be maintained, optimized, expanded, or reduced. The direction Cherriots takes depends on the revenue forecast as well as the results of the performance evaluation and needs assessment.



MAINTAIN

Improve reliability and decrease crowding



OPTIMIZE

Better match service to demand



EXPAND

Add service when budget grows



REDUCE

Decrease service when budget shrinks

4.4.1 Maintain

Over time, as traffic patterns change and ridership shifts, routes may become unreliable or overcrowded. In order to maintain these routes so they operate as expected, Cherriots has a number of tools at its disposal depending on the source of the issue.

Unreliable service



Adjust schedules

Sometimes routes have enough runtime, but the scheduled departure times at time points are not very accurate. Adjusting times can prevent buses from having to hold up at bus stops for long periods of time and help make the schedule better match reality.



Modify routing

If buses are struggling to stay on time due to a bottleneck along the route, one option is to modify the path of the route to avoid that bottleneck.



Add runtime

Adding runtime on a route might be necessary throughout the day or during a specific time period if there is not enough time to complete trips. This is easier to accomplish on routes that run every 15 minutes or better. The lower the frequency, the more difficult it is to add runtime.



Shorten route

Sometimes routes do not have enough runtime and there are not additional resources to add more runtime. In those cases, routes may need to be shortened. This is especially the case for routes running every 30 and 60 minutes, as adding runtime to these routes must come in increments of 30 or 60 minutes, respectively.



Interline routes

When one bus route is tight on time and another bus route has extra time, sometimes interlining the routes can take pressure off the route that is tight. Interlining is the process of switching a bus from one route to another at a shared location.



Adjust traffic signal timing

When traffic signals are causing a choke point along a route or having a major impact on traffic flow along a corridor, Cherriots can work with the cities or counties to make adjustments to the timing of those signals.



Operator coaching

When evaluating the on-time performance of a route, it is important to determine if the issue is happening for most operators along a route, or just one. In some cases, individual operator coaching can help improve on-time performance.



Eliminate or consolidate bus stops

Sometimes bus stops can be eliminated or consolidated to help the route flow better. Additionally, bus stops in some cases can be moved from nearside of an intersection to farside of the intersection to prevent operators from having to wait at traffic signals.



Invest in capital improvements

In places with major bottlenecks that cannot be avoided, it is sometimes worth investing in capital improvements to provide long-term fixes to on-time performance issues. Capital improvements include transit signal prioritization, queue jumps, and dedicated bus lanes.

Overcrowding



Increase bus size

As long as the turn radius and bus availability are not constraints, using larger buses on a route experiencing overcrowding is the simplest way to alleviate this issue.



Add overload trips

Another option is to add select overload trips. For example, on a route that runs every 30 minutes, a few extra trips might be added around times where the buses are getting overcrowded.



Increase frequency of service

If the overcrowding is happening over for a longer period of time, the frequency of the route may need to be increased during those hours.

4.4.2 Optimize

When service is evaluated on an annual basis, it is likely staff will find a mismatch between level of service and the utilization of service in some parts of the system. In those cases, resources should be shifted to better match service levels with demand.

Poor performers

When routes are performing below their ridership targets, staff first determines if there is an underlying cause for the poor ridership, such as poor on-time performance or a major service disruption (such as a long-term detour). If those causes are ruled out, the following strategies can be used to improve the productivity of the service:



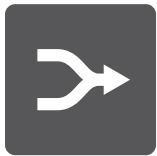
Promotion

When a route has the potential to perform well but the service is not well known, targeted promotion can be a useful strategy to help that route reach its ridership target.



Reduction in frequency

In some cases, there are more resources given to a route than is merited by demand. In these cases, frequency can be dropped during low-ridership times, or all day.



Realignment

Route performance should be analyzed by segment and stop. A realignment might be necessary to bring service to places where it would be better utilized.



Route elimination

In extreme cases, routes might be eliminated due to poor performance. This should only be considered if there is comparable service nearby.

Exceptional performers

Routes that are performing well above their targets will be considered for increased frequency as resources become available. Sometimes resources are available because of reductions to other service throughout the system. There are a few strategies to respond to routes that are outperforming their productivity targets:



Realignment

Underperforming routes can be realigned to help provide more frequency on corridors served by the route exceeding its target. This could help take pressure off the exceptional performer.



Increase in frequency

If resources are available, frequency can be increased on the route during the most productive hours or throughout the day to reduce loads and increase the quality of service.

New development and relocated facilities

As new residential and commercial units are developed and as businesses and facilities relocate, ridership might shift along with them. Cherriots will evaluate the impact these shifts have on ridership on overall efficiency. In some cases, staff might need to modify routes or frequency to respond to these changes.



Realignment

Realign routes to serve new facilities or to stop serving facilities that have been closed.



Increase in frequency

Increase or decrease frequency on routes if new or closed facilities have had a significant impact on ridership.

4.4.3 Expand

When additional revenue is available, service expansion will be planned using the following priorities:

1 Maintenance of current routes

Ensure Cherriots is able to meet its targets for predictability and comfort for current weekday service.

2 Weekends, holidays, and weeknights

Saturday service

Service should be expanded to Saturdays with the expectation of about half of the current weekday ridership.

Holiday service

Holiday service should be established at a level matching weekday, Saturday, or Sunday service, or a modified version of one of these.

Sunday service

Service should be expanded to Sundays with the expectation of about a quarter of the current weekday ridership.

Later weeknight service

Weekday service should be extended to 11 p.m. on routes that have adequate ridership demand.

3 Increased weekday frequency

Weekday route frequency should be increased based on demand. Hourly service should be improved to 30-minute service whenever possible, especially during peak times.

4 Additional coverage and connections

Cherriots should offer service closer to more residents and jobs. Additionally, Cherriots should make it easier to ride on transit without having to travel through downtown Salem.

4.4.4 Reduce

Every service reduction is different, and the unique circumstances will dictate exactly how the service reduction looks. However, when developing a service reduction plan, service will be reduced using the following guiding principles:

Maintain Core Network and frequent service

- Maintain levels of service on routes serving the corridors of the Core Network. Do not remove service completely along these corridors.
- Maintain frequent service that runs every 15-minutes or better on weekdays between 7 a.m. and 7 p.m.

For more on the Core Network, see Section 5.3.5.

Protect vulnerable populations

- Evaluate proposed reductions in service to avoid, minimize, or mitigate adverse effects on minorities and low-income populations.
- Evaluate proposed reductions in service to avoid or minimize impacts to seniors and riders with disabilities.
- Generally, reduce frequency before reducing span to preserve basic access to jobs and other needs.

Preserve for as many riders as possible

Generally, Cherrlots tries to preserve service for as many riders as possible:

- Preserve the trip with the highest demand for as long as possible.
- Attempt to maintain a minimal level of service on better-performing lines.
- Eliminate or reconfigure any redundant bus service where other accessible service exists and has adequate capacity to serve the current demand.
- Eliminate lowest ridership bus service trips and times of day.
- Reduce frequencies during lower demand days and times of day.
- Reduce service in off-peak direction with lower ridership.
- If necessary, eliminate full routes that are underperforming.

4.5 Costing

When developing a service plan, staff need to know the cost to add and remove service in order to ensure the plan is within budget. For each service, staff begin by assessing current operating costs. The next step is to determine how much it would cost to add or remove service on standard days and holidays. From there, costs are projected for future fiscal years.

Currently costs are projected using Fiscal Year 2016 numbers, as presented on the next page. In addition to local and regional service, Cherriots LIFT cost estimates are included because an increase in hours or days operated on the local system results in an increase in hours or days LIFT operates.

Determining operating costs

Operating costs include wages and benefits for operators and operations supervisors, vehicle and facilities maintenance staff and supervisors, and all administrative staff—including managers and executives. Also included are the costs of fuel, vehicle parts, and other miscellaneous expenses required to operate service. Which costs are included is determined by the National Transit Database (NTD). The total operating costs are then divided by the number of revenue hours for each service to determine the cost per revenue hour of each service.

Projecting costs for future years

To project the cost to operate service and to add or remove service in future years on the local system, all wages and benefits related to wages (50% of benefits) are increased 3% per year. On contracted services, the same increases are assumed for general administrative wages and benefits. Projected increases in other operational costs are based on the agreed upon annual increases in the street services contract.

Determining cost to add or remove service

The cost to add or remove service differs from that of the standard operating cost. One reason is adding or removing service typically does not result in a change to general administrative staff.

Standard day

To determine the cost of adding or removing service on a standard weekday or weekend, the wages and benefits of all general administrative staff are removed from the equation. This is the case both for service operated directly by Cherriots, as well as service that is contracted.

Holiday

For local service, adding or removing holiday service is different than standard service in two ways: benefits not tied to wages can be removed because no new staff are hired to provide holiday service, and all remaining benefits and wages are multiplied by 150% because staff are paid at a rate of time and a half on holidays. For contracted service, costs match that of a standard day.

Cost per revenue hour

Cost per added or removed
rev. hour on a standard day

Cost per added or removed
rev. hour on a holiday

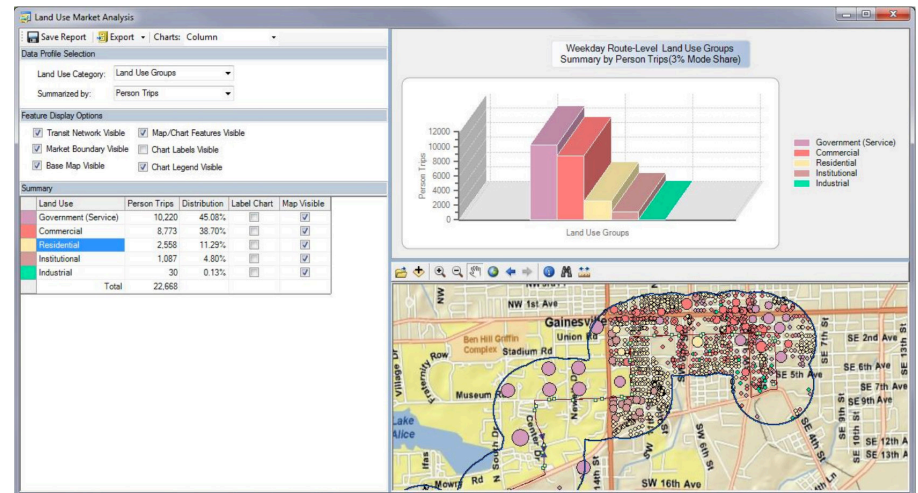
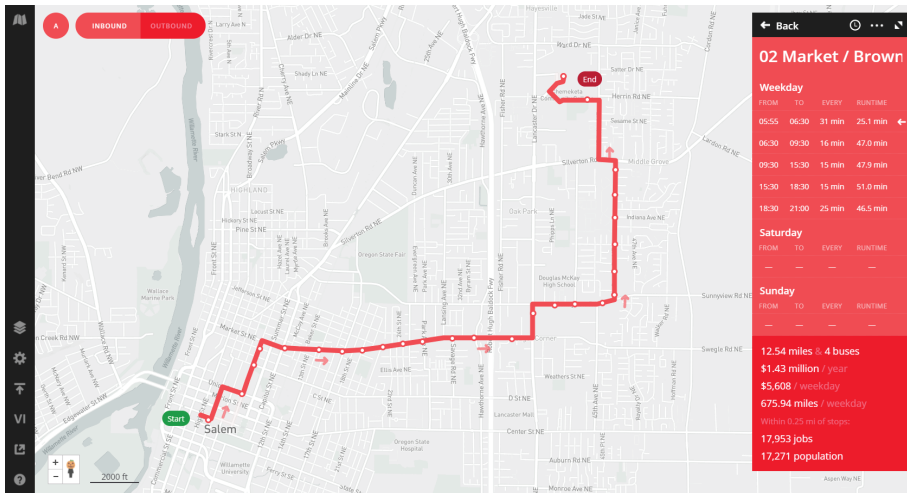
	Cost per revenue hour	Cost per added or removed rev. hour on a standard day	Cost per added or removed rev. hour on a holiday
<i>Local</i> * DIRECTLY OPERATED	FY 16 \$136.23 FY 17 \$138.67 FY 18 \$141.19 FY 19 \$143.68	FY 16 \$113.95 FY 17 \$115.90 FY 18 \$117.91 FY 19 \$119.97	FY 16 \$124.63 FY 17 \$127.55 FY 18 \$130.57 FY 19 \$133.67
<i>Regional</i> CONTRACTED	FY 16 \$83.86 FY 17 \$83.28 FY 18 \$88.12 FY 19 \$86.38	FY 16 \$81.17 FY 17 \$80.53 FY 18 \$85.31 FY 19 \$83.51	FY 16 \$81.17 FY 17 \$80.53 FY 18 \$85.31 FY 19 \$83.51
<i>LIFT</i> CONTRACTED	FY 16 \$68.44 FY 17 \$67.96 FY 18 \$76.43 FY 19 \$79.45	FY 16 \$66.24 FY 17 \$65.71 FY 18 \$74.13 FY 19 \$77.10	FY 16 \$66.24 FY 17 \$65.71 FY 18 \$74.13 FY 19 \$77.10

* Operating costs for local service also apply to Route 1X trips directly operated by Cherrriots (not SMART trips)

Source: National Transit Database and Cherrriots budget, Fiscal Year 2016

4.6 Projections and modeling

When developing new service, especially with the introduction of new routes, it is important to create models to project the impact the changes will have on service hours, service miles, cost, and ridership. Cherriots currently uses Remix to estimate impacts to service hours, service miles, and cost based on the numbers on the previous pages. At this time staff does not have a methodology for projecting changes in ridership, but will be looking into software such as TBEST in the future.



Remix allows Cherriots planners to quickly test multiple service scenarios to see the impact on service hours, service miles, and cost. This platform is used to help guide the planning process during the plan development phase. Remix is currently paid for by the Oregon Department of Transportation (ODOT), so all transit agencies in the State of Oregon have access to it.

The Transit Boardings Estimation and Simulation Tool (TBEST) is free software developed by the Florida Department of Transportation (FDOT). TBEST is a GIS-based modeling, planning, and analysis tool that integrates socio-economic, land use, and transit network data into a platform for scenario-based transit ridership estimation and analysis. Staff will be looking into using TBEST to estimate ridership in the future.

4.7 Equity

As Cherrriots plans service changes, all proposals are looked at through the lens of equity. Design standards—outlined in the next chapter—help ensure staff are making decisions in a transparent, unbiased manner. However, even when following all design standards a service change proposal still has the potential to negatively impact minorities and low-income populations.

In order to ensure all proposals are equitable before being adopted and implemented, Cherrriots has a Title VI program, which was developed in accordance with the Federal Transit Administration (FTA) Title VI Circular 4702.1B.

The intent of Title VI of the Civil Rights Act of 1964 is to remove barriers and conditions that prevent minority, low income, Limited English Proficiency (LEP), and other disadvantaged groups and persons from receiving access, participation and benefits from federally assisted programs, services and activities. In effect, Title VI promotes fairness and equity in federally assisted programs and activities and is based on the fundamental principle that all human beings are created equal. Title VI is rooted in the constitutional guarantee that all human beings are entitled to equal protection of the laws and specifically addresses involvement of impacted persons in the decision making process.

See the *Cherrriots 2017 Title VI Program* for more information.



2017 TITLE VI PROGRAM

*Submitted in fulfillment of
Title VI of the Civil Rights Act of 1964
and FTA Circular 4702.1B*





5

Design standards

When designing new service or changing existing service, Cheriots adheres to a series of design standards. Standards exist for the system as a whole, routes, and stops. These design standards were developed to ensure Cheriots is meeting both performance and design goals. When service is introduced that does not meet the design standards, those exceptions need to be justified.

5.1 Service design goals

In addition to the five performance goals discussed in *Chapter 2 - Performance Evaluation*, Cherrits has five service design goals. Service should be designed to be:

Appropriate

Service span and frequency should match both potential demand and actual usage.

Available

Service should be available to homes and businesses throughout the service area.

Equitable

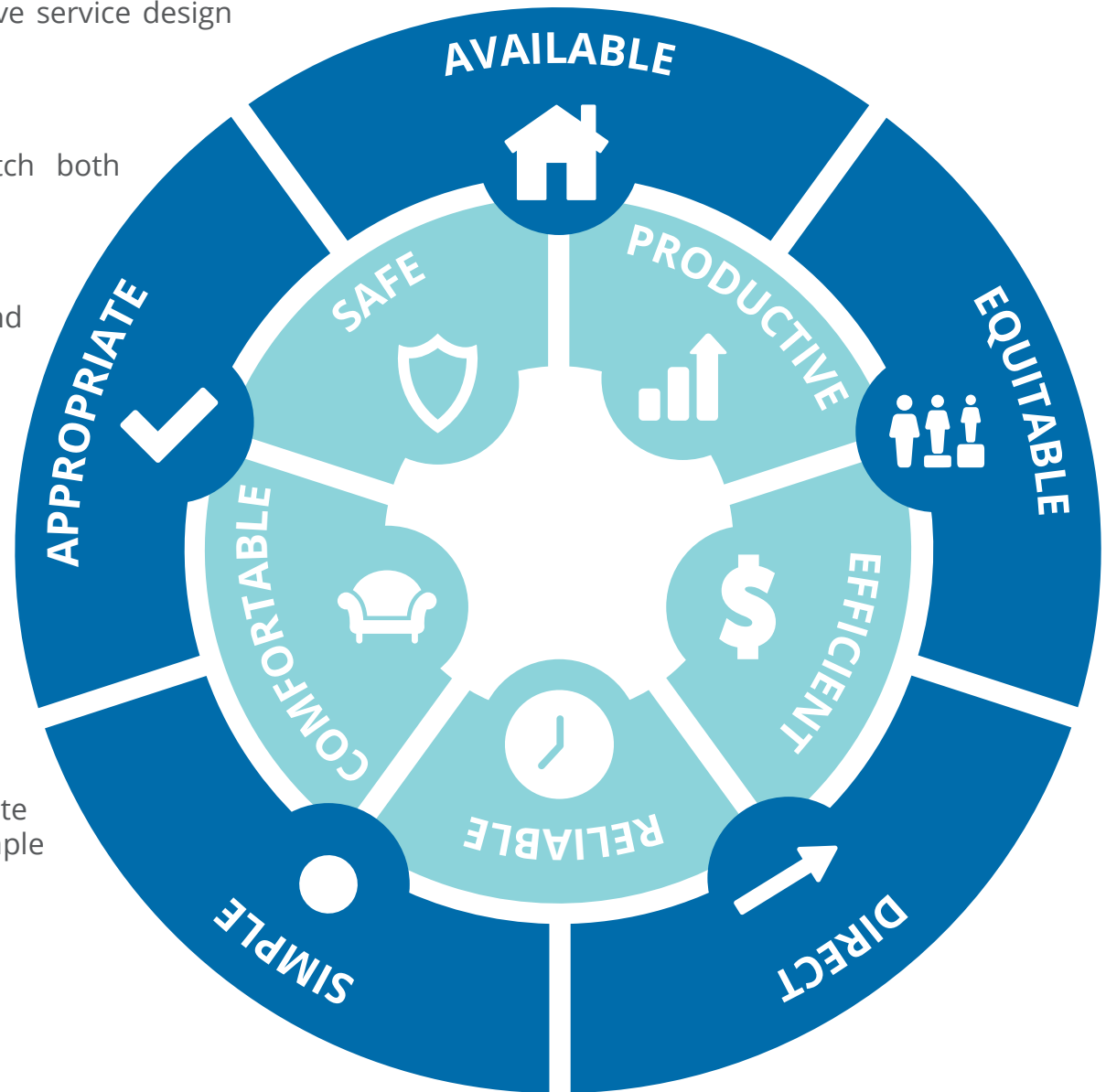
Service should be distributed in a way that does not unfairly impact any protected population.

Direct

Whenever possible, service should be direct and fast.

Simple

Network design, route design, and route naming and numbering should all be simple and easy to comprehend.



5.2 Distribution



Productivity 75%

In the urban area, 75 percent of revenue hours will be deployed with a focus on increasing ridership, predominantly on high demand corridors. This service will include frequent 15-minute service, express service, and standard 30-minute frequency routes, which are expected to provide overall high ridership.



Coverage 25%

The remaining 25 percent of urban revenue hours will be allocated to service that provides needed coverage throughout the community with less consideration for expected boardings per revenue hour. This service will predominantly include neighborhood shuttle routes with 30-minute and 60-minute headways.

Classification

An entire route or individual segments of a route may be classified as either productivity-focused or coverage-focused. Service distribution must remain within plus or minus five percentage points of the target (e.g. 70-80% productivity-focused, and 20-30% coverage-focused).

5.3 Network

5.3.1 Centers, corridors, and neighborhood shuttles

All local routes are designed either as neighborhood shuttles or corridor routes. Neighborhood shuttles funnel riders into activity centers, and corridor routes connect those centers at higher frequencies.

Neighborhood shuttles

Neighborhood shuttles are focused on getting close to riders and bringing them on short trips to their neighborhood activity centers. Typically buses used on these routes are smaller, quieter, and more neighborhood-friendly.

These shuttles can take a variety of forms, including small one-way loops, two-way service, or on-demand service.

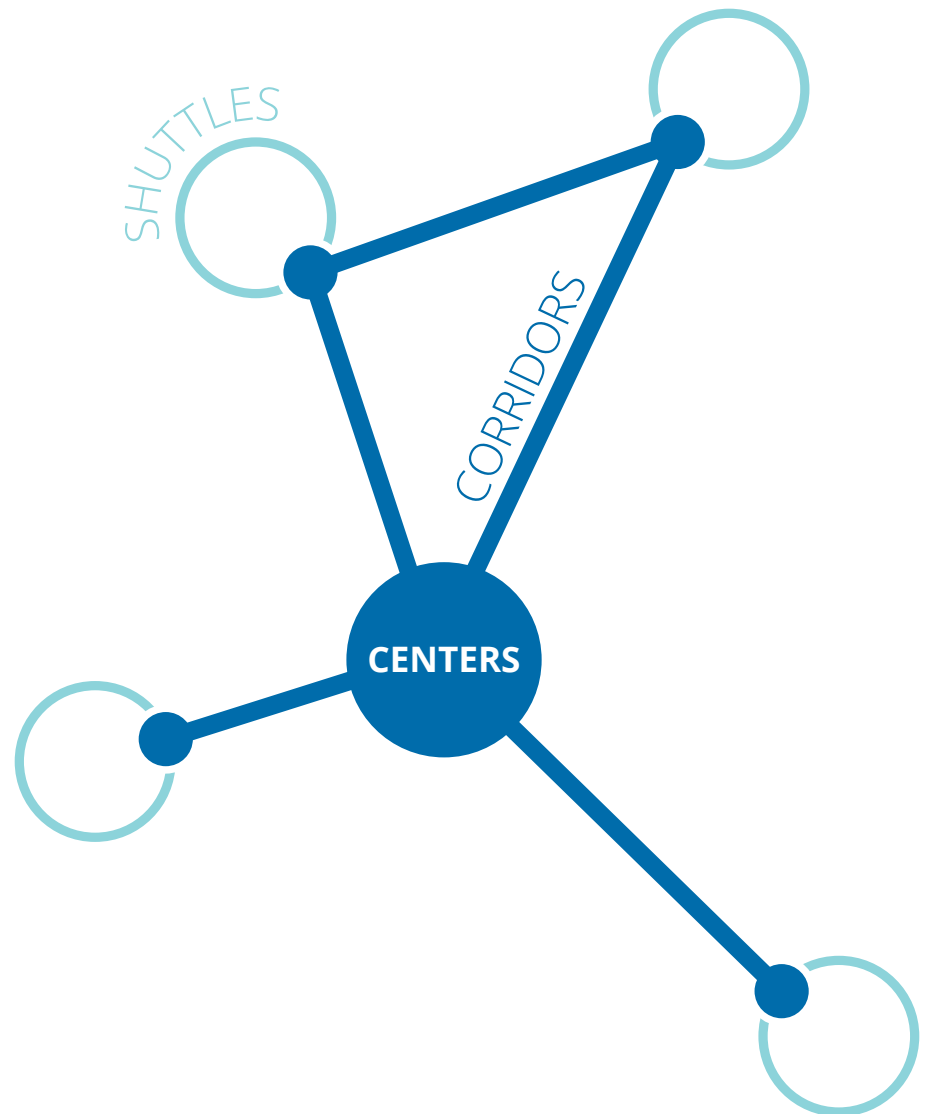
Activity centers

Activity centers are community hubs with a variety of shops, stores, and services. These are both primary destinations for riders, as well as places to transfer between routes.

Cherriots builds transit centers at some of these activity centers. Transit centers help facilitate transfers and create a better environment for riders waiting for the bus.

Corridor routes

Corridor routes serve the main corridors in Salem and Keizer. They also help riders quickly travel between activity centers, ideally at frequencies of every 15 minutes or better.



5.3.2 Multiple purposes

Service should help connect businesses, high-density residential, and other activity centers. A route is more useful and productive when there are multiple destinations along its path, with pickups and drop-offs occurring throughout the entire length of the route.



5.3.3 Network connections

Routes should be coordinated in a well-designed network. Transfers between routes allow for a more efficient service that doesn't require as much duplication. Routes should be designed to connect with one another at transit centers and major destinations. Additionally, Cherriots should install appropriate rider amenities at major transfer locations in order to provide riders with a comfortable experience while waiting.



5.3.4 Route start and end

Ideally routes start and end at transit centers or major activity centers. This allows for easy access to those places and makes it easier to communicate to riders where a route is heading. The ends of routes should also have a good place for a bus to layover, as well as a place for operators to use the restroom when possible.



5.3.5 Core Network

When designing and realigning routes, staff must ensure service remains on the Core Network corridors. Additionally, routes on these corridors will receive the priority for frequent service on weekdays and 30-minute service on weekends.

What is the Core Network?

The Core Network is a set of transit corridors where Cherriots has committed to providing stable service with a focus on frequency and reliability. By establishing a sense of permanency and an expectation for high-quality service, the Core Network signals to riders, business owners, and developers where to locate and build if they wish to orient themselves and their businesses around transit.

What gives the Core Network its permanency?

In July 2017, the Cherriots Board of Directors adopted Core Network Policy 118. The routes serving the Core Network corridors may change over time, but the corridors must be served. Service changes that result in completely removing service from any piece of the Core Network will require formal action from the Board with a public hearing process in advance of implementation.

What makes up the Core Network?

The Core Network is comprised of the following corridors:

- **High, Broadway, and River Rd** - Union to Lockhaven
- **Lockhaven** - River Rd to Chemawa
- **Summer, Capitol, and Portland Rd** - Union to Hayesville
- **Lancaster** - Hayesville to Rickey
- **Market** - Capitol to Lancaster
- **Center** - 13th to Lancaster
- **State** - 13th to Lancaster
- **Commercial** - Kuebler to Trade
- **Liberty** - Commercial to Trade
- **Madrona** - Liberty to Commercial
- **Skyline and Liberty** - Kuebler to Madrona
- **Marion and Center Street Bridges** - Wallace to Front
- **Edgewater** - Eola to Gerth

Flexible routing

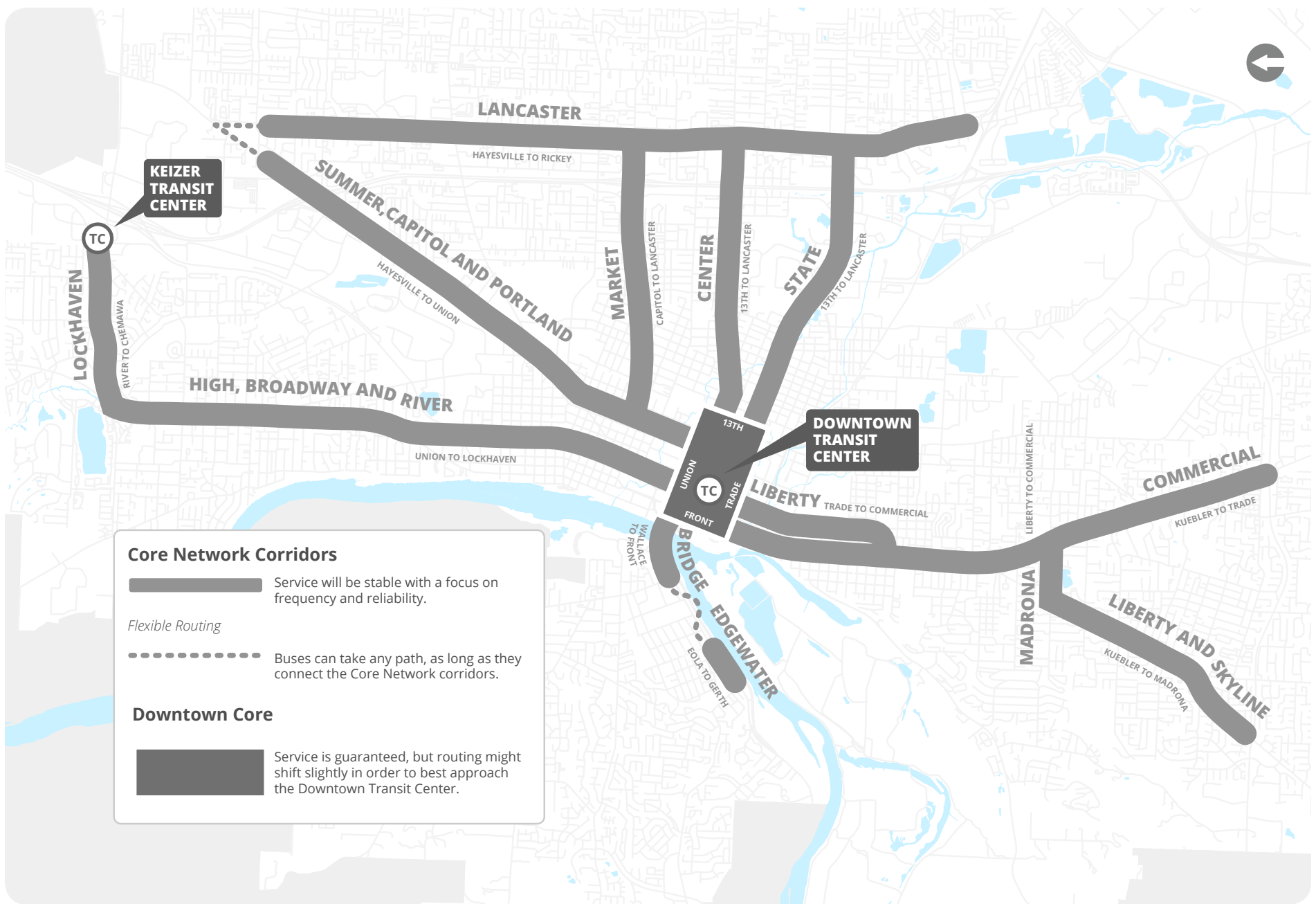
There are also some places where the corridors are disconnected and flexible routing is allowed. Buses can take any path to connect those corridors.

Downtown core

Cherriots guarantees service in the downtown core (between Front, Union, 13th, and Trade). In the downtown core, routing might shift slightly over time in order to best approach the Downtown Transit Center.

Transit centers

The Downtown Transit Center and Keizer Transit Center are both considered permanent fixtures of the Core Network.



Core Network Corridors

Service will be stable with a focus on frequency and reliability.

Flexible Routing

Buses can take any path, as long as they connect the Core Network corridors.

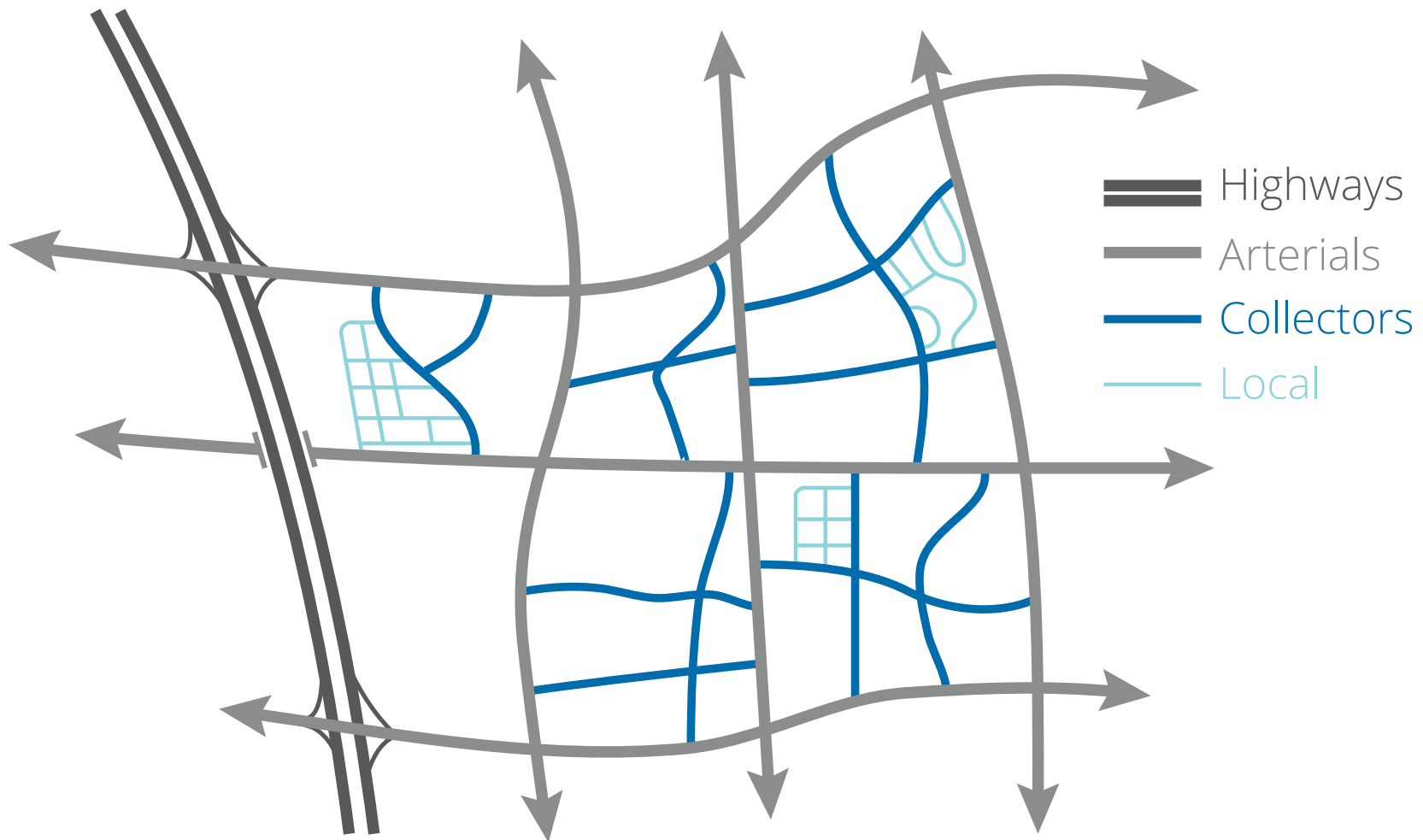
Downtown Core

Service is guaranteed, but routing might shift slightly in order to best approach the Downtown Transit Center.

5.4 Routing

5.4.1 Travel streets

Buses are routed primarily down arterials and collector roads. Express routes can also be routed down limited access roads, such as highways. When traveling down streets with speed limits 45 mph or greater, however, bus stops should only be placed if they are in a turnout where the bus is pulled out of traffic—as specified in the 2012 ODOT Highway Design Manual. Local streets should be avoided unless there are no good alternatives. Buses should not be routed through parking lots when possible. Finally, routes must be designed to allow for vehicles to make safe turns.



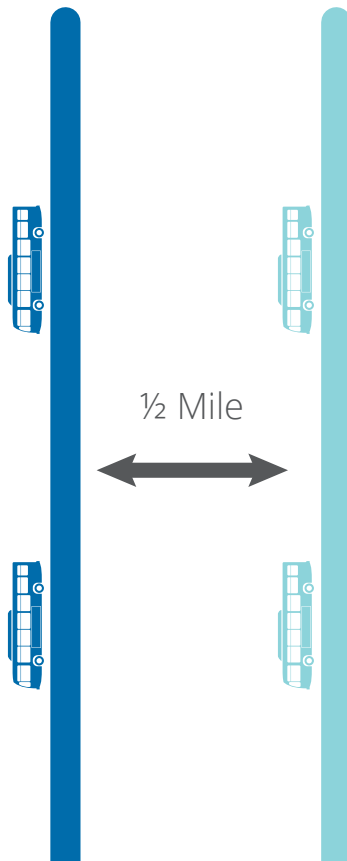
Source: Arterial Street Access Control Study

5.4.2 Spacing and duplication

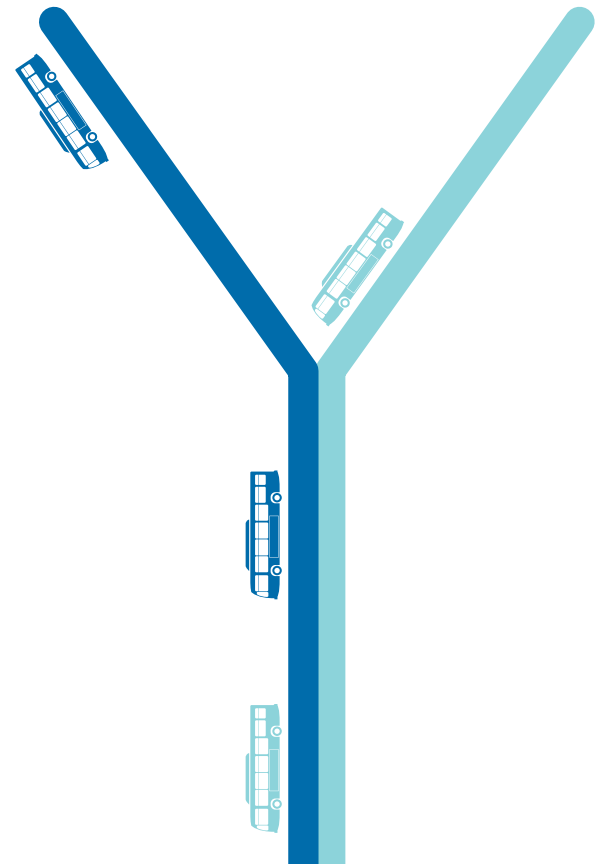
Routes traveling along parallel corridors should be placed at least $\frac{1}{2}$ mile apart. When routes share a path, their timing should be offset to avoid duplication. For example, two hourly routes sharing a path for half their length should provide 30-minute service along that shared path.

This standard does not apply to routes as they are approaching a transit center.

Parallel corridors



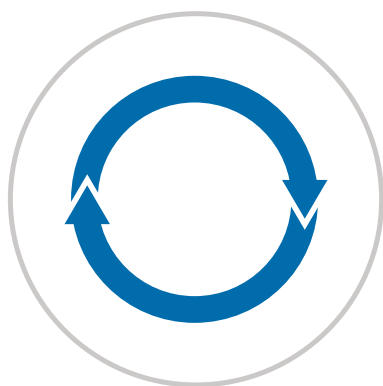
Shared path, offset schedules



5.4.3 Directness and complexity

A bus traveling directly between two places is faster and more desirable than a bus that takes a roundabout, circuitous path. The more a route loops, the less it can compete with other modes of travel. Loops may be necessary at times to turn a bus around at the end of its route or to provide necessary coverage. However, loops should generally be avoided.

A route that is easy to understand and predictable helps give riders confidence they are boarding the correct bus and will end up at their desired destination. In order to limit route complexity, the number of paths a route takes should be limited. When routes take multiple paths, buses should have very specific and unique destination signs to clearly state the trip's final endpoint.



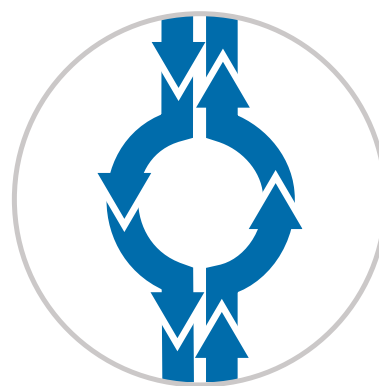
One-Way loops

In order to provide coverage in some neighborhoods, one-way loops are sometimes the most efficient option. In these cases, one-way loops should be limited to 30 minutes round trip, including layover / recovery time.



Lassos

One-way loops at the end of routes are known as lassos. When it is necessary—either to provide coverage to a neighborhood or to turn the bus—the lasso should be limited to no more than 1/4 of the roundtrip route miles.



Mid-route loops

Loops in the middle of routes cause confusion for riders and should be avoided in all cases. Buses traveling on a pair of one-way streets does not qualify as a mid-route loop, and is therefore acceptable.



Deviations

A bus traveling away from its primary path to serve a specific place is known as a route deviation. Deviations should only be considered when the expected ridership gains outweigh the delay the deviation will cause for the riders already on board (*less than 10 rider-minutes per person boarding or exiting the bus along the deviation*).

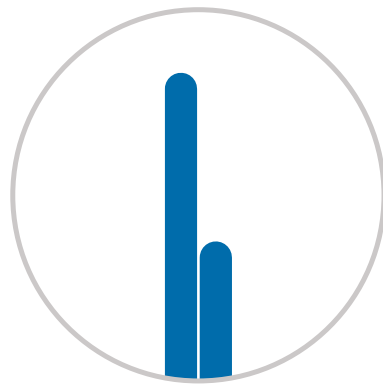
Two-way, direct

Routes that are direct and travel the same path in both directions are preferable to all other route configurations.



Branches

One way to provide low-frequency coverage service in a neighborhood while still providing higher-frequency service along a main corridor is to design a route that splits into branches at one end. Routes should have no more than two branches.



Shortlines

Buses may not always need to travel to the end of their route at the same frequency at all times of the day. When buses turn around before the end of the route, this is referred to as shortlining. Routes should be limited to one shortline routing.



Two-way loops

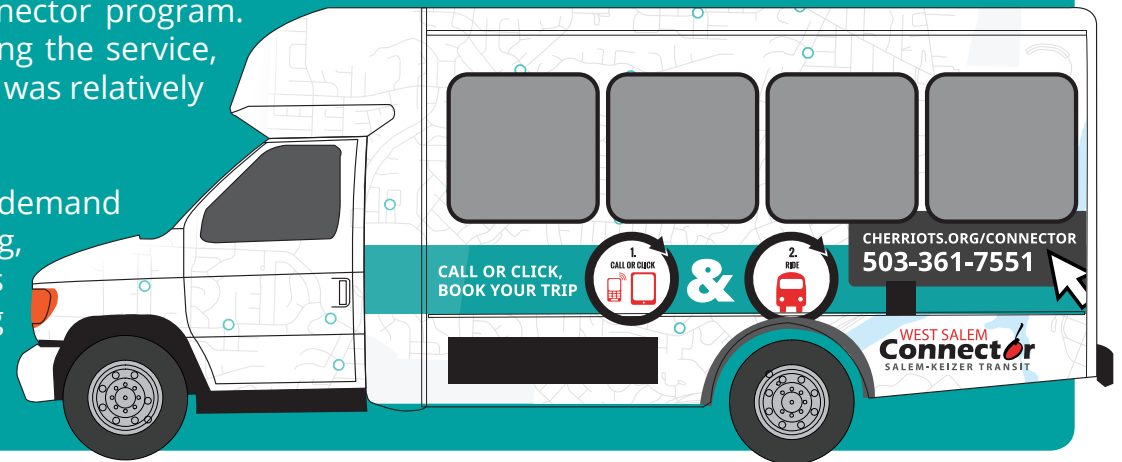
Two-way loops are a useful way to provide two-way service while avoiding having to turn the bus around. However, they can be confusing to riders. To provide clarity, each half of the two-way loop should be branded as a separate two-way route.

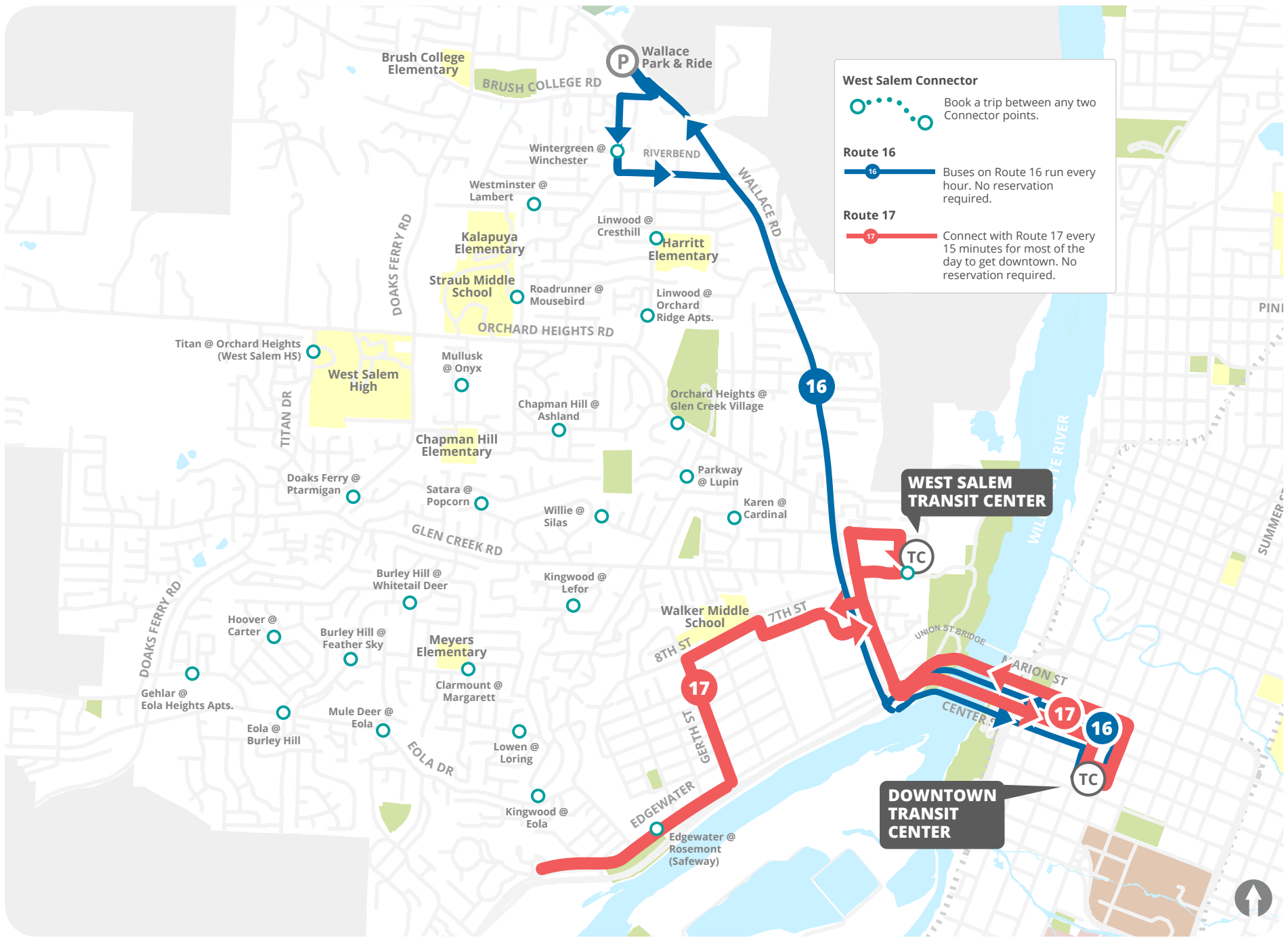
5.4.4 On-demand routing

From 2015 through 2017, Cherriots operated an on-demand service called the West Salem Connector. The Connector operated in the hills of West Salem with a 14-seater cutaway bus, and did not have a set path. Instead, the routing of the bus was determined on a trip-by-trip basis given the needs of those who booked a ride. Riders could book their trip up to 30 minutes in advance either online or by calling Cherriots Customer Service. From there, the booking software automatically generated a manifest and sent it to the transit operator's tablet on the bus. The primary purpose of the service was to act as a last-mile solution, feeding riders into the West Salem Transit Center, where they could transfer to frequent bus service to downtown Salem.

As of 2018, Cherriots no longer operates the Connector program. Ridership was not high enough to justify maintaining the service, even though the bus got closer to riders' homes and was relatively well-received.

In the future, Cherriots might consider bringing on-demand service back to the Salem area. For the time being, though, staff is focused on sharing the lessons learned while operating the Connector and listening to lessons other agencies are learning with their on-demand programs.





5.5 Timing

5.5.1 Buses per hour and daily round trips

Service levels on routes should be appropriate to demand. Local and regional express level of service is expressed differently, as local service often runs multiple times per hour, and regional express service often runs just multiple times per day.

Local

Local Cherriots routes have three levels of weekday service: frequent (every 15 minutes), standard (every 30 minutes), and basic (every 60 minutes). Service is designed to be consistent for most of the day to provide robust midday service and to help riders quickly learn how often their bus arrives. At a minimum, local buses must be scheduled to arrive once an hour to provide a base level of service. *Public facing system maps currently define standard service as every 30 or 60 minutes.*

Regional express

The level of service for regional express routes is measured by the number of daily round trips, because these buses are scheduled less frequently than local bus service. Buses on express service can either be scheduled throughout the day or only during the morning and evening peaks. At a minimum, regional express routes must have two round trips per day on weekdays.

Frequent 15 minutes

30 minutes after 7 p.m.



Frequent bus routes form the backbone of the Cherriots system. Unlike buses running every 30 or 60 minutes, buses running every 15 minutes or better allow riders to use the bus without having to look at a schedule. These routes are ideal for attracting new riders and providing great service for existing riders.

Standard 30 minutes



Basic 60 minutes

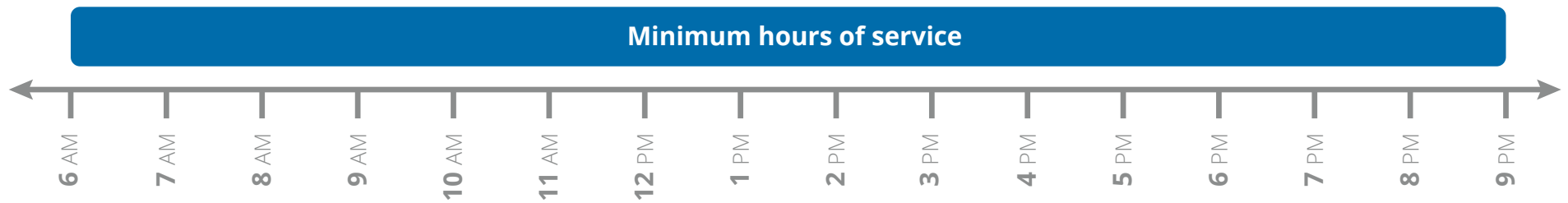


5.5.2 Hours of service

A robust span of service is necessary to allow riders to get to work and other appointments early in the morning, and to help assure riders they will have a trip home. Even though buses are likely to be less utilized early in the morning and later in the evening, a good span of service helps build ridership in the midday and during the AM and PM peaks.

Local

At minimum, all local routes must operate from 6 a.m. to 9 p.m. on weekdays.



Regional express

Regional express routes have no minimum requirements for hours of service.

5.5.3 Time periods

Local

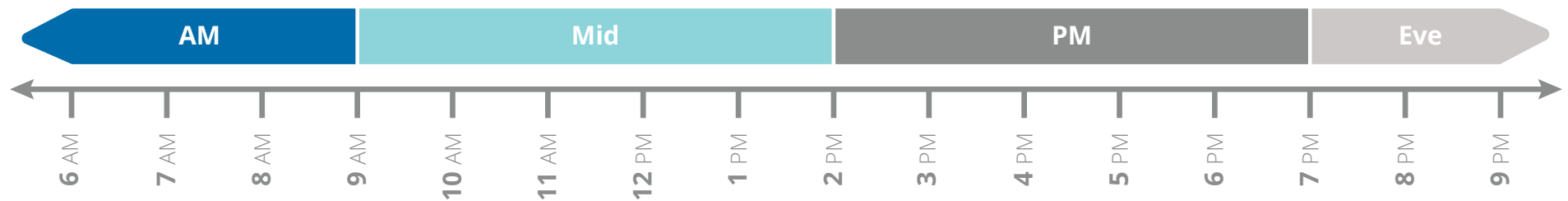
Every trip on a route takes a different amount of time to complete. Often the differences are slight, but during times of heavy traffic or for trips that often have mobility devices, trip time can vary significantly. Although it might be tempting to create a unique schedule for every trip, doing so could be confusing for riders and difficult to remember for operators.

In order to strike a balance between these competing needs, Cherriots typically creates different schedules for four periods of time (but can use less or more).

The standard time periods are:

- **AM** (start of service until 8:59 a.m.)
- **Midday** (9:00 a.m. until 1:59 p.m.)
- **PM** (2:00 p.m. until 6:59 p.m.)
- **Evening** (7:00 p.m. until end of service)

Scheduled times remain consistent during each period in order to provide consistency. However, schedule times can be different between each period in order to reflect the differences in expected runtime throughout the day.



Regional express

Time periods are not used for regional express service. Because express service runs less frequently and for much longer distances than local service, custom schedules are developed for each individual trip.

5.5.4 Time points

Local

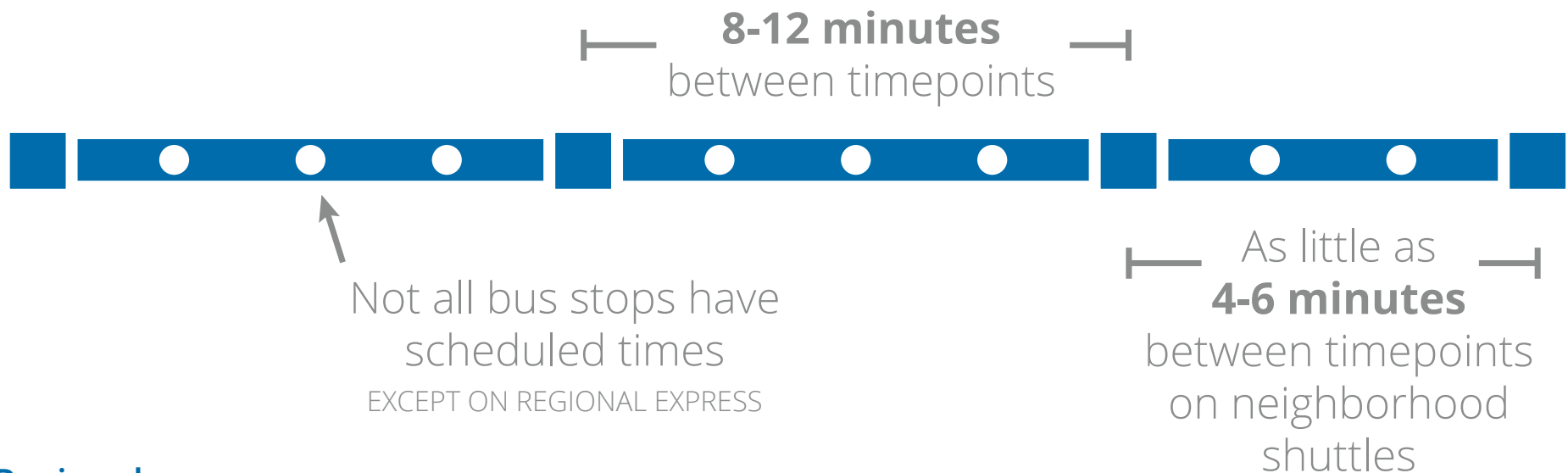
Bus stops with scheduled times are called time points. Time points are used to help give riders an idea of when the bus will arrive. They are also used by operators to help ensure buses remain evenly spaced throughout the route.

Time points on local routes are spaced to balance the need to give riders accurate information with the need to give operators some flexibility to help with the flow of the route. Typically, time points are spaced every 8-12 minutes. However, on neighborhood shuttles time points can be spaced as close as every 4-6 minutes.

When deciding which bus stops will be time points, the priority is given to bus stops that:

- Serve a lot of riders
- Are at major intersections
- Are major transfer points
- Have a safe place for the bus to layover

On routes that share a path, time point locations are ideally the same for both routes along the shared stretch.



Regional express

On regional express routes, typically all bus stops are treated as time points as there are often long stretches of time between stops.

5.5.5 Runtime

Two methods are used to determine how much time should be scheduled on each route throughout the day. The first method is used when Cherrits already operates bus service along a path and has good runtime data. The second is used when service is added to a street that currently does not have bus service.

Currently served

When Cherrits already operates service along a path, runtime is determined by using real-world observations of current bus speeds. Samples of real bus travel time are collected, and Cherrits determines the 60th percentile running time within each time period.

For example, the time it takes to travel between two time points during the AM time period might range between five and eight minutes, but 60% of trips take seven minutes or less. Because of this, seven minutes of runtime will be scheduled for that time period.



New streets

When developing schedules for service traveling down paths currently not served, Cherrits determines runtimes using the following three methods:

1 Assumed speed

For high-level planning, Cherrits assumes buses travel at 15 mph on arterials and 17 mph on collectors.

2 Google Maps estimates +20%

Next, Cherrits uses Google Maps to evaluate travel speeds throughout the day, adding 20% to account for time spent at bus stops.

3 Drive in buses

Once schedules are drafted using Google Maps estimates, operators drive the new routes to see if the proposed schedules are realistic. Schedules are then modified based on operator input.

After new routes are put into service, special attention is given to their on-time performance. If there are any issues, they will be addressed as soon as possible.

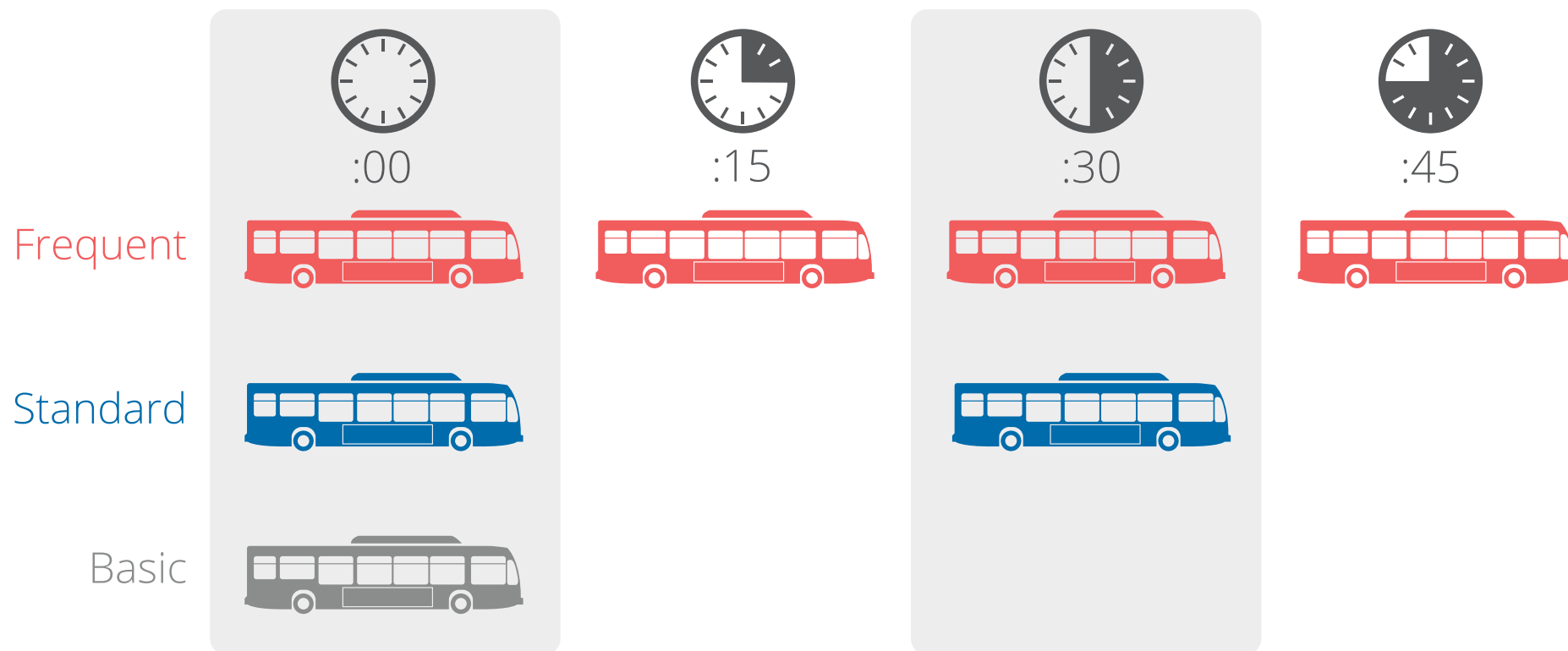
5.5.6 Timed connections and pulsing

For most Cherriots routes, the primary transfer point is the Downtown Transit Center in the heart of Salem. In order to facilitate the transfers taking place at DTC, Cherriots schedules buses to connect on a pulse. A pulse is a timed transfer designed around a clock schedule. Buses typically layover at pulses for longer periods of time in order to ensure riders do not miss their transfers. This is especially important for routes that run infrequently where missing a transfer could mean waiting 30 minutes or an hour for the next bus.

Frequent service pulses at :00, :15, :30, and :45. Typically, standard 30-minute service is pulsed at :00 and :30, and hourly service is pulsed at :00. However, there are exceptions

when two routes share a similar path and are timed to be offset. Regional express routes are pulsed at either :00 or :30 in order to allow riders to transfer to and from the local routes.

Whenever possible, routes that connect at other locations should be timed together to make it easy for riders to transfer. This can be difficult, however, because the pulse at the Downtown Transit Center has a big impact on when buses arrive at other points along the route. Depending on route length and runtime, timed connections at other places are sometimes possible, such as at Keizer Transit Center.



5.5.7 Layover and recovery

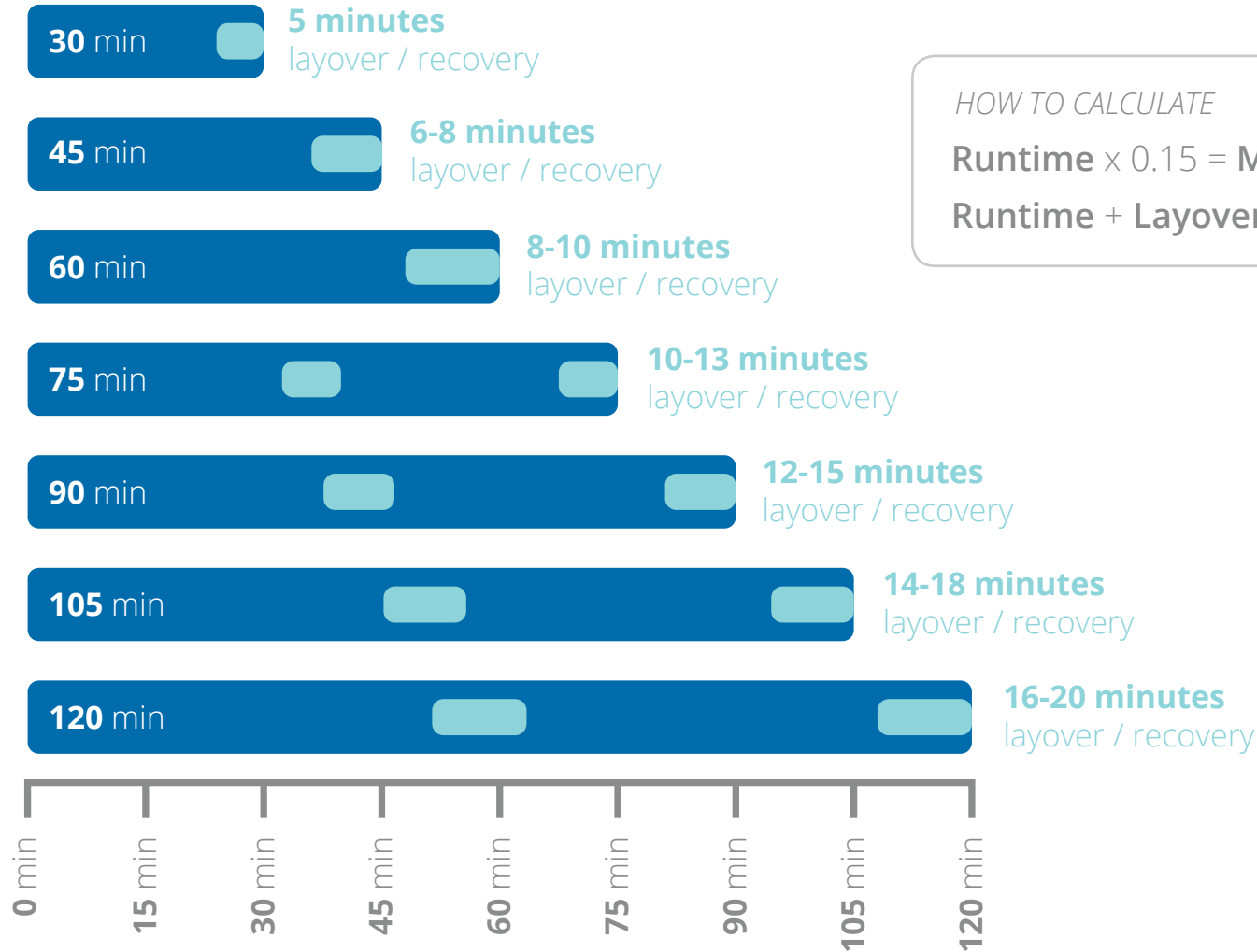
At the end of a route, there is typically time scheduled both to allow for an operator break (layover) and for a bus to get back on schedule if it is running late (recovery). Together, this is known as the layover / recovery time.

Layover / recovery should be between 15 and 20 percent of a route's runtime (and a minimum of five minutes). Together, the layover / recovery and runtime add up to the total cycle time of the route. If a route's cycle time is more than 60 minutes round trip, layover / recovery time should be scheduled on both ends of the route.

HOW TO CALCULATE

Runtime x 0.15 = **Minimum Layover / Recovery**

Runtime + **Layover / Recovery** = **Cycle Time**



5.6 Bus assignment

Local

Buses are reassigned during each bid period in order to equitably rotate all buses through the system, regardless of age or amenities. Cherriots uses three criteria for placing buses on routes:

1. **Mileage of the buses** in order to maintain approximately equal odometer readings on all of the buses based on their ages
2. **Ridership of routes** to avoid overcrowding
3. **Turning limitations of routes** to ensure safety

Additional criteria may influence vehicle assignment from time to time, such as rotation required by the Cherriots advertising contract or other service provision contracts.

Regional express

Regional express routes are treated differently than the local routes. This is due to a combination of funding sources and geographic constraints.

Route 1X to Wilsonville is operated using two commuter-type buses. These buses have commuter style seats and luggage racks designed for regional express service.

The other regional routes are funded differently and operated by a contractor. They also have a different fare structure and do not use the magstripe electronic fare cards used by other Cherriots routes. Buses within this contracted regional fleet are rotated regardless of age or amenities whenever possible.

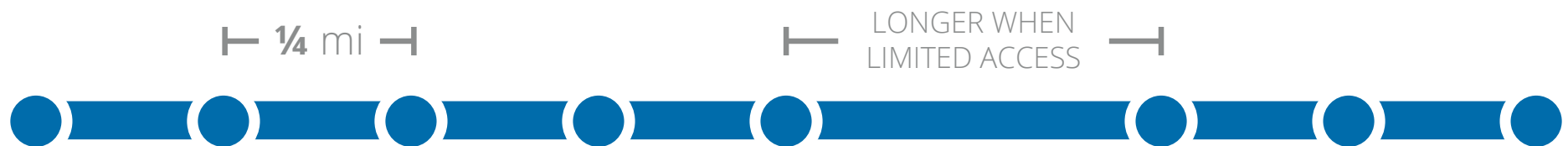


5.7 Bus stops

5.7.1 Stop spacing

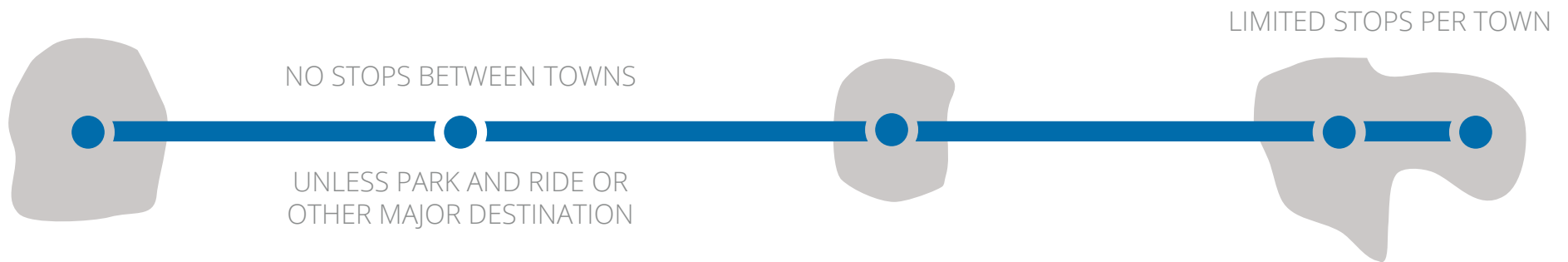
Local

For local bus service, bus stops should be placed about every quarter mile. Research shows this is typically how far riders are willing to walk to access the bus. When access to cross streets is limited, stops can be placed farther apart. All two-way bus service should have a corresponding bus stop in the opposite direction of travel so riders can get off the bus as close as possible to where they got on the bus earlier in the day.



Regional express

For regional express routes, limited stops should be placed within towns and cities. Unlike local service, the primary point of regional express service is to help riders travel between cities, not within. Typically stops are placed at major destinations such as shopping centers, universities, and in the downtown core. Stops can also be placed in unincorporated areas if there is a park and ride or other major destination.



5.7.2 Stop placement

Bus stop placement in relation to an intersection can have an impact on both safety and timing. Below is the preferred order of stop placement:

1 Farside of intersection

Farside bus stops are located after crossing through an intersection. Farside placement is preferred because it makes it easier for buses to get back into a travel lane due to gaps in traffic created by traffic signals. However, multiple buses serving a farside stop at the same time might block an intersection.

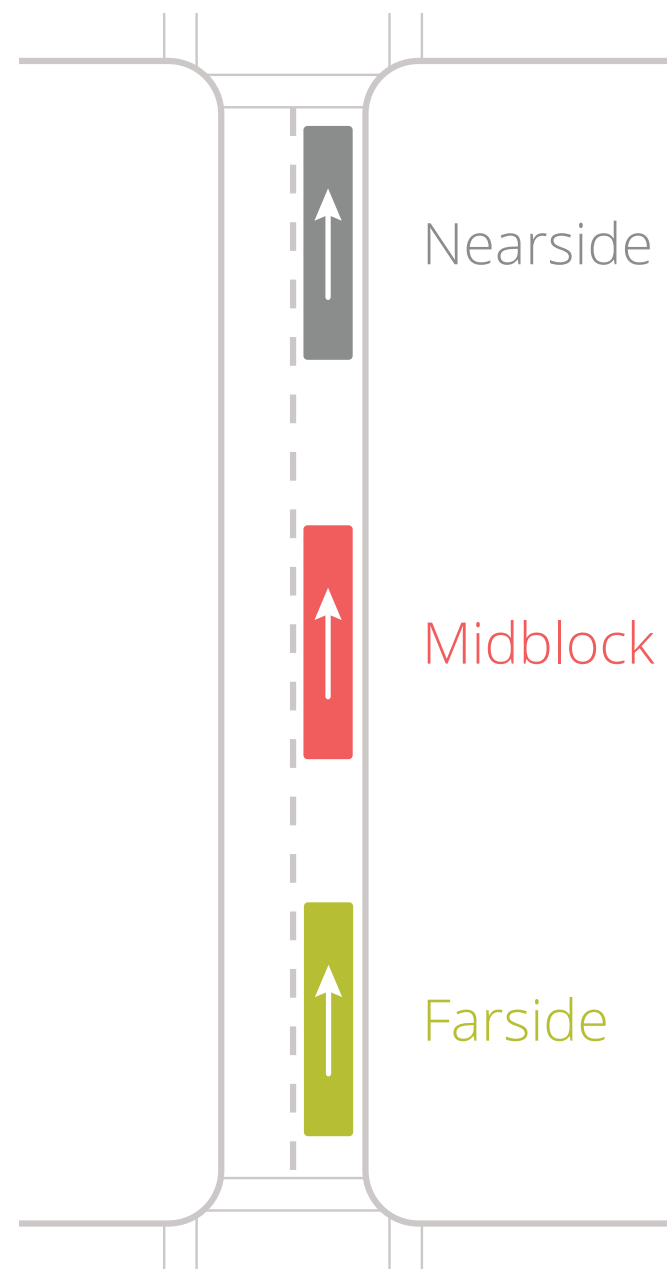
2 Nearside of the intersection

Nearside bus stops are located at the side of the block prior to crossing an intersection. An advantage of nearside stops is that time spent waiting at a red light can overlap time loading and unloading riders. However, there is an increased risk of conflicts with vehicles making right turns.

3 Midblock

Midblock stops experience less pedestrian congestion than the other two stop locations. However, unlike farside and nearside stops, midblock stops encourage riders to cross the street in the middle of the block, which is unsafe. Other riders may have to walk long distances to safely cross at an intersection.

In the end, every bus stop has unique circumstances and should be evaluated individually to determine the best and safest placement given conditions on the ground.



5.7.3 Stop amenities

Bus stop amenities should be installed based on ridership in order to benefit the largest number of riders. Additionally, special consideration may be given to areas where a high number of transfers are expected; waiting times for riders may be longer; stops are close to facilities such as schools, medical centers, or senior centers; and where the physical constraints of bus stop sites, preferences of adjacent property owners, and construction costs could require variance from standards.



Signs and poles

All bus stops

Signs and poles are placed at most bus stops.

Exceptions include transit centers, where there might be special bay signs.



Maps and schedules

Shelters and TCs

Maps and schedules are provided at all transit centers and on all shelters that have schedule holders.

Partner institutions

Additionally, maps and schedules are provided to partner institutions across the region to be available to the public. These partners include libraries, colleges, and social services agencies.



Waste receptacles

Shelters and TCs

Receptacles are placed at all transit centers and at stops with shelters in the Salem-Keizer area.

10 boardings per day

The installation of a waste receptacle will be considered for stops with 10 or more boardings per day and high amounts of trash.



Seating

Shelters and TCs

Transit centers and most bus shelters have benches that meet ADA standards.

10 boardings per day

The installation of a pole-mounted seat will be considered for stops with 10 or more boardings per day when allowed by the local jurisdiction.



Shelters

20 boardings per day

Shelters will be considered for any bus stop with 20 or more boardings per day.

Other considerations

Shelters will be considered at bus stops with a high number of transfers, as well as stops that are near facilities such as schools, medical centers, or senior centers.



Lighting

Transit centers

All transit centers have lighting to provide a safe environment for riders and to help transit operators see riders.

Poorly lighted shelters

Solar lights are installed in shelters that do not have adequate ambient light in the evenings and early mornings.



Digital signs

Transit centers

Currently digital signs are only placed at the Downtown Transit Center and Keizer Transit Center.

In the future, digital signs might be considered at more locations, including shelters and other bus stops with adequate ridership.

5.8 Numbering and naming

5.8.1 Route numbering and naming

Route numbers

All bus routes are assigned numbers to help riders identify what bus they are getting on. No route number should overlap with another route number (e.g. Route 1 and Route 1X).

Local

3

The Cherriots bus network is relatively small and simple so the route numbering should reflect that. When route numbers are in the 100s, some might not ride because the service seems too complex to learn. Local bus routes should be assigned small and simple numbers.

Local express

15X

Local express routes should follow the same numbering pattern as local routes, but they should have an 'X' on the end to show riders they run express. *As of September 2017, there are currently no local express routes in operation.*

Regional express

30X

Regional express routes should be divisible by 10 and have an 'X' on the end to show riders they run express. Exceptions can be made when a route is shared with another transit agency. Routes may follow the numbering convention of that partner agency as long as they don't overlap with existing route numbers.

Route names

Route names are used to further identify the main corridors or cities a route serves. Every route has a unique name that can be used in conjunction with its route number.

Local

Local routes should be named after the major streets they operate on. They can be named after one or two streets:

Market / Brown

Local express

Local express routes should be named after the park and ride or primary street they serve, along with the word 'Express':

Airport Rd Park & Ride Express

Regional express

Regional express routes should be named after the cities they travel to and the word 'Express.' Routes traveling to multiple cities should be named after a corridor or county instead of a city:

Wilsonville / Salem Express

Route directions

All two-way routes have two directions: one for outbound and one for inbound. One-way loops have just one direction. Direction names should not overlap route names in any way.

Local and local express

All local route directions should be named after the end of the route. In some cases, there is a distinct destination like Chemeketa Community College or Downtown Transit Center. In other cases, the part of town can be used, such as South Salem or West Salem:

To West Salem

Regional express

Directions for regional express routes should be named based on the city where the route ends:

To Woodburn

Via

The word “via” can be added to directions to signify when there’s a major destination along the route, or when trying to distinguish between two alternative paths:

To South Lancaster
via Chemeketa CC



5.8.2 Stop numbering and naming

Stop names

Stops are named to help riders know where to board and exit the bus.

Standard stop name

The standard formula for a stop name is Travel Street @ Cross Street:

Center @ 24th

There is no need to add 'Rd' or 'St' to the end of the street name unless the street name can be confused with something else, such as Portland Rd. In this case, 'Rd' clarifies the stop name is not referring to Portland, the city.

Portland Rd @ Hyacinth

Major destination

When a bus stops at a major destination, that destination can be placed in parentheses to help riders identify what stop they want to get off at:

Edgewater @ Rosemont (Safeway)

Regional stop

All regional stops should follow the same naming convention of a standard stop, but the name of the city served and the destination it is at should be placed in parentheses:

Ivy @ 1st (Mill City Market)

No cross street

When bus stops have a travel street but no nearby cross street, a nearby address can be used for the stop name:

3925 Fairview Ind

Transit center

Transit Centers do not follow the typical naming convention. Instead, the name of the transit center is used:

Keizer Transit Center

Park and ride

When a bus stops off-street in a park and ride lot, the stop can be named after the park and ride:

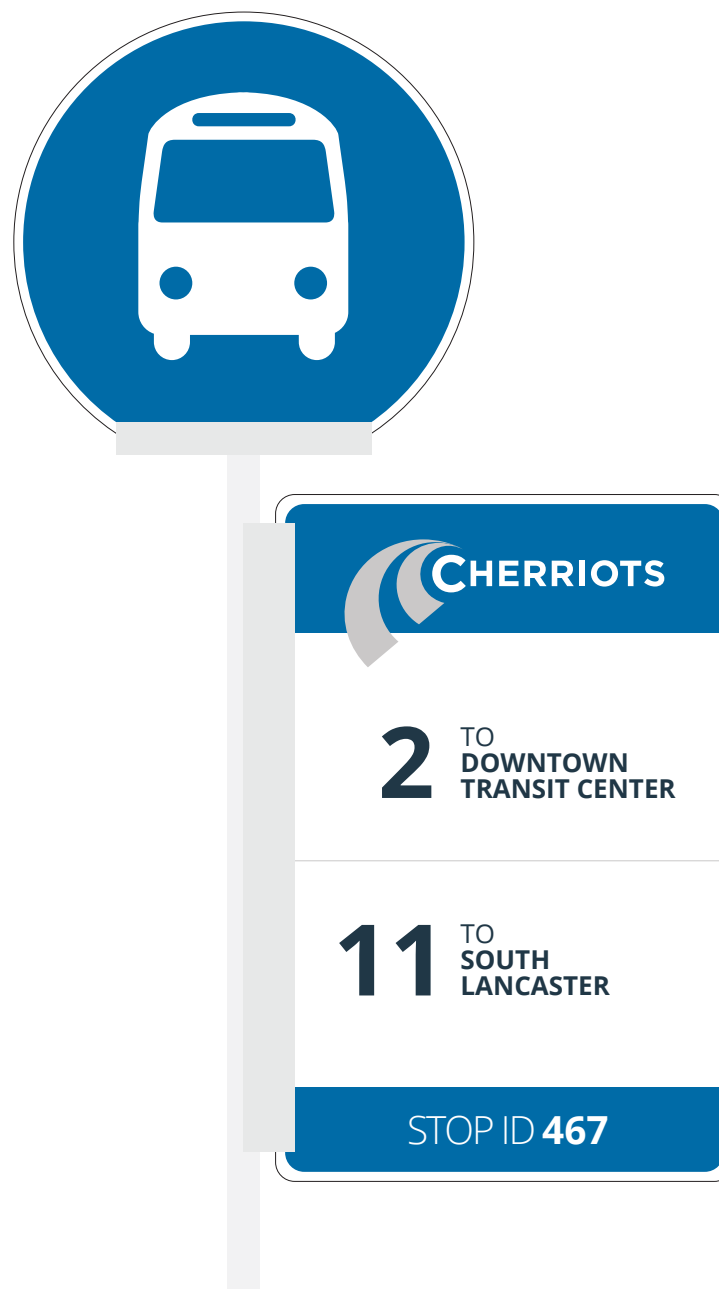
Market St Park and Ride

Stop IDs

All bus stops are assigned unique stop IDs. These IDs are placed on bus stop signs, in a bus stop database, and on work orders. Stop IDs help riders confirm they are at the correct stop. They are also useful for facilities maintenance employees when adding, removing, modifying, or cleaning bus stops.

Whenever a new bus stop is added, that stop is assigned a stop ID. Stop IDs range between one and four digits and are never reused.

Stop ID **264**







6

Public engagement

Once the service plan has been drafted, the next step is to bring that plan to the public for their input.

No matter how much thought and effort goes into developing the draft service plan, it is important to engage current riders and the greater community to ensure the plan best meets their needs. It is for them, after all, that Cherriots is creating this plan and delivering this service.

The primary benefit of the public engagement process is that it brings staff multiple perspectives on how the draft plan will impact real people. If done well, the process will identify and eliminate any significant issues with the plan. The end result should be a stronger plan that the public can support.

6.1 Materials for public

Draft service plan

The draft service plan will give the public a comprehensive overview of what service changes are proposed and why those decisions were made. Information in the plan will be presented using text, tables, maps, and other graphics to give riders an easy-to-understand picture of what the new service would mean for them.

The plan will be presented both in print and on a webpage. The purpose of having both versions is to make it easier to conduct outreach in person and online. Both the print version of the plan and the webpage will be translated into Spanish.

Feedback form

In order to gather meaningful input about the plan, a short feedback form will be developed by staff. This form typically asks riders what they think of the overall plan (Strongly Like, Somewhat Like, Neutral, Somewhat Dislike, Strongly Dislike, or Unsure), and give them an opportunity to make suggestions for making the plan work better for them.

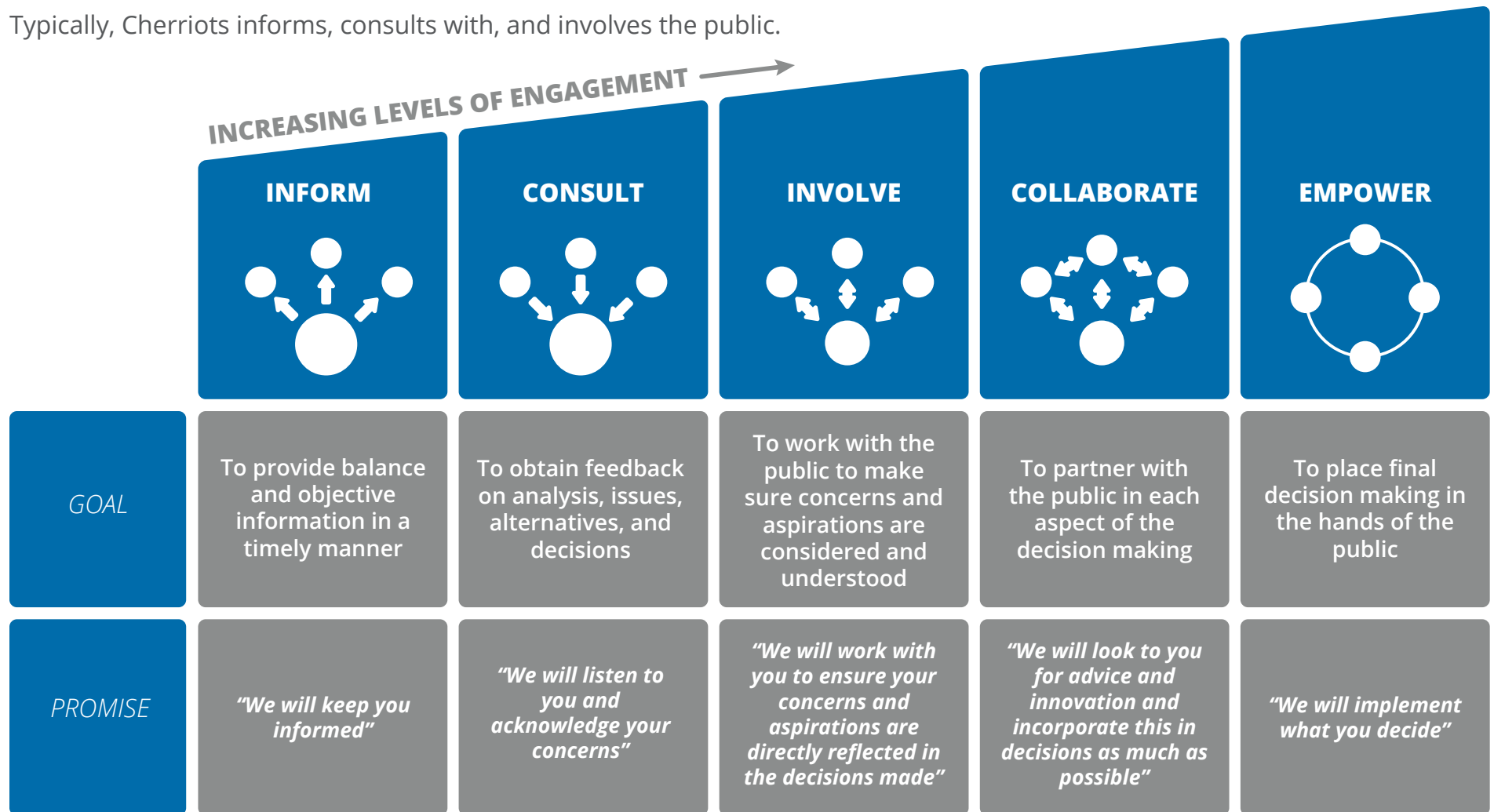
The feedback form will be developed in English and Spanish, and will be available in both a print and online version.



6.2 Levels of engagement

Once the draft service plan and feedback form are developed, the next step is to determine the level at which the public will be engaged. It is important to be upfront with the public about what their role will be in the process so their expectations are grounded in reality. Below are the five levels of engagement, as defined by the International Association of Public Participation (IAP2). Engagement levels range from simply informing to empowering the public to make decisions.

Typically, Cherriots informs, consults with, and involves the public.



Source: International Association of Public Participation (IAP2)

6.3 Audiences

During the public engagement period, there are multiple audiences with which staff engages. Working with these audiences allows Cherriots staff to hear a variety of perspectives on the draft service plan.

Riders

Those who ride Cherriots buses know more than anyone what issues arise while riding transit. In order to gather their input, Cherriots conducts robust rider engagement.



Frontline employees

Frontline employees are Cherriots employees who engage directly with riders. It is important to engage with frontline employees, both to get their perspectives on service as well as to learn more about the needs of riders.



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 can help get the draft service plan in the hands of more community members, which in turn helps Cherriots receive more input.



Civic groups

Organizations whose official goal is to improve neighborhoods through volunteer work by its members.



Education

Education foundations, school districts, middle and high schools, colleges, universities, and student associations.



Faith community

Community churches, houses of worship, and leadership foundations.



Government

Council of governments, counties, and city governments.



Latino and other minority groups

Groups focused on promoting equity and inclusiveness, including business alliances, college officers, institutes, and associations.



Local business

Small businesses, corporations, hospitals and clinics, business associations, and chambers of commerces.



Neighborhood associations

All neighborhood associations in Salem, Keizer, and nearby areas.



News media and bloggers

Newspapers, radio stations, and local blogs.



Social services and nonprofits

Organizations that provide social services and other services to the community without making a profit.



Transit agencies

Neighboring transit agencies that connect with Cherrlots service.



Tribes

The local tribes in the area are The Confederated Tribes of Grand Ronde and The Confederated Tribes of Siletz Indians.

6.4 Committees and meetings

Cherriots brings service plans to one internal and three external committees. These committees inform and consult on service proposals, and staff informs them of all finalized service changes. Staff also attend a number of meetings in the community on a regular basis in order to learn about community needs and keep each group informed on the latest at Cherriots.

Committees organized by Cherriots

Citizens Advisory Committee (*CAC*)

The mission of the Citizens Advisory Committee (CAC) is to act as an advisory committee to the Board of Directors on transportation-related issues. The CAC also makes suggestions for transit service improvements, and advocates for enhanced funding for public transportation.

STF Advisory Committee (*STFAC*)

The Special Transportation Fund Advisory Committee (STFAC) advises and assists the Board of Directors on how STF and Section 5310 grant funds will be spent and provides the Board with information about each community's special transportation needs.

Employee Transportation Coordinators (*ETC*)

Cherriots Trip Choice organizes a quarterly Employee Transportation Coordinator (ETC) luncheon, at which the ETCs can learn about Cherriots news and transportation options updates. It is also an opportunity for ETCs to network and exchange ideas.

Service Excellence Team (*SET*)

The Service Excellence Team (SET) is an internal group made up of members from many Cherriots departments, including transit operators. SET members discuss service performance, operator ideas, and riders requests for changes to service, stops, and shelters. The team also reviews service plan drafts.



Meetings attended in the community

Community Partners of East Salem

Facilitates community connections, supports children and families, and promotes a safe, healthy, clean environment.

Edgewater Partnership Meeting

Increase community connections, cultivate a safe and healthy environment, and enhances neighborhood pride.

Emergency Housing Network

Brings together advocates and agencies serving the homeless and at-risk populations of greater Salem.

Greeters

Networking program organized both by the Salem Area Chamber of Commerce and Keizer Chamber of Commerce.

Keizer United

Builds community involvement, which strengthens families and nurtures children.

Latino Business Alliance

Empowers small businesses in financial growth while promoting engagement and visibility within the larger American economy.

North Neighbors

Strengthens community by increasing neighborhood safety and creating projects that beautify common spaces.

Salem for Refugees

Exists to bring people and resources together to empower refugees to thrive in Salem, Oregon.

Senior Lifestyles Meeting

Attendees participate in information sharing as well as engage in networking opportunities.

Senior Service Networking

Open meeting for those serving the needs of seniors in the Salem area.

Service Integration Teams

Facilitates collaboration among community partners to provide coordinated resources and information for individuals and families. Teams include Woodburn, Dallas, Independence-Monmouth, Stayton-Sublimity, North Salem, and Silverton.

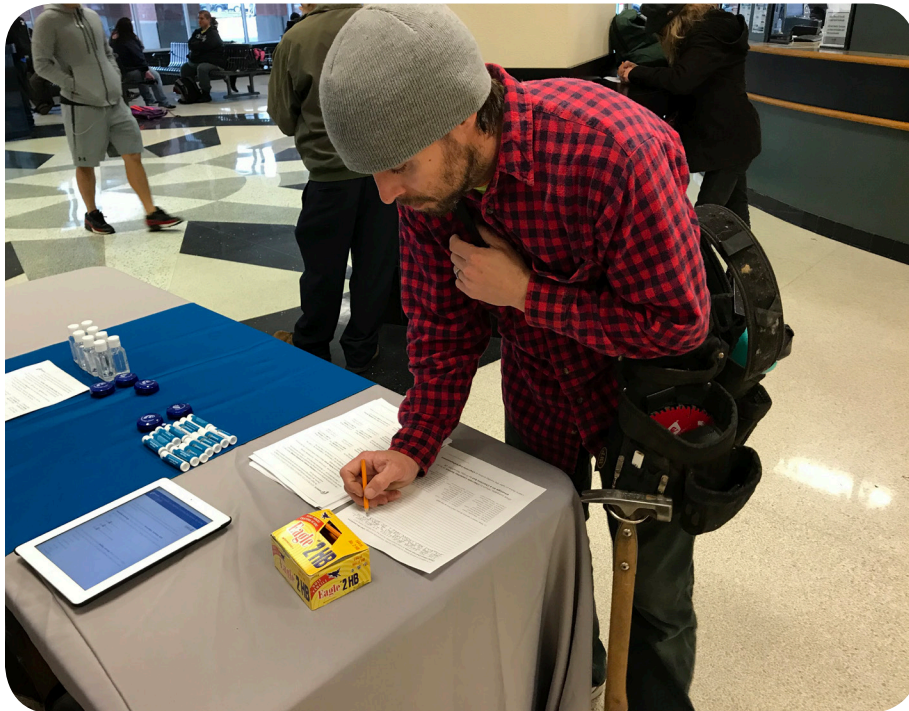
South Salem Connect

Works to increase neighborhood livability for children, youth, and families through partnerships, projects, and programs.

6.5 Engagement strategies

Cherriots staff use a variety of strategies to engage the public during the public engagement period. It is not necessary to use every strategy for every outreach period. Instead, strategies are chosen depending on the nature of the service plan and the audiences staff wishes to reach.

Strategies are split into six categories: promoting online, promoting on buses, promoting at transit centers, promoting in the community, inviting the public to events, and going directly to the public.



Promoting online

Email blast to all subscribers, posts on Facebook and Twitter, and a feature element on the Cherriots home page.



Email blasts



Social media posts



Homepage features



Project webpages

Promoting on buses

Bus ads on the inside and outside of buses, onboard announcements informing riders of the proposal, and take-one fliers with details of the draft plan on the buses.



Header card ads



Exterior bus ads



Onboard announcements



Take-one fliers

Promoting at transit centers

Posters on the walls of the customer service lobby, and sandwich boards and monitor ads at the transit centers.



Posters



Sandwich boards



Monitor ads

Inviting the public to events

Organizing open houses, workshops, and focus groups, and inviting riders and other members of the public to attend.



Open houses



Workshops



Focus groups

Promoting in the community

Fliers posted on neighborhood bulletin boards and at local businesses, notices on bus stops that could be impacted, press releases, and interviews with the media.



Fliers



Bus stop notices



Press releases



Media interviews

Going directly to the public

Riding buses to talk directly to riders, setting up information tables at popular destinations in the community, and making presentations and announcements to community groups.



Ride alongs



Information tables



Presentations



In person announcements

6.6 Finalizing the service plan

Public engagement report

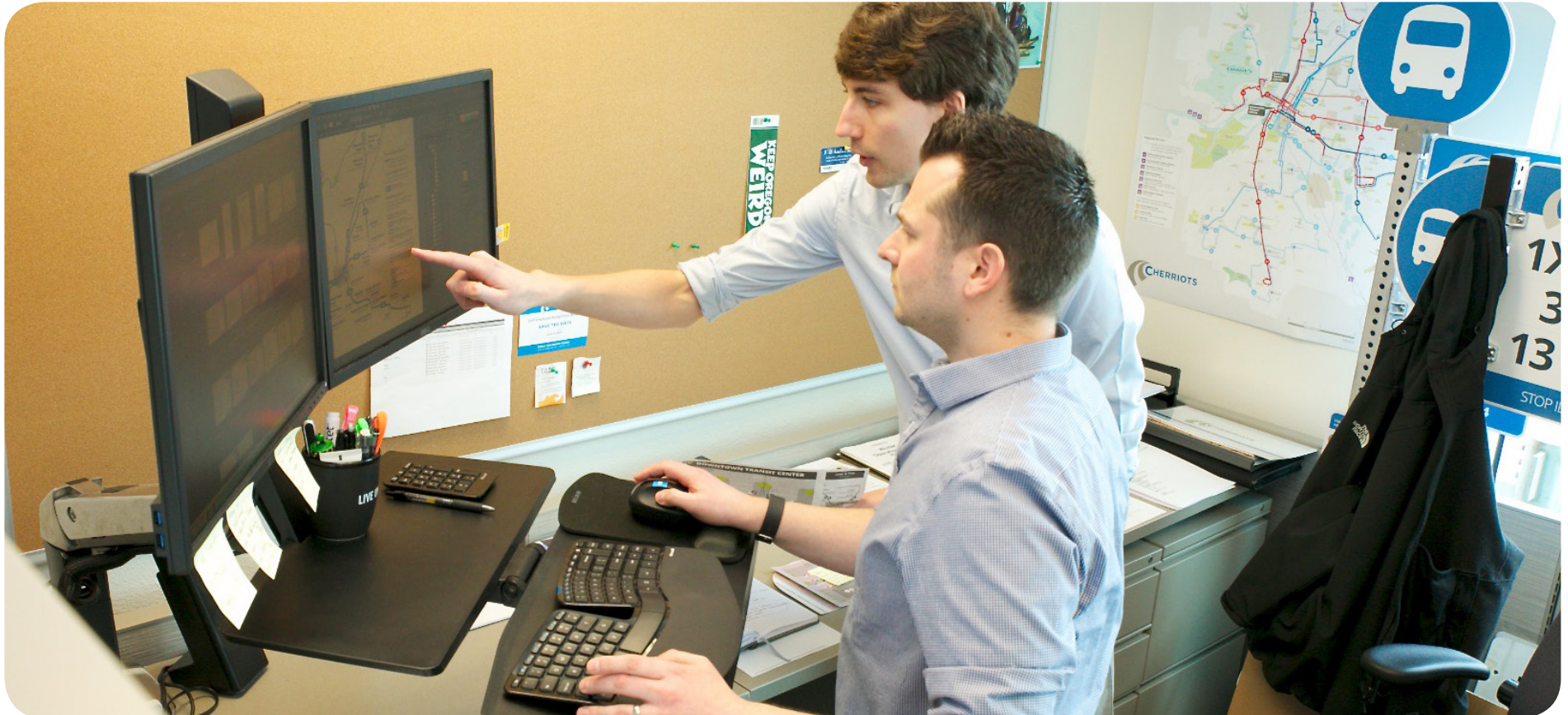
Once the engagement period has concluded, all input received will be considered by staff and the draft service plan will be modified to best address the ideas received.

Full results of the engagement will be published in a report and made available to the public.

Equity analysis and final service plan

Once the service plan is modified, staff will update the equity analysis to ensure there are no new potential disparate impacts and disproportionate burdens.

The service plan will be finalized by the first Thursday in May and made available in both English and Spanish.

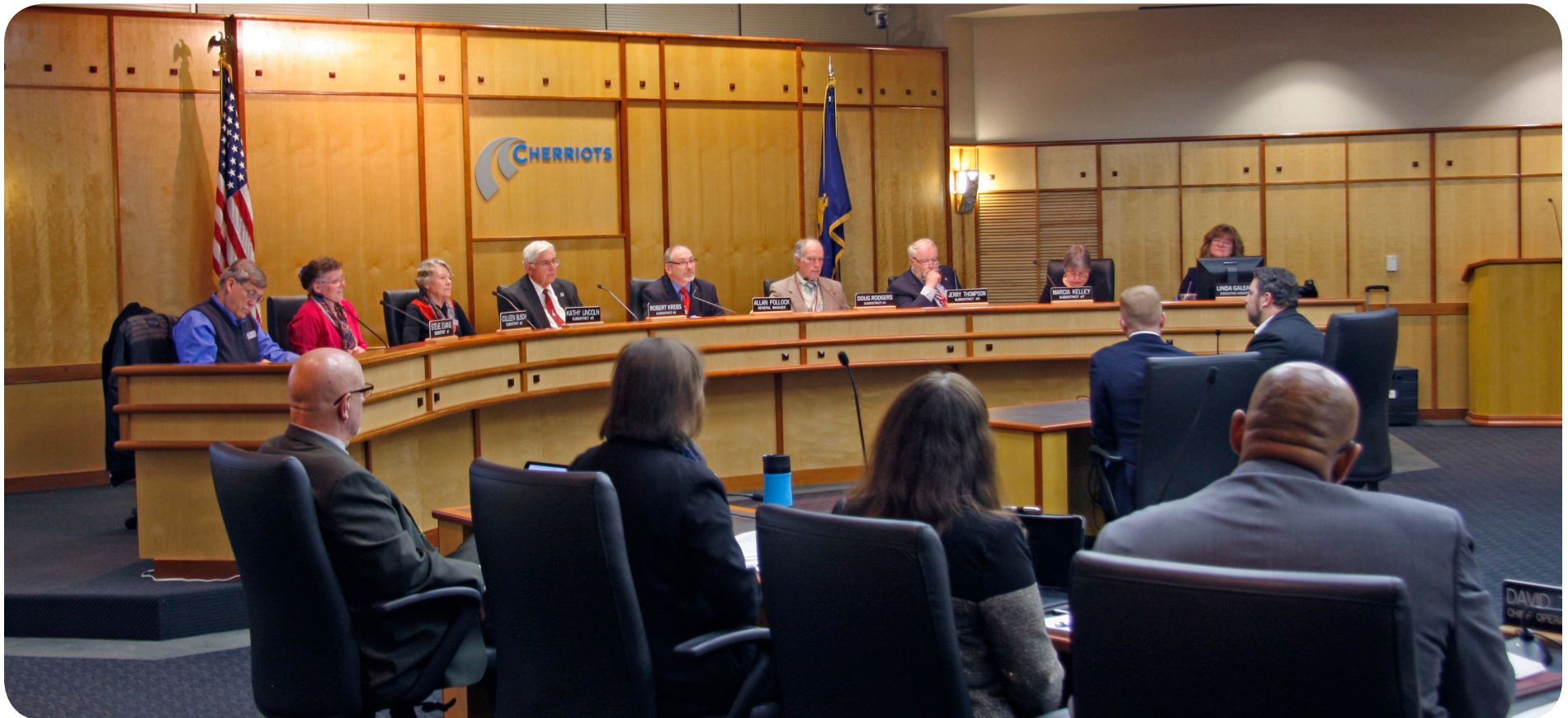


6.7 Board consideration

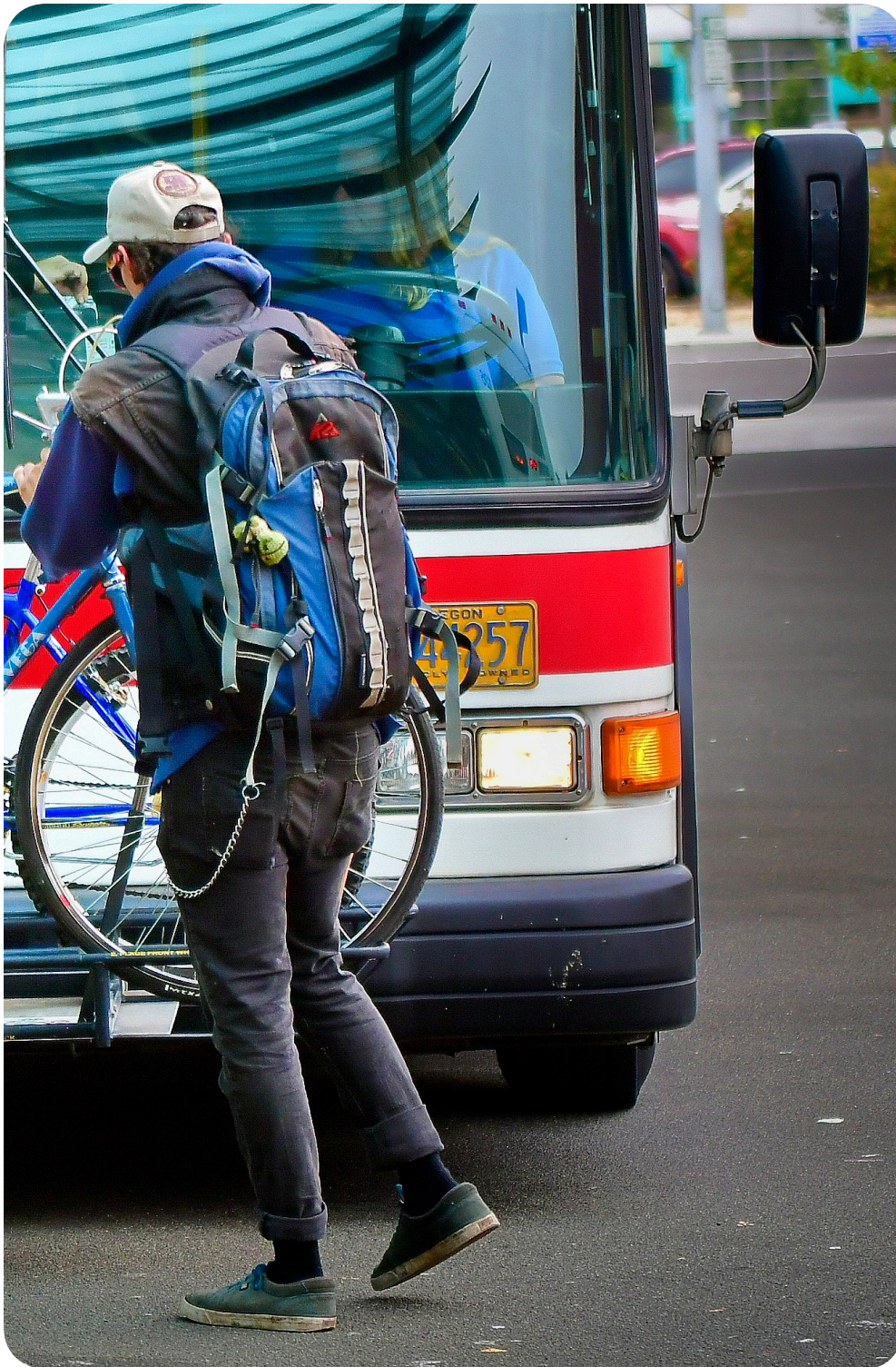
For any service plan that includes a change classified as a major service change, both the service plan and the equity analysis need to be approved by the Cherriots Board of Directors. If any of those major service changes result in a decrease in service, a public hearing is required. Staff must post a notice in local newspapers informing the public of the time and location of the hearing at least 30 days in advance.

For the Annual Service Change, the board meeting (which typically includes a public hearing) takes place on the fourth Thursday in May.

If the service plan is approved by the Board of Directors, the next step is for staff to begin the work necessary to successfully implement the new service.







7

Implementation

Once the service plan is finalized and approved, the final stage of the service planning process is implementation. The key components of implementation are developing schedules and creating the operator bid; designing and producing public materials; notifying riders and the greater public; installing new bus stops and shelters, and removing old ones; updating technology platforms with new service data; and training customer service and transit ambassadors.

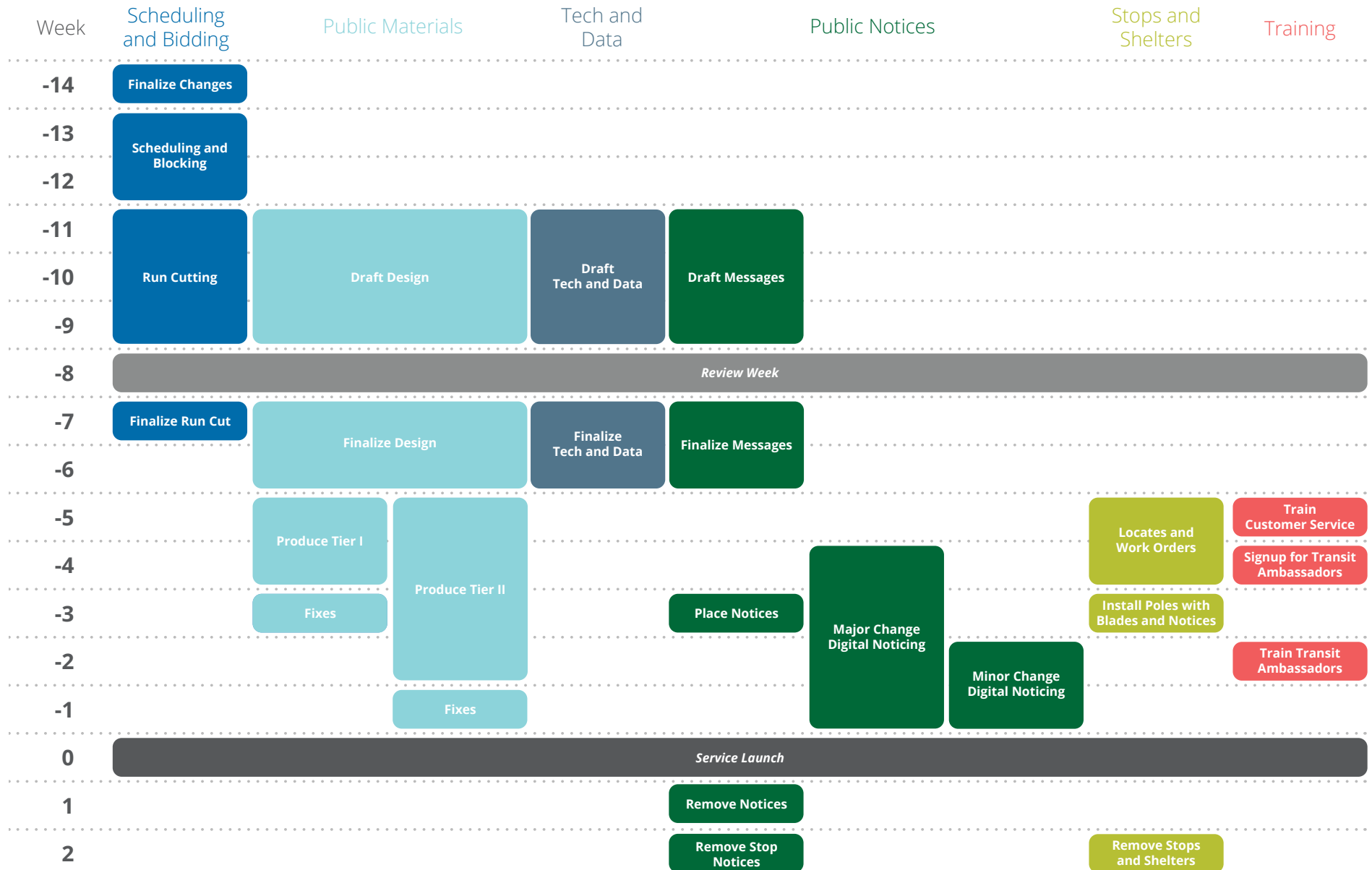
Service changes are implemented three times a year: January, May, and September. The largest changes happen in September as part of the annual service change process.

7.1 Overview

Cherriots has a detailed implementation process, broken up week by week leading up to implementation. The timeline gives staff enough time to create all materials and update all data. Once materials are drafted, they are reviewed internally to ensure their accuracy. Final materials are installed and set live the weekend before the first day of service. Once service goes live, staff focuses on making sure riders know how to get where they need to go.



7.2 Implementation process



7.2.1 Scheduling

Overview

When developing a service plan, planners determine how frequent the bus will run and how long it will run throughout the day for each route. During the scheduling process planners take this one step further, determining the overall runtime each trip needs and how much time should be scheduled between time points. Once those details are determined, schedules are developed for each route in Trapeze, a scheduling software.

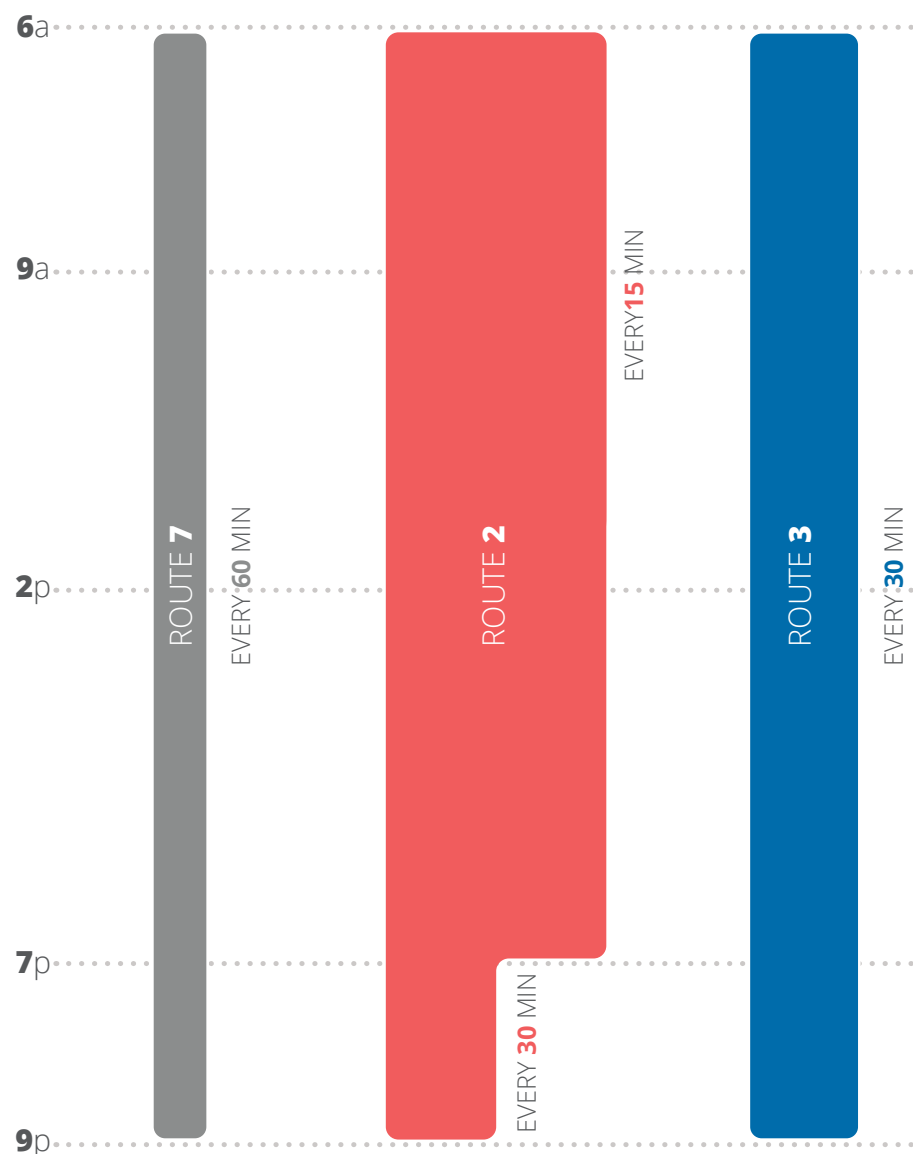
The next step is to create blocks. Blocks represent what each bus does out on the road. The number of blocks required for each route depends on the frequency of the route and the total runtime throughout the day. Sometimes blocks are split intentionally to help with on-time performance. Other times two or more routes are blocked together, known as interlining, to help with efficiency. A block is not directly tied to a particular bus, as a bus can be swapped due to a breakdown or planned maintenance. Every morning before service begins, a bus is assigned to each block by the dispatcher.

The final step in the scheduling process is to cut each block into smaller pieces and rearrange those pieces into runs. A run is another word for an operator's shift. It is likely each block will be tied to multiple runs. In other words, multiple operators will likely drive each bus throughout the day. In the diagrams on the right, you can see an overly simplified version of a run cut. In reality, planners must follow a number of rules agreed to by the union, including requirements regarding lunch breaks, percentage of split shifts, number of part-time operators, etc.

Once runs are cut, the next step is to develop bid materials.

Developing schedules

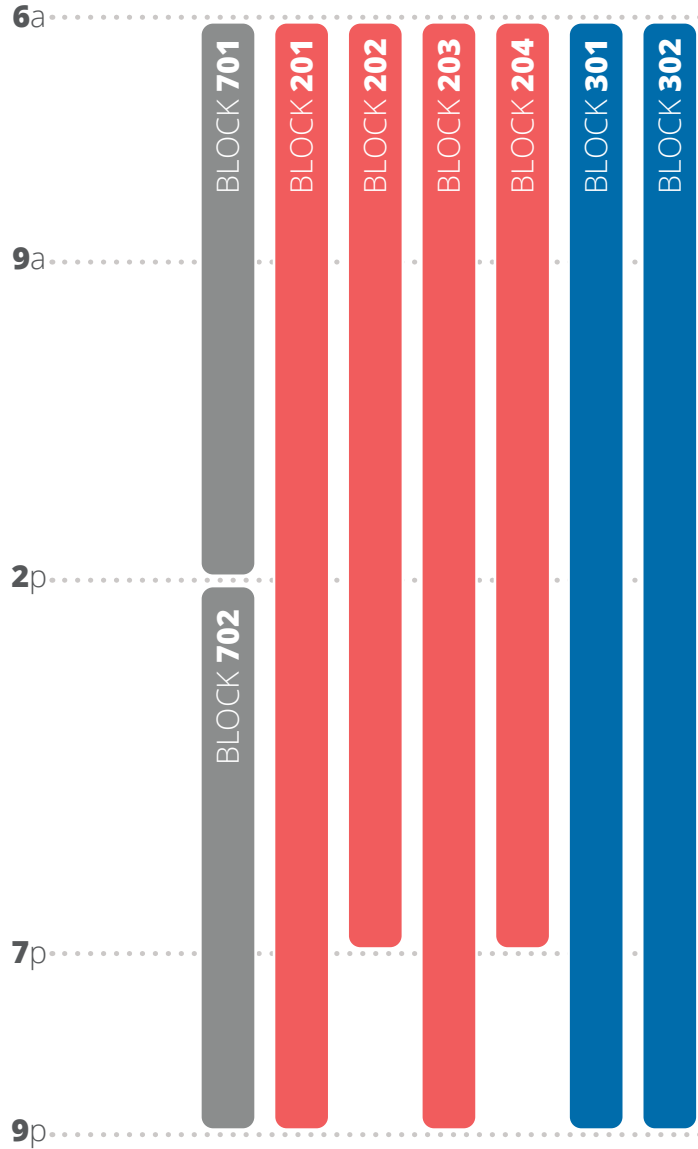
How long and often the route will run, and the round trip time.



Example assumes round trip time is 60 minutes

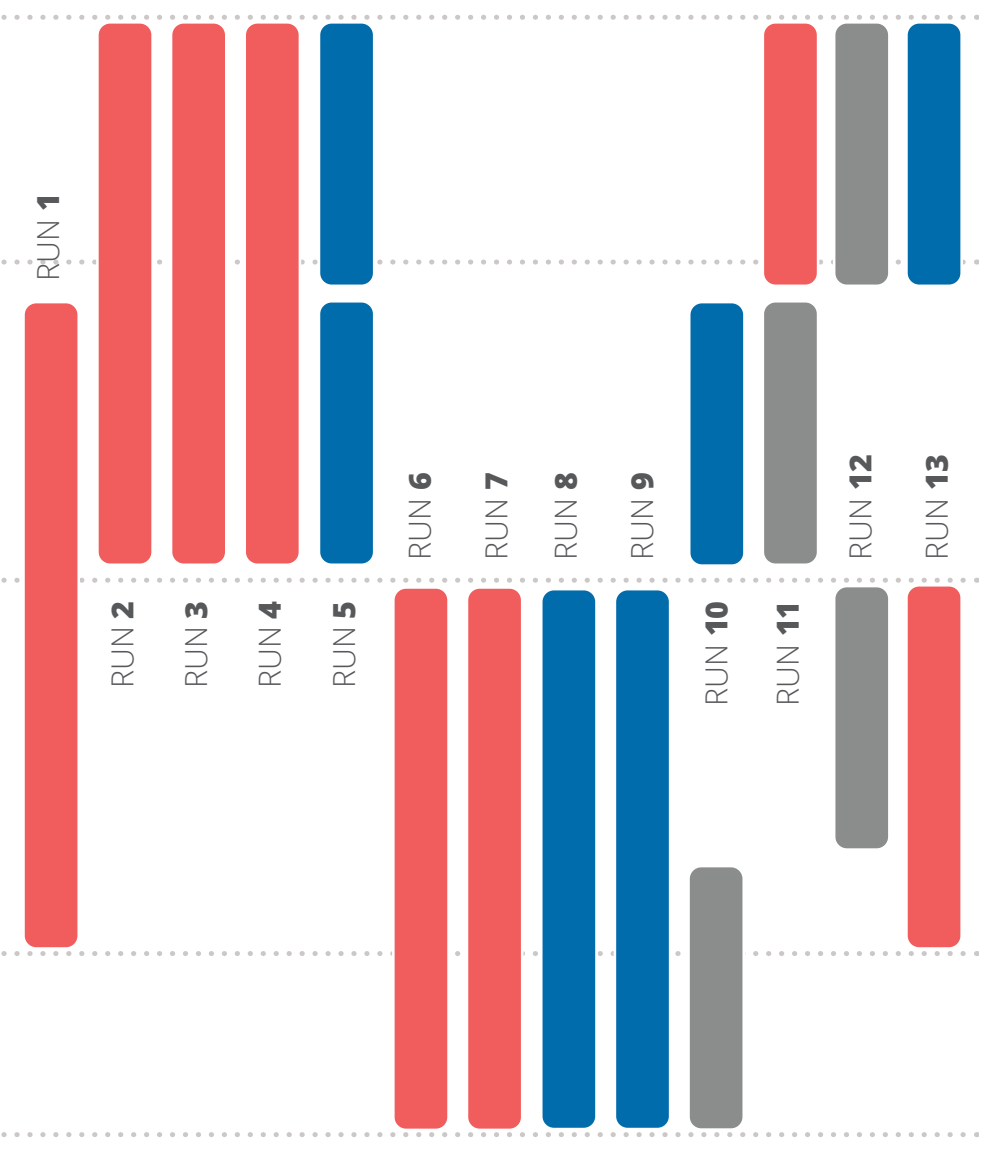
Creating blocks

When each bus is on the road to make the schedules work.



Cutting runs

Slicing blocks into pieces and reordering into operator shifts.



7.2.2 Bidding

With each new signup, transit operators bid on their runs. To help operators understand the details of the runs, staff provide a number of materials—some of which are featured below. These materials are also used by operators to help them learn the path of their assigned routes, as well as the scheduled departure times for each time point along those routes.

Run guide

Overview of each operator shift, also known as a run.

Weekday Run Guide
Signup: September 05, 2017

Run	Type	Line	Block	Piece On	From Node	Time	To Time	To Node	Piece Off	Piece Plat	Total Plat	Rept	Clear	Standby	Travel Pay	Work Time	Ot Paid	Makup Time	Spread OT	Split Bonus	Total Pay	
101	Early 8	19	1904	6:30	Fcl_GAR	7:00	12:45	DTC	12:45	3h45	9h45	10	0	5	0	0	10h00	1h00	0	0	0	11h00
102	Early 8	21	2104	6:25	Fcl_GAR	6:35	10:45	DTC	10:45	4h10	9h10	10	0	0	0	15	9h35	48	0	0	0	10h23
103	Early 8	8/18	803	6:11	Fcl_GAR	6:21	9:00	DTC	9:00	2h39	8h39	10	0	0	0	15	9h04	32	0	0	0	9h36
104	Early 8	5/2	206	6:15	Fcl_GAR	6:25	12:15	DTC	12:15	5h50	8h50	10	0	0	0	15	9h03	32	0	0	0	9h35
105	Early 8	19	1903	13:15	DTC	13:15	16:03	KeizTran	16:03	2h48	8h53	10	0	0	0	0	9h03	32	0	0	0	9h35
106	Early 8	9	902	5:59	Fcl_GAR	6:09	10:00	DTC	10:00	3h51	8h34	10	0	5	0	0	8h49	25	0	0	0	9h14
106	Early 8 NON-SD	8/18	801	11:00	DTC	11:00	15:43	Fcl_GAR	15:43	4h43	8h34	10	0	0	0	0	8h41	21	0	0	0	9h02
107	Early 8	3	301	5:37	Fcl_GAR	5:47	9:30	DTC	9:30	3h43	8h31	10	0	0	0	0	8h41	21	0	0	0	9h02
108	Early 8	11	1103	5:46	Fcl_GAR	5:56	10:00	KeizTran	10:00	4h04	8h28	10	0	0	0	0	8h38	19	0	0	0	8h57
109	Early 8	19	1901	5:35	Fcl_GAR	5:45	8:54	KeizTran	8:54	3h09	8h24	10	0	0	0	0	8h34	17	0	0	0	8h51
110	Early 8	7	701	5:20	Fcl_GAR	5:30	10:30	DTC	10:30	5h00	8h00	10	0	0	0	15	8h25	13	0	0	0	8h38
111	Early 8	21	2101	5:27	Fcl_GAR	5:37	9:30	DTC	9:30	3h53	7h53	10	0	0	0	15	8h18	9	0	0	0	8h27
112	Early 8	5/2	201	5:30	Fcl_GAR	5:40	9:30	DTC	9:30	3h50	7h50	10	0	0	0	15	8h15	8	0	0	0	8h23
113	Early 8	5/2	204	5:45	Fcl_GAR	5:55	10:45	DTC	10:45	4h50	7h50	10	0	0	0	15	8h15	8	0	0	0	8h23
114	Early 8	2/5	202	5:34	Fcl_GAR	5:44	9:30	DTC	9:30	3h46	7h46	10	0	0	0	15	8h11	6	0	0	0	8h17
115	Early 8	2/5	205	6:05	Fcl_GAR	6:15	10:00	DTC	10:00	3h45	7h45	10	0	0	0	15	8h10	5	0	0	0	8h15
116	Early 8	19	1903	6:20	Fcl_GAR	6:30	9:15	DTC	9:15	2h45	7h45	10	0	0	0	15	8h10	5	0	0	0	8h15
117	Early 8	6/16	601	5:05	Fcl_GAR	5:15	9:00	DTC	9:00	3h45	7h55	10	0	0	0	0	8h05	3	0	0	0	8h08
118	Early 8	17	1703	5:29	Fcl_GAR	5:39	9:30	DTC	9:30	3h51	7h36	10	0	0	0	15	8h01	1	0	0	0	8h02
119	Early 8	24	2401	5:16	Fcl_GAR	5:26	9:30	DTC	9:30	4h04	7h09	10	0	5	0	0	7h24	0	36	0	0	8h00
120	Early 8	16/6	602	5:17	Fcl_GAR	5:27	10:00	DTC	10:00	4h33	7h33	10	0	0	0	15	7h58	0	2	0	0	8h00

Shuttle schedules

Schedule for operator shuttles to get between the Del Webb Operations Center and Keizer Transit Center.

Paddles

Operator shifts and details of routes and time points.

```

===== DRIVER PADDLE =====
RUN 106 -- Main -- SCENARIO: SD: 08-22-2017--- 7:51 Weekday EFFECTIVE: September 5, 2017
----- PAGE: 1 -----
BLOCK ON OFF BLOCK ON OFF
(902)-(5:59)-(1000) (801)-(1100)-(1548)
PLATFORM: 8h34 WORK TIME: 8h49 OVERTIME: 0h25 SPREAD OVERTIME: 0h00 PAY TIME: 9h14
P=0 -- LEAVE 6:09 FROM Facility -- ARRIVE 6:10 AT Out DelW --
LINE 09 << Downtown T ++ --Cherry / River Rd-- ++ Parkmeadow >>
RTE NOTE DTC Broa Broa Out In Rive Rive Park
Acad Colu DelW DelW Chem Chem Whea
++ -- -- 6:10 6:16 6:24 >>
<< 6:52 6:43 6:38 6:30 6:24 ++
++ 7:00 7:06 7:43 7:10 7:16 7:24 ++
<< 7:52 7:43 7:38 7:30 7:24 ++
++ 8:00 8:06 8:10 8:16 8:24 >>
<< 8:52 8:43 8:38 8:30 8:24 ++
++ 9:00 9:06 9:10 9:16 9:24 ++
<< 9:50 9:41 9:37 9:30 9:24 ++
++ (1000)1006 1010 1016 1024 >>
-----
LINE 08 << Downtown T ++ --12th / Liberty-- ++ South Sale >>
RTE NOTE DTC 12th 13th Prin Prin Libe Libe Skyl Croi Boon Skyl Boon Barn
Rura Rura Madr Geor Cunn Frie Kueb Jose Cumb DrCl Cumb Comm
++ (1100)1108 1113 1122 1125 1132 1139 >>
<< 1220 1210 1206 1158 -- 1153 1146 1141 ++
-----
LINE 18 << Downtown T ++ --12th / Liberty-- ++ South Sale >>
RTE NOTE DTC 12th 13th Prin Prin Libe Libe Skyl Boon Boon Sunn Sunn Barn
Rura Rura Madr Geor Cunn Frie Kueb Jose Cumb Hillf Wood Comm
++ 1230 1238 1243 1252 1255 1259 1304 1309 >>
<< 1350 1340 1336 1328 1322 1319 1314 1311 ++
-----
LINE 08 << Downtown T ++ --12th / Liberty-- ++ South Sale >>
RTE NOTE DTC 12th 13th Prin Prin Libe Libe Skyl Croi Boon Skyl Boon Barn
Rura Rura Madr Geor Cunn Frie Kueb Jose Cumb DrCl Cumb Comm
++ 1400 1409 1414 1424 1427 1434 1442 >>
SD << 1528 1519 1514 1505 1459 1455 1447 1442 ++
-----
P-I -- LEAVE 1528 FROM DTC -- ARRIVE 1543 AT Facility --
=====
SD-- This is a school day paddle
    
```

Bid results

Inform operators which run they will be driving. *Vacation days are bid for on a separate schedule.*

Note: Some of the regional bus routes are contracted to MV Transportation and their bidding process and materials differ.

Headway sheets

Time points for each block group by block.

PROCESSED: 9:27a 08-22-17
05 -- Center Street
Lancaster

Headway Sheet
Active Scenario: SD: 08-22-2017--- 7:51
EFFECTIVE DATE: September 5, 2017 REVISION DATE:

Page: 1

Block	Run	Note	Gar-Out	D-H	DTC	Cent	Cent	Mark	D-H	Gar-In	Run
			Fr-Line			24th	Conc	Clay		To-Line	
203	163	F	5:50:00	02	6:00:00	6:06:00	6:11:00	6:17:00			163
202	114	F		02	6:30:00	6:36:00	6:41:00	6:47:00			114
204	113	F		02	6:45:00	6:51:00	6:56:00	7:02:00			113
205	115	F		02	7:00:00	7:06:00	7:11:00	7:17:00			115
206	104	F		02	7:15:00	7:21:00	7:26:00	7:32:00			104
201	112	F		02	7:30:00	7:36:00	7:41:00	7:47:00			112
208	162	F		02	7:45:00	7:51:00	7:56:00	8:02:00			162
203	163	F		02	8:00:00	8:06:00	8:11:00	8:17:00			163
207	169	F		02	8:15:00	8:21:00	8:26:00	8:32:00			169
202	114	F		02	8:30:00	8:36:00	8:41:00	8:47:00			114
204	113	F		02	8:45:00	8:51:00	8:56:00	9:02:00			113
205	115	F		02	9:00:00	9:06:00	9:11:00	9:17:00			115
206	104	F		02	9:15:00	9:21:00	9:26:00	9:32:00			104
201	112	F		02	9:30:00	9:36:00	9:41:00	9:47:00			112
208	162	F		02	9:45:00	9:51:00	9:56:00	10:02:00			162
203	163	F		02	10:00:00	10:06:00	10:11:00	10:17:00			163
207	169	F		02	10:15:00	10:21:00	10:26:00	10:32:00			169
202	180	F		02	10:30:00	10:36:00	10:41:00	10:47:00			180
204	113	F		02	10:45:00	10:51:00	10:56:00	11:02:00			113
205	112	F		02	11:00:00	11:06:00	11:11:00	11:17:00			112
206	104	F		02	11:15:00	11:21:00	11:26:00	11:32:00			104
201	176	F		02	11:30:00	11:36:00	11:41:00	11:47:00			176
208	162	F		02	11:45:00	11:51:00	11:56:00	12:02:00			113
203	110	F		02	12:00:00	12:06:00	12:11:00	12:17:00			110
207	102	F		02	12:15:00	12:21:00	12:26:00	12:32:00			102
202	180	F		02	12:30:00	12:36:00	12:41:00	12:47:00			180
204	115	F		02	12:45:00	12:51:00	12:56:00	13:02:00			115
205	112	F		02	13:00:00	13:06:00	13:11:00	13:17:00			112
206	132	F		02	13:15:00	13:21:00	13:26:00	13:32:00			132
201	176	F		02	13:30:00	13:36:00	13:41:00	13:47:00			139
208	113	F		02	13:45:00	13:51:00	13:56:00	14:02:00			113
203	110	F		02	14:00:00	14:06:00	14:11:00	14:17:00			142
207	102	F		02	14:15:00	14:21:00	14:26:00	14:32:00			102
202	140	F		02	14:30:00	14:36:00	14:41:00	14:47:00			140
204	115	F		02	14:45:00	14:51:00	14:56:00	15:02:00			126
205	169	F		02	15:00:00	15:06:00	15:11:00	15:17:00			169
206	132	F		02	15:15:00	15:21:00	15:26:00	15:32:00			144
201	139	F		02	15:30:00	15:36:00	15:41:00	15:47:00			139
208	122	F		02	15:45:00	15:51:00	15:56:00	16:02:00			122
203	142	F		02	16:00:00	16:06:00	16:11:00	16:17:00			142

Block summary

An overview of each block, including revenue time, recovery time, and number of revenue trips.

Route trees

Turn-by-turn directions and points of interest by route.

ROUTE 19

OUTBOUND

Start @ DOWNTOWN TRANSIT CENTER

SOUTH LANE - BAY A

L @ CHURCH ST NE

L @ UNION ST NE

R @ HIGH ST NE

Cont. @ BROADWAY ST NE

Cont. @ RIVER RD N

R @ LOCKHAVEN DR NE

L @ KEIZER STATION BV NE

R @ KEIZER TRANSIT CENTER - BAY D

Arrive

INBOUND

Start @ KEIZER TRANSIT CENTER

R @ KEIZER STATION BV NE

L @ STADIUM DR NE

R @ ULALI DR NE

R @ KEIZER STATION BV NE

R @ LOCKHAVEN DR NE

L @ RIVER RD N

Cont. @ BROADWAY ST NE

Cont. @ HIGH ST NE

L @ DOWNTOWN TRANSIT CENTER

SOUTH LANE - BAY A

Arrive

Pullins and pullouts

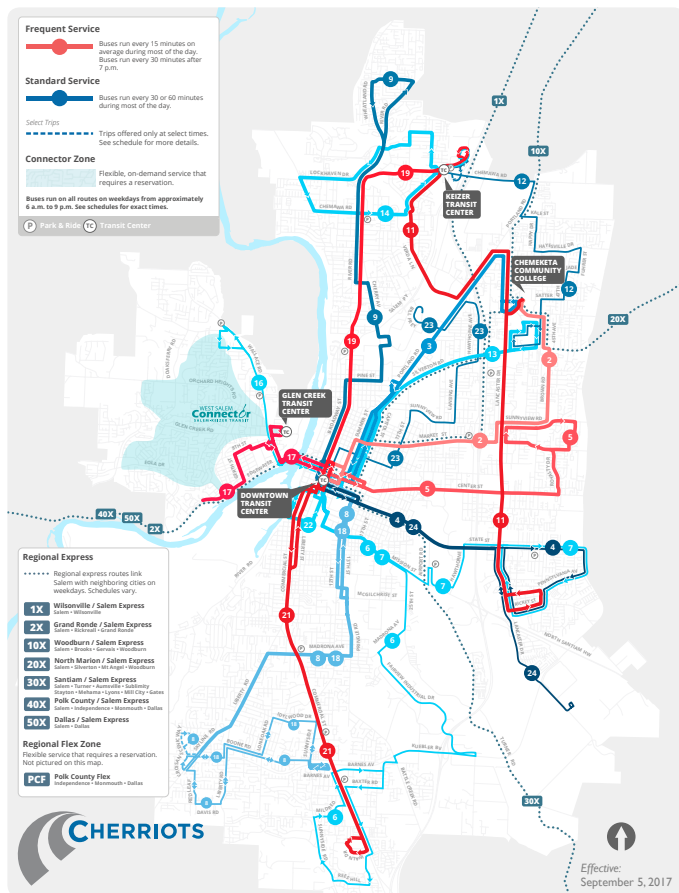
Used to calculate the number of peak vehicles and to determine the vehicle type, pull in time, and pull out time for each block.

7.2.3 Public materials

Cherriots produces maps and schedules in a variety of formats to help riders understand where routes go and when they go there. Materials are available at transit centers, on buses, and at partner locations throughout the community (including local colleges, libraries, and senior centers). Schedules are also posted at shelters to provide information catered to each location.

Maps

Posted at transit centers and made available online and in a foldable format at transit centers.



Foldable schedules

Schedules in a convenient format and available at transit centers, on buses, and at partner locations.

To Downtown Transit Center

	E	F	G	H	I
Cherriots CC, 4042 2					
5:55a	6:02a	6:06a	6:12a	6:20a	
6:26a	6:33a	6:37a	6:43a	6:51a	
6:55a	7:02a	7:06a	7:12a	7:20a	
7:11a	7:18a	7:22a	7:28a	7:36a	
7:25a	7:32a	7:36a	7:42a	7:50a	
7:40a	7:47a	7:51a	7:57a	8:05a	
7:55a	8:02a	8:06a	8:12a	8:20a	
8:10a	8:17a	8:21a	8:27a	8:35a	
8:25a	8:32a	8:36a	8:42a	8:50a	
8:40a	8:47a	8:51a	8:57a	9:05a	
8:55a	9:02a	9:06a	9:12a	9:20a	
9:11a	9:17a	9:21a	9:27a	9:35a	
9:26a	9:32a	9:36a	9:42a	9:50a	
9:41a	9:47a	9:51a	9:57a	10:05a	
9:56a	10:02a	10:06a	10:12a	10:20a	
10:11a	10:17a	10:21a	10:27a	10:35a	
10:26a	10:32a	10:36a	10:42a	10:50a	
10:41a	10:47a	10:51a	10:57a	11:05a	
10:56a	11:02a	11:06a	11:12a	11:20a	
11:11a	11:17a	11:21a	11:27a	11:35a	
11:26a	11:32a	11:36a	11:42a	11:50a	
11:41a	11:47a	11:51a	11:57a	12:05p	
11:56a	12:02p	12:06p	12:12p	12:20p	
12:11p	12:17p	12:21p	12:27p	12:35p	
12:26p	12:32p	12:36p	12:42p	12:50p	
12:41p	12:47p	12:51p	12:57p	1:05p	
12:56p	1:02p	1:06p	1:12p	1:20p	

FLIP PAGE FOR TIMES TO CHERIOTS COMMUNITY COLLEGE

Buses run Monday through Friday. They do not operate on Saturday, Sunday or some holidays.

Español

Cherriots.org/es o 503-588-2877

- Bus Fares**
 There are five easy ways to pay for your ride on a Cherriots bus:
- One way cash fare
 - Day pass
 - 30-day pass
 - Monthly/universal pass
 - Annual bus pass
- Purchase Bus Passes**
- Cherriots Customer Service
 - Chemeketa College Bookstore
 - RPi's (Salem stores only)
 - Safeway (Salem stores only)

- Detours**
 Routes may go on detour due to weather or road construction. Check detour updates at:
- Cherriots.org/advisories
 - 503-588-2877
 - Twitter.com/Cherriots

- Reminders**
- Please have exact change if you're paying cash; drivers carry no change.
 - No eating on the bus.
 - No smoking or e-cigarettes on the bus.
 - Drinks are ok in a travel mug with a lid.
 - Use cell phones quietly and only as needed.
 - Please use headphones with electronic devices.
 - Offer your seat to a senior or person with disabilities.

Cherriots.org
 503.588.2877
 200 High St., NE
 Salem, OR 97301



Market / Brown

15-MINUTE SERVICE
 30-MINUTE AFTER 7 PM

Effective **May 8, 2017**

Printable schedules

Available online so riders can print their own schedules.



To Chemeketa Community College

A	B	C	D	E	F
Downtown Transit Center BAY D	Capitol @ Market	Brooks @ Highland (Center 50+)	Portland Rd @ Northgate	Portland Rd @ Hayesville	Satter @ Cooley (CCC)
6:30a	6:35a	6:39a	6:43a	6:47a	6:57a
7:00a	7:05a	7:09a	7:13a	7:17a	7:27a
7:30a	7:35a	7:39a	7:43a	7:47a	7:57a
8:00a	8:05a	8:09a	8:13a	8:17a	8:27a
8:30a	8:35a	8:39a	8:43a	8:47a	8:57a
9:00a	9:05a	9:09a	9:13a	9:17a	9:27a
9:30a	9:35a	9:39a	9:43a	9:47a	9:57a
10:00a	10:05a	10:09a	10:13a	10:17a	10:27a
10:30a	10:35a	10:39a	10:43a	10:47a	10:57a
11:00a	11:05a	11:09a	11:13a	11:17a	11:27a
11:30a	11:35a	11:39a	11:43a	11:47a	11:57a
12:00p	12:05p	12:09p	12:13p	12:17p	12:27p
12:30p	12:35p	12:39p	12:43p	12:47p	12:57p
1:00p	1:05p	1:09p	1:13p	1:17p	1:27p
1:30p	1:35p	1:39p	1:43p	1:47p	1:57p
2:00p	2:05p	2:09p	2:13p	2:17p	2:27p
2:30p	2:35p	2:39p	2:43p	2:47p	2:57p
3:00p	3:05p	3:09p	3:13p	3:17p	3:27p
3:30p	3:35p	3:39p	3:43p	3:47p	3:57p
4:00p	4:05p	4:09p	4:13p	4:17p	4:27p
4:30p	4:35p	4:39p	4:43p	4:47p	4:57p
5:00p	5:05p	5:09p	5:13p	5:17p	5:27p
5:30p	5:35p	5:39p	5:43p	5:47p	5:57p
6:00p	6:05p	6:09p	6:13p	6:17p	6:27p
6:30p	6:35p	6:39p	6:43p	6:47p	6:57p
7:00p	7:05p	7:09p	7:13p	7:17p	7:27p
7:30p	7:35p	7:39p	7:43p	7:47p	7:57p
8:00p	8:05p	8:09p	8:13p	8:17p	8:27p
8:30p	8:35p	8:39p	8:43p	8:47p	8:57p
9:00p	9:05p	9:09p	9:13p	9:17p	9:27p

Buses run Monday through Friday. They do not operate on Saturday, Sunday or some holidays. | Effective May 8, 2017

Shelter schedules

Posted at most of the 120 shelters throughout the system.



9 Cherry / River Road

To Downtown Transit Center

Time	Cherry	River Rd	Claggett	Hayesville	Northgate	Highland	Market	Downtown
5:54a	6:05a	6:08a	6:12a	6:22a	6:32a	6:42a	6:52a	7:02a
6:24a	6:35a	6:38a	6:42a	6:52a	7:02a	7:12a	7:22a	7:32a
6:54a	7:05a	7:08a	7:12a	7:22a	7:32a	7:42a	7:52a	8:02a
7:24a	7:35a	7:38a	7:42a	7:52a	8:02a	8:12a	8:22a	8:32a
7:54a	8:05a	8:08a	8:12a	8:22a	8:32a	8:42a	8:52a	9:02a
8:24a	8:35a	8:38a	8:42a	8:52a	9:02a	9:12a	9:22a	9:32a
8:54a	9:05a	9:08a	9:12a	9:22a	9:32a	9:42a	9:52a	10:02a
9:24a	9:35a	9:38a	9:42a	9:52a	10:02a	10:12a	10:22a	10:32a
9:54a	10:05a	10:08a	10:12a	10:22a	10:32a	10:42a	10:52a	11:02a
10:24a	10:35a	10:38a	10:42a	10:52a	11:02a	11:12a	11:22a	11:32a
10:54a	11:05a	11:08a	11:12a	11:22a	11:32a	11:42a	11:52a	12:02p
11:24a	11:35a	11:38a	11:42a	11:52a	12:02p	12:12p	12:22p	12:32p
11:54a	12:05p	12:08p	12:12p	12:22p	12:32p	12:42p	12:52p	1:02p
12:24p	12:35p	12:38p	12:42p	12:52p	1:02p	1:12p	1:22p	1:32p
12:54p	1:05p	1:08p	1:12p	1:22p	1:32p	1:42p	1:52p	2:02p
1:24p	1:35p	1:38p	1:42p	1:52p	2:02p	2:12p	2:22p	2:32p
1:54p	2:05p	2:08p	2:12p	2:22p	2:32p	2:42p	2:52p	3:02p
2:24p	2:35p	2:38p	2:42p	2:52p	3:02p	3:12p	3:22p	3:32p
2:54p	3:05p	3:08p	3:12p	3:22p	3:32p	3:42p	3:52p	4:02p
3:24p	3:35p	3:38p	3:42p	3:52p	4:02p	4:12p	4:22p	4:32p
3:54p	4:05p	4:08p	4:12p	4:22p	4:32p	4:42p	4:52p	5:02p
4:24p	4:35p	4:38p	4:42p	4:52p	5:02p	5:12p	5:22p	5:32p
4:54p	5:05p	5:08p	5:12p	5:22p	5:32p	5:42p	5:52p	6:02p
5:24p	5:35p	5:38p	5:42p	5:52p	6:02p	6:12p	6:22p	6:32p
5:54p	6:05p	6:08p	6:12p	6:22p	6:32p	6:42p	6:52p	7:02p
6:24p	6:35p	6:38p	6:42p	6:52p	7:02p	7:12p	7:22p	7:32p
6:54p	7:05p	7:08p	7:12p	7:22p	7:32p	7:42p	7:52p	8:02p
7:24p	7:35p	7:38p	7:42p	7:52p	8:02p	8:12p	8:22p	8:32p
7:54p	8:05p	8:08p	8:12p	8:22p	8:32p	8:42p	8:52p	9:02p
8:24p	8:35p	8:38p	8:42p	8:52p	9:02p	9:12p	9:22p	9:32p
8:54p	9:05p	9:08p	9:12p	9:22p	9:32p	9:42p	9:52p	10:02p
9:24p	9:35p	9:38p	9:42p	9:52p	10:02p	10:12p	10:22p	10:32p

19 Broadway / River Road

To Downtown Transit Center

Time	Brooks	Highland	Market	Downtown
1:09p	1:19p	1:27p	1:35p	1:43p
1:39p	1:49p	1:57p	2:05p	2:13p
1:49p	1:59p	2:07p	2:15p	2:23p
1:59p	2:09p	2:17p	2:25p	2:33p
2:09p	2:19p	2:27p	2:35p	2:43p
2:19p	2:29p	2:37p	2:45p	2:53p
2:29p	2:39p	2:47p	2:55p	3:03p
2:39p	2:49p	2:57p	3:05p	3:13p
2:49p	2:59p	3:07p	3:15p	3:23p
2:59p	3:09p	3:17p	3:25p	3:33p
3:09p	3:19p	3:27p	3:35p	3:43p
3:19p	3:29p	3:37p	3:45p	3:53p
3:29p	3:39p	3:47p	3:55p	4:03p
3:39p	3:49p	3:57p	4:05p	4:13p
3:49p	3:59p	4:07p	4:15p	4:23p
3:59p	4:09p	4:17p	4:25p	4:33p
4:09p	4:19p	4:27p	4:35p	4:43p
4:19p	4:29p	4:37p	4:45p	4:53p
4:29p	4:39p	4:47p	4:55p	5:03p
4:39p	4:49p	4:57p	5:05p	5:13p
4:49p	4:59p	5:07p	5:15p	5:23p
4:59p	5:09p	5:17p	5:25p	5:33p
5:09p	5:19p	5:27p	5:35p	5:43p
5:19p	5:29p	5:37p	5:45p	5:53p
5:29p	5:39p	5:47p	5:55p	6:03p
5:39p	5:49p	5:57p	6:05p	6:13p
5:49p	5:59p	6:07p	6:15p	6:23p
5:59p	6:09p	6:17p	6:25p	6:33p
6:09p	6:19p	6:27p	6:35p	6:43p
6:19p	6:29p	6:37p	6:45p	6:53p
6:29p	6:39p	6:47p	6:55p	7:03p
6:39p	6:49p	6:57p	7:05p	7:13p
6:49p	6:59p	7:07p	7:15p	7:23p
6:59p	7:09p	7:17p	7:25p	7:33p
7:09p	7:19p	7:27p	7:35p	7:43p
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7:29p	7:39p	7:47p	7:55p	8:03p
7:39p	7:49p	7:57p	8:05p	8:13p
7:49p	7:59p	8:07p	8:15p	8:23p
7:59p	8:09p	8:17p	8:25p	8:33p
8:09p	8:19p	8:27p	8:35p	8:43p
8:19p	8:29p	8:37p	8:45p	8:53p
8:29p	8:39p	8:47p	8:55p	9:03p
8:39p	8:49p	8:57p	9:05p	9:13p
8:49p	8:59p	9:07p	9:15p	9:23p
8:59p	9:09p	9:17p	9:25p	9:33p
9:09p	9:19p	9:27p	9:35p	9:43p
9:19p	9:29p	9:37p	9:45p	9:53p
9:29p	9:39p	9:47p	9:55p	10:03p
9:39p	9:49p	9:57p	10:05p	10:13p
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9:59p	10:09p	10:17p	10:25p	10:33p
10:09p	10:19p	10:27p	10:35p	10:43p
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12:29p	12:39p	12:47p	12:55p	1:03p
12:39p	12:49p	12:57p	1:05p	1:13p
12:49p	12:59p	1:07p	1:15p	1:23p

Plan your trip on the go using your phone with the Transit App. Download on iOS/Android for free. transitapp.com

Buses run Monday through Friday. They do not operate on Saturday, Sunday, or these holidays: New Year's Day, Presidents Day, Memorial Day, Fourth of July, Labor Day, Veterans Day, Thanksgiving, Christmas Eve.

In the event of snow or ice, some bus stops could be temporarily out of service. Cherriots.org/advisories +503-588-2877

Effective September 5, 2017

No smoking or e-cigarettes in shelters or on board buses

All buses are equipped with 4 each that holds two bikes

Ask the operator if you need the ramp extended or bus lowered for easier boarding.

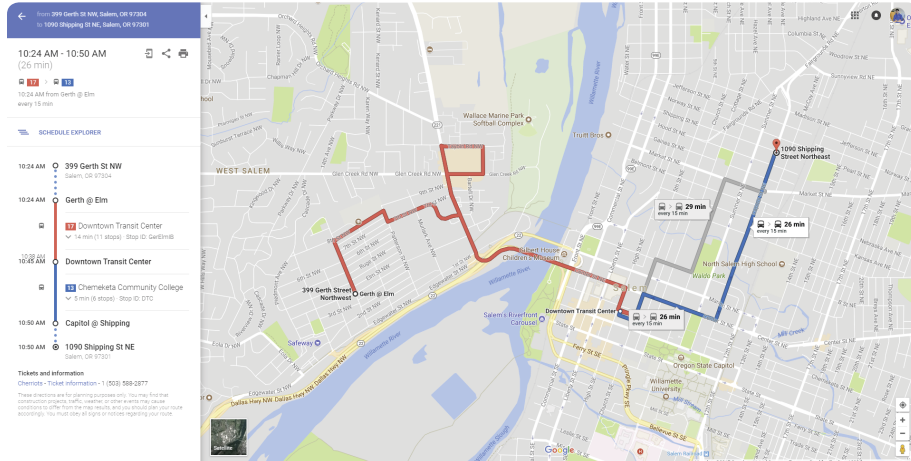
Rider info: 503-588-2877 cherriots.org

7.2.4 Technology and data

Data is updated across all platforms to ensure riders get the information they need to plan their trips. Cherriots produced a General Transit Feed Specification (GTFS) file with all service information, and most technology platforms read that feed.

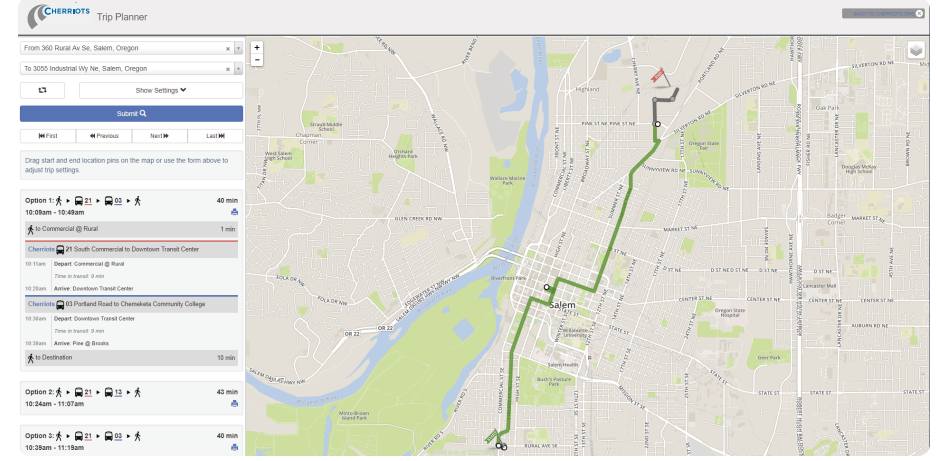
Google Maps

Used by riders for planning trips on desktop or mobile.



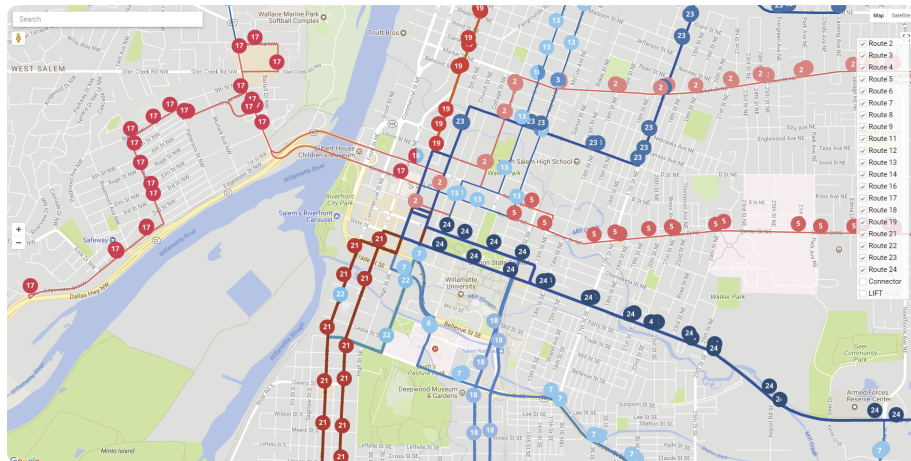
Cherriots Trip Planner

Used by riders planning trips from Cherriots website.



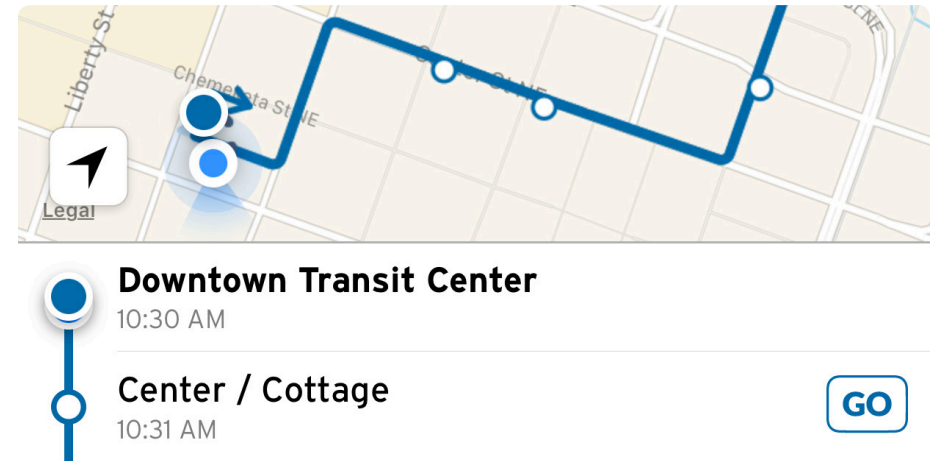
eMap

Used by dispatchers and customer service to find stops.



Transit App

Used by riders for planning trips on mobile.



Departure screens

Lists departure times at transit centers.

Route	Destination	Time 1	Time 2
P 2	Market / Brown	10:00a	10:15a
D 3	Portland Road	10:00a	10:30a
H 4	State Street	10:00a	11:00a
M 5	Center Street	10:00a	10:15a
G 6	Mission / Fairview Ind.	10:00a	11:00a
G 7	Mission / Hawthorne	10:30a	11:30a
I 8	12th / Liberty via Red Leaf	10:00a	11:00a
Q 9	Cherry / River Road	10:00a	10:30a
D 13	Silverton Road	10:15a	10:45a
B 16	Wallace Road	10:25a	11:25a
O 17	Edgewater / Gerth	10:00a	10:15a
I 18	12th / Liberty via Lone Oak	10:30a	11:30a
A 19	Broadway / River Road	10:00a	10:15a
K 21	South Commercial	10:00a	10:15a
F 22	Library Loop	Now	10:23a
N 23	Lansing / Hawthorne	10:00a	11:00a
H 24	State / Lancaster	10:30a	11:30a
Regional			
R 1X	Wilsonville / Salem Express	3:35p	---
S 2X	Grand Ronde / Salem Express	1:30p	3:30p
L 10X	Woodburn / Salem Express	12:00p	2:00p
V 20XN	Marion Co. / Salem Express	10:00a	12:00p
U 30X	Santiam / Salem Express	10:30a	3:00p
T 40X	Polk County / Salem Express	12:30p	3:00p
S 50X	Dallas / Salem Express	5:00p	---

Website timetables

Digital version of print schedules, showing all departure times.

Stop	Downtown Transit Center	Market @ 17th	Market @ Main (Broadway)	Brown @ Sun Francisco	Chemeketa College - Bldg 2
Downtown Transit Center	6:30 am	6:37 am	6:45 am	6:47 am	6:53 am
Union @ Winter (SW Corner)	7:00 am	7:07 am	7:12 am	7:17 am	7:23 am
Winer @ D St	7:15 am	7:22 am	7:27 am	7:32 am	7:38 am
Winer @ Belmont	7:30 am	7:37 am	7:42 am	7:47 am	7:53 am
Market @ Capitol	7:45 am	7:52 am	7:57 am	8:02 am	8:08 am

Destination signs and announcements

Tell riders on bus where they are and where they are going.



Internal platforms

In addition to updating data on public-facing platforms, Cherrriots also has a number of internal tools that must be updated with each service change. They include: Bus Stop Inventory, Bus Stop Database, APCs, GFI (farebox), and RouteMatch (demand-responsive services).


7.2.5 Public notices

Staff use a variety of methods to inform riders of upcoming changes. A few examples are shown below in English, but often notices are posted in Spanish as well. For a list of all methods used by Cherriots to ensure riders are aware of all changes that might affect them, see *Chapter 6 - Public Engagement*.


Bus stop notices

Posted on every bus stop being added, removed, or modified.

Effective January 2, 2018
This stop will be served by:
Route 16



Learn more at [Cherriots.org/changes](https://www.cherriots.org/changes)
or contact Customer Service at **503-588-2877**



Stop ID 1823

Sandwich boards

Placed at transit centers to inform riders of major changes to routes and schedules, as well as changes to where buses park.

Effective January 2, 2018

Departing From Bay E

Tillamook County Transportation District's
Route 60X Coastal Connector

To Lincoln City via Grand Ronde

8:45a
2:35p
7:30p

7 days a week

Tillamook County Transportation District's
Route 70X Grand Ronde Express

To Grand Ronde via Rickreall Park and Ride

7:00a
1:30p
4:15p
6:20p

Monday through Friday

Learn more at [Cherriots.org/changes](https://www.cherriots.org/changes)
or call **503-588-2877** Español

Header cards

Placed in all buses to inform of the upcoming changes and direct riders to customer service and the Cherriots website.



Effective September 5, 2017

Minor Schedule or Stop
Changes To Routes:

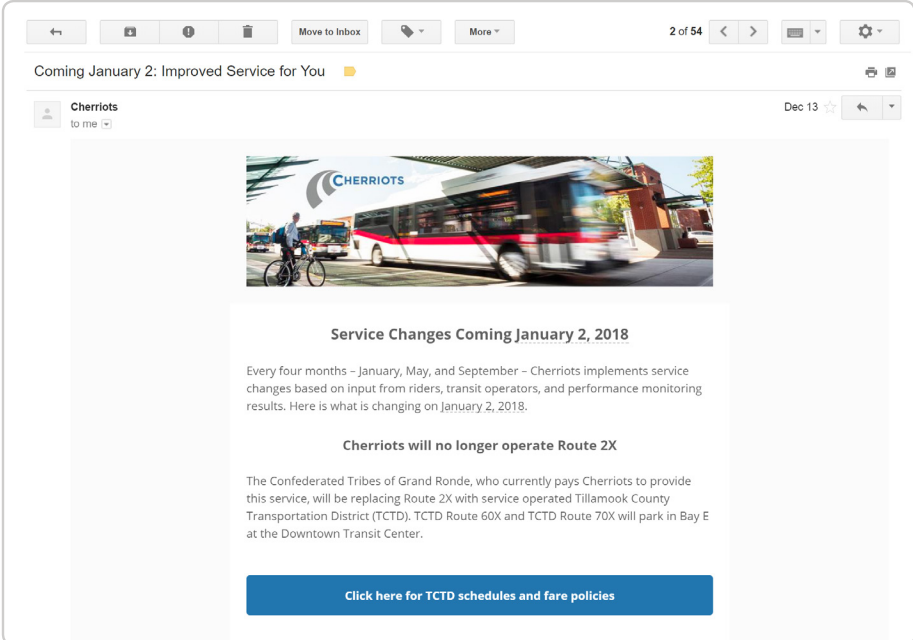
1X, 2, 5, 9 and 17

Route 15X
will be discontinued

Learn more at Cherriots.org/changes or call **503-588-2877**

Email blasts

Sent to all riders signed up for the Cherriots mailing list.



The screenshot shows an email interface with a subject line "Coming January 2: Improved Service for You". The sender is "Cherriots" and the date is "Dec 13". The main content features a photo of a bus and a person on a bicycle. The text reads: "Service Changes Coming January 2, 2018", "Every four months – January, May, and September – Cherriots implements service changes based on input from riders, transit operators, and performance monitoring results. Here is what is changing on January 2, 2018.", "Cherriots will no longer operate Route 2X", and "The Confederated Tribes of Grand Ronde, who currently pays Cherriots to provide this service, will be replacing Route 2X with service operated Tillamook County Transportation District (TCTD). TCTD Route 60X and TCTD Route 70X will park in Bay E at the Downtown Transit Center." A blue button at the bottom says "Click here for TCTD schedules and fare policies".

7.2.6 Stops and shelters

New bus stops and shelters will be installed in the weeks leading up to the service change or during the weekend before implementation. Old stops and shelters will be removed during the weeks after the service change.

When stops are installed before a service change, notices will be posted on each pole to let riders know when buses will begin serving them. When stops are removed after a service change, notices will be posted in advance to indicate when the stops go out of service.



7.2.7 Training

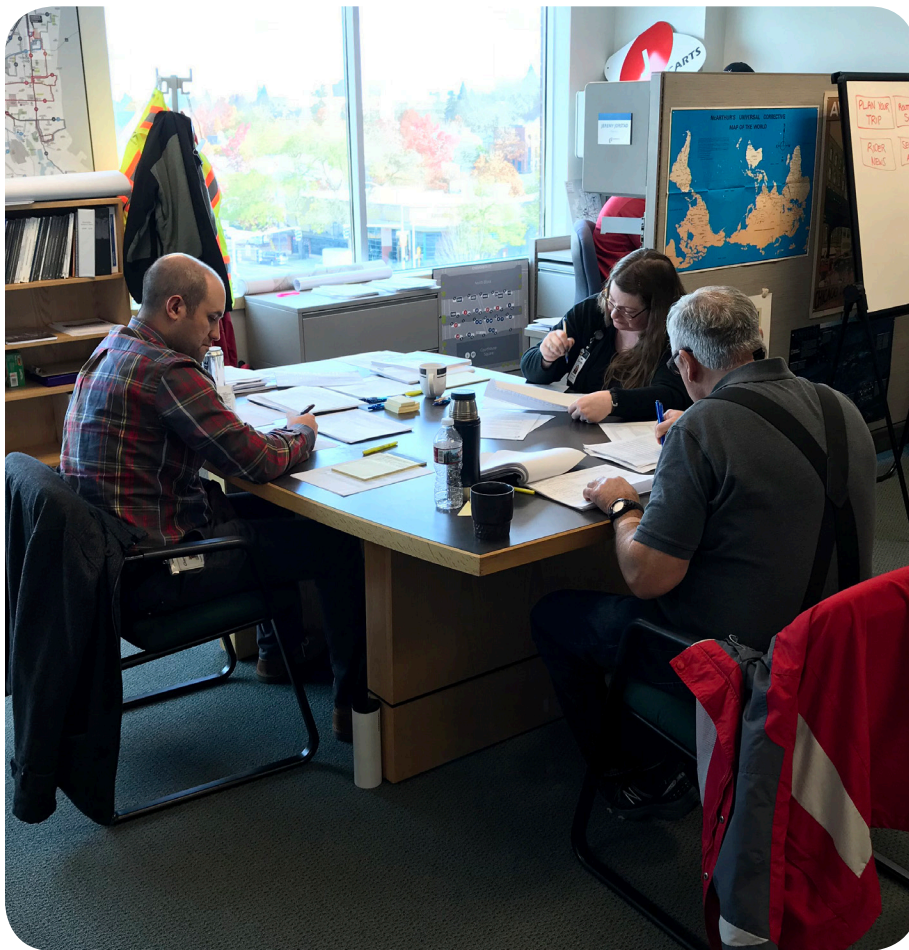
Planning staff train customer service representatives on the upcoming changes. It then becomes the responsibility of the customer service representatives to ensure all frontline employees are trained and ready to teach riders about the new service.

Frontline employees are those who directly interact with riders, including transit hosts, travel trainers, mobility coordinators, and security officers.



7.3 Review week

Once all materials are drafted—including the bid materials, public materials, and technology and data—those items are reviewed in detail during Review Week. Transit operators, operations supervisors, planning staff, marketing staff, and customer service representatives review each other's materials to ensure information is accurate for operators and riders.



7.4 Implementation weekend

During the weekend before a service change goes into effect, all finalized materials will be installed by maintenance staff and set live by communication staff. Materials include bus stop signs, shelter schedules, lobby maps, foldable schedules, the Cherrits website, bus destination signs and announcements, and all trip planners and other technology platforms.



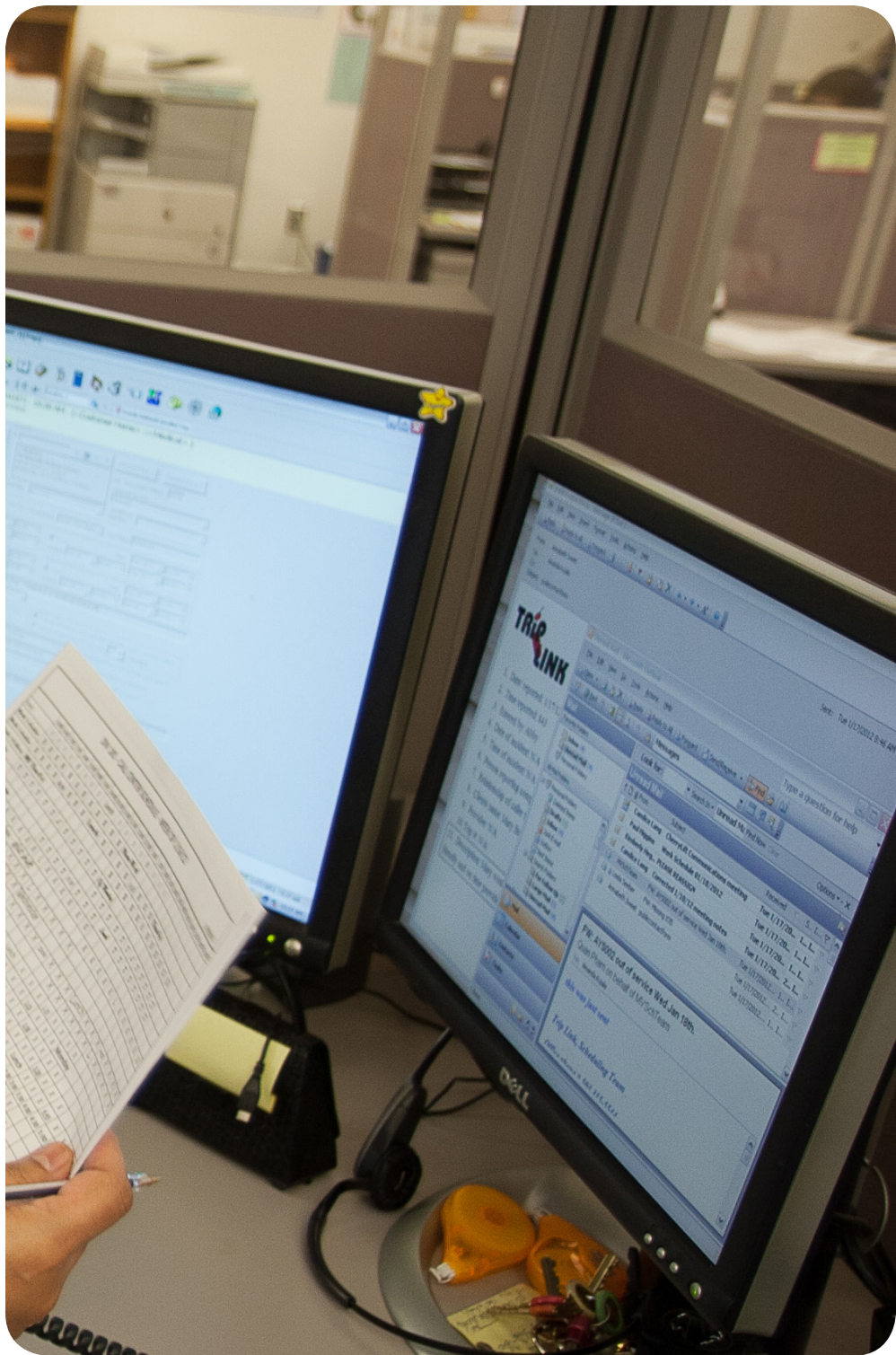
7.5 First day of service

On the day of implementation, all staff will be prepared to discuss and operate the new service. Public materials will be up-to-date and accurate, operators will be aware of their new runs, and customer service representatives will be on hand and ready to answer questions.

If the scale of the service change is large enough, customer service staff will also convene a group of transit ambassadors (made up of Cherriots staff) to help riders at the Downtown Transit Center and other key locations during the first few days of the new service to ensure riders get where they need to go.







A

Definitions

On the following pages are definitions for key terms used throughout the document.

Activity centers: Community hubs with a variety of shops, stores, and services.

ADA: Americans with Disabilities Act of 1990.

Arterials: A main street that is built for traffic to travel across town that feeds into highways or freeways.

Audience: Community members who Cherriots seeks to engage for feedback and perspective.

Bay: A designated area for buses to layover at transit centers.

Bid: Also known as a signup or shakeup, a bid represents all operator shifts for a given time period. For each bid, transit operators bid for their shifts based on seniority. This process takes place every fourth months, often coinciding with changes to service.

Boarding: See *Ride*.

Branch: When two routes share a path for a segment of their routing, the branch represents the part that is not shared. Also see *Trunk*.

Cherriots LIFT: See *Paratransit*.

Cherriots Shop and Ride: A shopper shuttle and dial-a-ride service for seniors and individuals with disabilities.

Collector: A street fed by neighborhood streets, which in turn feed into arterial streets.

Collision: A vehicle accident in which there is an impact of a transit vehicle with another transit vehicle, a non-transit vehicle, a fixed object, a person(s), an animal, or a rail vehicle.

Core Network: The Core Network is a set of transit corridors where Cherriots has committed to providing stable service with a focus on frequency and reliability. By establishing a sense of permanency and an expectation for high-quality service, the Core Network signals to riders, business owners, and developers where to locate and build if they wish to orient themselves and their businesses around transit.

Corridor: A major transit pathway that connects regional growth, manufacturing, industrial, and/or activity centers; park-and-rides and transit hubs; and major destinations throughout the region.

Coverage: Service that is focused on providing access to transit over building high ridership. Cherriots often provides coverage service using neighborhood shuttles. Within the urban growth boundary, 25% of resources are spent on coverage service.

Crowding: A transit trip that, on average, has more passengers than the acceptable passenger load, based on each bus type and service type. The acceptable rider load is based on the number of seats and whether the bus is traveling locally or regionally. Also referred to as overcrowding.

Deadhead: The time a transit vehicle spends getting from the base to the point where it goes into service. When a vehicle is deadheading, there is no expectation it will be carrying riders.

Demand-responsive service: Any non-fixed route system of transporting individuals that requires advanced scheduling, including services provided by public entities, non-profits, and private providers. An advance request for service is a key characteristic of demand response service.

Deviation: A bus traveling away from its primary path to serve a specific place.

Disparate impacts: Potential negative effects of a service change on minority riders or populations as compared to non-minority riders or populations.

Disproportionate burdens: Potential negative effects of a service change on low-income riders or populations, defined as riders or populations at or below 150% of the federal poverty level.

Farebox recovery ratio: The amount of revenue received by riders in relation to the total operating costs.

Fixed-route service: Scheduled transit service in which trips follow a specified path and passengers can access service from regular bus stops.

Frequency: The number of buses in a given time interval (e.g. 4 buses per hour). Also see *Headway*.

Frontline employee: Employees who engage directly with riders, including transit operators, customer service representatives, outreach representatives, travel trainers, transit ambassadors, mobility assessors, and security officers.

Headway: The time interval between buses traveling on the same route in the same direction (e.g. 15-minute service). Also see *Frequency*.

Interline: Where buses from more than one route are scheduled together. Interlining can reduce the number of required vehicles, improve on-time performance, and help riders avoid transferring.

Lasso: A one-way loop at the end of a route.

Layover: Time built into a schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip. Sometimes referred to as layover / recovery.

Layover can also be used to describe a designated location for a transit vehicle at or near the end of the route where the vehicle is out of service and takes its scheduled layover time.

Load: The number of passengers on the bus at a given time. This is a method of measuring the ridership demand on a bus trip at a given time.

Load factor: The measure of how many riders are on the bus compared to the number of available seats. The value is always expressed in decimal form.

Loop: Bus routing that may be necessary to turn a bus around along a given route.

Low-income: A household earning less than 150 percent of the federal poverty level.

Maintained pullout: When a bus successfully leaves the yard to complete its trip. Used as one measure to assess if bus service is reliable.

Major service change: A reduction or expansion in service of:

- 15 percent or more of the number of transit route miles based on the miles of an average round-trip of the route (this includes routing changes where route miles are neither increased nor reduced (i.e., re-routes)).
- 15 percent or more of a route's frequency of the service (defined as the average hourly frequency throughout one service day for local fixed routes and as daily round trips for regional express routes) on a daily basis for the day of the week for which a change is made.
- 15 percent in the span (hours) of a route's revenue service (defined as the time between the first served stop of the day and the last stop), on a daily basis for the day of the week for which a change is made;

OR

When a transit route is split where either of the new routes meet any of the above thresholds when compared to the corresponding piece of the former route.

OR

When a new transit route is established.

Maximum load: The highest number of riders on the bus at a given time, averaged on a per trip basis over the course of a service change. This is a method of measuring the highest demand for a specific bus trip.

Minority persons: All persons who identify as being part of a racial / ethnic group besides white, non-Hispanic.

Minority route: A route that has at least one third of its total revenue mileage in a block group with a percentage of minority population that exceeds the percentage of minority population in the transit service area.

On time: A departure from a time point that is no more than five minutes late relative to the scheduled departure time.

Operating cost: The expense associated with operating a given service.

Operating cost per ride: The amount of operating costs it takes to provide each ride.

Operating subsidy per ride: The average operating cost per ride minus the average amount of revenue received by riders.

Operations center: A site where buses are fueled, stored, and maintained. Operations centers include parking, maintenance bays, parts storage, fuel storage, cleaning facilities, and operation facilities. Operations centers also include facilities to support employees such as office space, driver lockers, and meeting rooms.

Cherriots service operates out of the Del Webb Operations Center on Del Webb Avenue.

Overload trips: Trips added to a route when or where overcrowding is occurring.

Paratransit: Dial-a-ride service provided to individuals with disabilities. The Cherriots paratransit solution, Cherriots LIFT, operates throughout the Salem-Keizer Urban Growth Boundary. Riders must be found eligible to use Cherriots LIFT service in advance of scheduling a trip.

Park and ride: A facility where riders may park their personal vehicles and catch a bus, train, vanpool or carpool to reach their final destination.

Partner: An external organization that works with Cherriots to help advance opportunities and conditions for travelers to use alternatives to driving alone.

Productivity: Cherriots uses the term productivity in two ways:

- **Service productivity:** The measure of how well a service is utilized. Often expressed as riders per revenue hour.
- **Productivity-focused:** Routes with a focus on increasing ridership, predominantly on high demand corridors.

Pullout: See *Turnout* and *Maintained pullout*.

Pulse: A timed transfer around a clock schedule that usually takes place at a transit center. The primary Cherriots pulse takes place at the Downtown Transit Center. Cherriots also maintains a pulse at the Keizer Transit Center.

Recovery: See *Layover*.

Revenue efficiency: A measure of how much revenue is collected in relation to the cost of operating that service. See *Farebox recovery ratio*.

Revenue hour: The time a transit vehicle travels while it is in revenue service, excluding deadhead hours but including recovery / layover time.

Revenue mile: The distance a transit vehicle travels while it is in revenue service.

Revenue service: The operation of a transit vehicle during the period which riders can board and ride on the vehicle.

Ride: Every time a passenger boards a bus. This can also be referred to as a boarding.

Rider: A passenger that utilizes any Cherriots service.

Runtime: The time assigned for the movement of a transit vehicle over a route, usually done on a route segment basis by time period.

Service change: A point at which changes are made to routes. Service changes take place in January, May, and September, and correspond with bid changes.

Service levels: For local service, Cherriots classifies service into three levels.

- **Frequent**—Runs every 15 minutes or better for most of the day. Service drops to 30-minute service after 7 p.m.
- **Standard**—Runs every 30 minutes throughout the day.
- **Basic**—Runs every 60 minutes throughout the day.

Regional express service is not split into classifications. Instead, service is expressed based on the number of round trips per day.

Service types: Categories of service based on chosen criteria. Current service types are local and regional express routes.

- **Local routes** serve local streets in the Salem-Keizer area, providing service within the urban growth boundary.
- **Regional express routes** provide express bus service between cities. Stops within cities are limited, as the primary purpose of these routes are to move people between cities, not within cities.

Span: The hours over which service is operated. Service span often varies by weekday. For example, a route's service span could be from 6 a.m. to 9 p.m.

System cost: The costs to operate and administer transit service.

System cost per revenue hour: The total system cost of each hour revenue vehicles are in service.

Take-one: A printed sheet of paper placed on buses and at transit centers to provide information to Cherriots riders.

Through-route: When a bus on one route reaches the end of its route and immediately begins service on another route without a layover. Passengers can remain on the bus and continue from one route to the other without transferring or paying another fare. This is one form of interlining.

Time period: An interval of time that identifies different rider travel patterns and service levels. Typical time periods include AM, midday, PM, and evening. Having multiple time periods allows schedules to change based on different conditions on the ground throughout the day.

Time point: A bus stop that has scheduled times to help riders know what time a bus will arrive. Transit operators will not leave a time point before the scheduled departure time.

Title VI of the Civil Rights Act of 1964: The Civil Rights Act of 1964 outlaws discrimination based on race, color, religion, sex, or national origin. Title VI prevents discrimination by government agencies that receive federal funds.

Transfer: When riders use more than one bus to reach their destination.

Transit center: A location designed to make it easy for riders to transfer between bus routes and other transportation services.

Triannual: Three times per year. Bids and service changes take place on a triannual basis (January, May, and September).

Trip: A single journey from one place to another. There are two types of trips: a person trip and a vehicle trip.

- **Person trip:** An individual's journey from an origin to a destination; can involve multiple rides and multiple modes.
- **Vehicle trip:** The scheduled movement of a transit vehicle from an origin (often a route start point) to a destination (often a route end point) at a particular time on a particular day.

Trunk: When two routes share a path for a segment of their routing, the trunk represents the part that is shared. Also see *Branch*.

Turnback: When a bus is scheduled to turn around before it completes its full path. Turnbacks are often used to provide less frequent coverage at the end of a route, while maintaining higher levels of frequency at the start of a route.

Turnout: Also known as a pullout, a turnout is a place where a bus can pull out of traffic. Turnouts are often located at bus stops on high-speed streets and allow the bus to safely pick up riders.

Unmet transit need: An expressed or identified need of the community for additional public transportation services to meet existing basic mobility needs which are not currently being met through the existing system of public transit services or private transportation services.

Vanpool: A carpool utilizing a van that can transport six to 15 passengers. Vanpools are organized and subsidized for those with similar travel patterns by Cherriots Trip Choice.

Yard: A site where buses are fueled, stored, and maintained. Part of an operations center. See *Operations center*.

