



COORDINATED PUBLIC TRANSIT HUMAN SERVICES TRANSPORTATION PLAN

SEPTEMBER 2019



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Introduction

This document serves as the Coordinated Public Transit – Human Services Transportation Plan (“Coordinated Plan”) for Marion and Polk counties. Salem Area Mass Transit District (SAMTD), dba Cherriots, acts as the Special Transportation Fund (STF) Agency responsible for the administration and coordination of the STF program within Marion and Polk counties. The Coordinated Plan is a guiding document for making recommendations about grant distributions funded by the State of Oregon’s STF and federal Section 5310 (§5310) funds, which fund improvements in transportation programs and services for seniors and people with disabilities. This document builds on the 2007 Specialized Transportation Plan for Marion and Polk counties and the subsequent 2009 and 2016 Coordinated Plans. The 2007 Specialized Transportation Plan examined the ways special needs transportation services are delivered in the two counties, and recommended improvements to better coordinate services. The 2009 Coordinated Plan updated the Specialized Transportation Plan to meet federal and state planning guidelines.

Since the development of the 2016 Coordinated Plan, Cherriots has made advances in public transportation services and tested new programs such as the West Salem Connector. Although this flexible transit service did not prove to be the best solution for West Salem, this type of service may be considered in the future.

As the population of seniors and people with disabilities continues to grow, the region will continue to focus on developing an innovative continuum of transportation services, one that takes in to account people’s abilities throughout life. New sources of funding will be needed and coordination of services and service providers will be essential to providing the most access to transportation for seniors and people with disabilities.

Looking forward

Transportation is a key determinant of health. The World Health Organization has developed a “Checklist of Essential Features of Age-friendly Cities” (2007) as a tool for a city’s assessment and map for charting progress. All the data indicates that 80 to 90 percent of people want to stay in their homes as long as possible. One of the key elements of a livable community is adequate transportation to access medical care and other essential services.

Decisions made today on how best to invest in transportation options for seniors and people with disabilities will affect the future quality of life for thousands of Marion and Polk county residents. By 2025, there is expected to be approximately 34,000 more people 65 years and older in the two-county area, growing from a 13.2

percent share of the population today to a 17.9 percent share. According to the 2010 US Census, more than 14 percent of the two-county population reported a disability.

Seniors will represent the fastest growing segment of population in years to come, far outpacing the rate of population growth. As Marion and Polk counties are projected to become proportionally older, seniors are more likely to have a disability. Existing resources are inadequate to meet the growing demand for services for these populations. These changing demographics challenge the conventional solutions of more buses and paratransit vans. While such traditional modes of transportation will be needed, there is a limit to how much Cherriots can afford. Improved coordination among existing services, innovative collaboration to deliver new types of services, and a regional commitment to placing public facilities, and social services at locations served by public transit will also be needed.

The Cherriots 2019 Coordinated Plan update

The State of Oregon developed a State Special Transportation Fund (STF) in the mid-1980s to fund transportation projects serving seniors and people with disabilities. It designated transit districts, counties, Native American tribes, and transportation districts as “STF Agencies” to conduct a local public process which would solicit, review, and prioritize projects for funding, and to certify that projects were derived from a Coordinated Plan. Cherriots serves as the STF Agency for Marion and Polk counties.

Oregon Administrative Rule 732-005-0081 requires that STF Agencies prepare a plan to guide the investment of STF monies to maximize the benefit to seniors and people with disabilities within their jurisdictions. ODOT has delegated authority to Cherriots as the governing body to determine how STF and 5310 dollars are spent in the rural and urban areas of Marion and Polk counties. This Coordinated Plan is used to prioritize funding for the FTA-direct Section 5310 grant, the ODOT pass-through Section 5310 grant, and any STF grant funds; and to coordinate transportation services with human services organizations that receive funding from the Oregon Department of Human Services (DHS).

In addition to the Section 5310 funds received from ODOT, Cherriots is the designated, direct recipient of FTA Section 5310 funds. The Cherriots 5310 Program Management Plan (PMP) describes the policies and procedures for administering an Enhanced Mobility of Seniors and People with Disabilities program. The PMP articulates a vision for Cherriots future with programs that focus on the maintenance of critical services, while strategically developing opportunities for the growth of services and facilities for the years to come. In this regard, the PMP aligns with the Coordinated Plan by identifying the growing need for public transportation

in the Salem-Keizer area, especially to provide transportation for seniors and people with disabilities where public transportation is insufficient, inappropriate, or unavailable.

Successful implementation of the Coordinated Plan and the PMP will depend on good planning, leadership, state and federal funding support, and additional local revenues. Cherriots recognizes that this will only come with strong involvement and support from the people and businesses in the community. In combination with the PMP, the Coordinated Plan is intended to be a resource for all potential recipients of Section 5310 funds as well as local, state, and federal agencies amongst which coordination of programs is essential in meeting the region's transportation needs.

The 2019 update to the Coordinated Plan builds on the foundation of the 2016 Coordinated Plan, which captured Cherriots ability to provide transportation services that consider people's functional abilities as they transition through various stages of age and ability. Strategies of particular interest for this update focused on maintaining existing services, expanding service, coordinating with social services providers to increase system efficiencies, and working to implement strategies that increase access to lifeline services. It is recommended to use Cherriots existing decision-making and planning functions to help implement the strategies laid out in the Coordinated Plan.

The Coordinated Plan is divided into seven chapters, as outlined below:

- Chapter 1 introduces the Coordinated Plan process.
- Chapter 2 describes the plan background and methodology, and provides a description of the relevant grant programs.
- Chapter 3 presents a demographic profile of Marion and Polk counties.
- Chapter 4 is a list of transit providers and human service agencies that operate in Marion and Polk counties and in the adjacent area.
- Chapter 5 provides a summary of the transit provider and human services agency outreach survey and four stakeholder workshops to identify the transportation needs specific to seniors and people with disabilities.
- Chapter 6 presents a set of prioritized strategies for Cherriots and the regional social services providers to implement in order to improve the delivery of transportation services.
- Chapter 7 maps the applicable strategies from Chapter 6 to the transportation needs described in Chapter 5, and provides a set of next steps toward plan implementation.

Chapter 1: Background and methodology

The Coordinated Transportation Plan was developed under the guidance and oversight of SAMTD, the Cherriots Board of Directors, and the Oregon Department of Transportation (ODOT), who are knowledgeable about the transportation needs of seniors and people with disabilities in Marion and Polk counties. The Cherriots Board has a Special Transportation Fund Advisory Committee (STFAC) that makes recommendations about formula and discretionary grant distributions funded by the State of Oregon's STF funds and federal §5310 funds to improve transportation programs and services for seniors and people with disabilities. The STFAC was initially set up under a mandate from ODOT which administers Oregon's STF. The STFAC is appointed by the board and is made up of seniors, people with disabilities, and members of the public interested in improving transportation for these groups. STFAC convenes monthly to advise the Cherriots Board of Directors in making recommendations, all of which are focused on meeting transportation needs of seniors and people with disabilities. The STFAC also receives and makes recommendations on the funding applications for Section 5310 projects every two years. All STFAC meetings are open to the public, formally noticed by Cherriots, and accessible by Americans with Disabilities Act (ADA) standards.

Beginning in late 2015 and continuing through 2016, Cherriots and ODOT worked together to update the Coordinated Transportation Plan for seniors and people with disabilities. The following steps were taken to develop the key findings included in this plan update:

- A survey was distributed to transit service providers and social services providers to learn more about the perceived needs and gaps, potential coordination opportunities and what types of services, programs or advances in technology could help address service gaps or offer new and innovative services. In addition, transit service providers provided fleet vehicle information.
- Providers were contacted to ensure their program information is accurate and up-to-date.
- Four stakeholder workshops were convened to (1) discuss the transportation needs, gaps, and challenges specific to seniors and people with disabilities; (2) identify geographic, regulatory, and structural barriers to addressing these needs; and (3) share ideas for new and innovative services. Workshop invitees included transportation providers, community organizations, senior centers, and human and health services agencies, representing a diverse

group of services and geographies. *A summary of the stakeholder workshop is in **Appendix A**. A list of comments made by participants is in **Appendix B**.*

The purpose of the 2019 update is to bring the document up to current external branding standards and update the revision schedule to align with the Cheriots Section 5310 Program Management Plan's update schedule, which is every three to four years.

The Coordinated Plan fulfills the planning requirements of the state's STF administrative rules and the federal requirement for a coordinated transportation plan. The federal Fixing America's Surface Transportation (FAST) Act requires that transportation providers and human services agencies plan jointly in order to be eligible for Enhanced Mobility of Seniors and Individuals with Disabilities Program (§5310), Formula Grants for Rural Areas (§5311), Public Transportation Innovation (§5312), and other sources of federal funds. Federal guidance specifies four required elements of a coordinated plan:

- An assessment of available services that identifies current transportation providers (public, private, and non-profit).
- An assessment of transportation needs for people with disabilities, seniors, and people with low incomes. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service.
- Strategies, activities, or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery.
- Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies or activities.

1.1 Overview of relevant grant programs

The STFAC reviews applications and makes funding recommendations to the Cheriots Board of Directors for the following two grant programs.

1.2 Section 5310 federal funds

The 49 U.S.C 5310 program (§5310) provides formula funding to states and metropolitan regions for the purpose of meeting the transportation needs of seniors and people with disabilities. Funds are apportioned based on each state's share of the population for these two groups. The purpose of the program is to improve mobility for seniors and people with disabilities by removing barriers to transportation service and expanding transportation mobility options. Eligible projects include both "traditional" capital investment and "non-traditional"

investment beyond the Americans with Disabilities Act (ADA) complementary paratransit services.

Program History

The Section 5310 program was established in 1975 as a discretionary capital assistance program, and the program awarded grants to private non-profit organizations to serve the needs of seniors and persons with disabilities. Many of the non-profit agencies used the vehicles primarily for transportation of their own clients. The Section 5310 program changed to a formula program under the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). ISTEA encouraged the coordination of human service transportation, and FTA guidance required coordination of the program with other federal human services transportation programs.

The Transportation Equity Act for the 21st Century (TEA-21) enacted in 1998, reauthorized the Section 5310 program. TEA-21 increased the authorized funding levels, but made no significant program changes. In 2005, Congress enacted the Safe, Accountable, Flexible Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), and authorized the New Freedom program to support new public transportation services and public transportation alternatives beyond those required by the ADA. SAFETEA-LU also introduced the requirement that Section 5310 and New Freedom projects must be derived from a locally developed, coordinated public transit human services transportation plan.

Congress enacted the MAP-21 Act on July 6, 2012. MAP-21 repealed the New Freedom program and merged the New Freedom program into the Section 5310 program. As a result of this merger, activities under the New Freedom program are now eligible under Section 5310, and consistent with the New Freedom program, funds are apportioned among the large urbanized areas, small urbanized areas, and rural areas, instead of only to states, as the law previously provided. MAP-21 required that a minimum of 55 percent of the Section 5310 funding be expended on Section 5310 Traditional projects.

On December 4, 2015, President Obama signed the Fixing America's Surface Transportation (FAST) Act, reauthorizing surface transportation programs, including the Section 5310 program, through Fiscal Year 2020, but made no significant program changes.

Traditional Section 5310 project examples include:

- Purchasing buses and vans for providing service to seniors and/or people with disabilities

-
- Wheelchair lifts, ramps, and securement devices for such vehicles
 - Transit-related information technology systems, including scheduling/routing/one-call systems
 - Mobility management programs
 - Acquisition of transportation services for seniors and people with disabilities under a contract, lease, or other arrangement

Nontraditional Section 5310 project examples include:

- Travel training to help seniors and people with disabilities make transit trips on fixed-route transit service where they have more convenience in choosing when to travel and more independence
- Volunteer driver programs
- Building an accessible path to a bus stop, including curb-cuts, sidewalks, accessible pedestrian signals, or other accessible features
- Improving signage, or wayfinding technology
- Incremental costs of providing same day service or door-to-door service (compared to curb-to-curb with 24 hours notice)
- Purchasing vehicles to support new accessible taxi, ride sharing and vanpooling programs
- Mobility management programs

The federal share of eligible capital costs may not exceed 80 percent. The federal share of eligible operating cost assistance may not exceed 50 percent.

1.3 State Special Transportation Funds (STF)

The STF Program provides a flexible, coordinated, reliable, and continuing source of revenue in support of transportation services for seniors and people with disabilities of any age. The Oregon Legislature intended that STF funds be used to provide transportation services needed to access health, education, work, social, and recreational opportunities so that seniors and people with disabilities may live as independently and productively as possible. The funds may be used for any purpose directly related to transportation services, including transit operations, capital equipment, planning, travel training, and other transit-related purposes.

Program History

The STF program was created in 1985 by the Oregon Legislature. Funding is allocated by the Oregon Legislature every two years to 42 jurisdictions throughout the state including Cherriots. The STF program is funded by cigarette tax revenue,

excess revenue earned from sales of photo ID Cards, and other funds from the Oregon Department of Transportation.

1.4 Cherriots role as the Special Transportation Fund Agency

Cherriots is the designated “STF Agency” to receive and distribute STF funds from the State of Oregon for Marion and Polk counties. In addition, Cherriots acts as the pass-through agency for §5310 dollars distributed by ODOT to non-profit agencies in Marion and Polk counties. Both of these sources of funds are focused on supporting transit service for seniors and people with disabilities. The STF program makes a further distinction that funds can be used to support low-income people, many whom are also seniors and people with disabilities.

Cherriots is the federally designated agency to disburse FTA’s 49 U.S.C. 5310 (§5310) Enhanced Mobility of Seniors and Individuals with Disabilities funds within the Salem-Keizer urban growth boundary. Cherriots administers the §5310 program and coordinates with other providers in the region to ensure coordinated, effective provision of service that meets federal and state requirements. Cherriots also receives funds through ODOT’s §5310 program for urban and rural projects in Marion and Polk counties. Cherriots has chosen many components of the STF grant selection and award process for the FTA-direct Section 5310 grant process.

Cherriots develops a Coordinated Plan and updates the plan at least every four years to meet the FTA’s requirement that projects selected for funding under the §5310 program be included in such plans. Federal law requires these plans to be "developed and approved through a process that included participation by seniors, people with disabilities, representatives of public, private, and nonprofit transportation and human services providers, and other members of the public." Cherriots develops the Coordinated Plan in coordination with members of the public as well as with many stakeholders, public and private, many of whom engage in the STFAC Advisory Committee’s process for project solicitation, selection, and award.

1.5 Cherriots Board of Directors

The Cherriots Board of Directors works with the STFAC to make informed decisions about transportation for seniors and people with disabilities. The Cherriots Board of Directors receives STFAC recommendations and has final authority for setting and approving funding levels to endorse federal §5310 and STF funds disbursement in the two-county region. This action also authorizes the Cherriots General Manager to enter into funding agreements with transportation providers.

1.6 Grant application solicitation, review, and approval process

This section outlines the process SAMTD employs to solicit, review, and approve the applications for STF and Section 5310(ODOT) grant funds. The process for Section 5310(FTA) funds is outlined in the SAMTD Section 5310 Program Management Plan (PMP).

Originating from the Oregon Department of Transportation (ODOT), these programs fund transportation services for seniors and individuals with disabilities with the geographic constraint that the projects must be within Marion and Polk counties.

ODOT solicits applications for STF and 5310(ODOT) grants once every two years. In general, applications are available in November or December of even numbered years (2018, 2020, etc.). Cherriots, as the STF Agency for Marion and Polk counties, applies to the ODOT Rail and Public Transit Division (RPTD) on behalf of the subrecipients for approval of these grant funds.

Cherriots coordinates the grant process for these funds, selects the projects, and sends copies of the agreements to ODOT RPTD for their records. A Technical Advisory Committee (TAC) made up of STF Advisory Committee (STFAC) members, two members of the public, and one representative of the Mid-Willamette Valley Council of Governments (MWVCOG) will convene at a meeting two weeks after the application deadline. Applicants are required to present their project ideas to the TAC in order for funding recommendations to be made to the STFAC. The STFAC reviews the TAC's recommendations and makes project recommendations to the SAMTD Board of Directors.

Once the funding recommendation is approved by the Cherriots Board of Directors, Cherriots staff submits the approved applications to ODOT RPTD for final approval. Once approved, staff will draft agreements with recipients and send a courtesy copy to ODOT RPTD.

Chapter 2: Demographic profile

This chapter provides an overview of Marion and Polk counties based on data from the 2010 United States Census and the 2010-2014 American Community Survey five-year estimate dataset. This chapter of the Coordinated Plan contains maps, created using Geographic Information System (GIS) technology, that illustrate the location and density of people aged 60 years and older, people with disabilities, and

people with low income within Marion and Polk counties. These maps visually depict geographic areas with concentrations of the population groups that face particular mobility concerns, and who are the subject of this plan. Cherriots generally uses the 60 years and older data to determine eligibility for reduced fares and whether they can ride the Cherriots Shop and Ride, for example. Cherriots definition of a senior citizen for eligibility for reduced fares is 60 years and older, the federal definition is 65 years and over, specific to the 5310 grant program. Because the Coordinated Plan is used for both Oregon and federal grants, both age groups need to be documented. *Information on seniors 65 years and older is in Appendix C.*

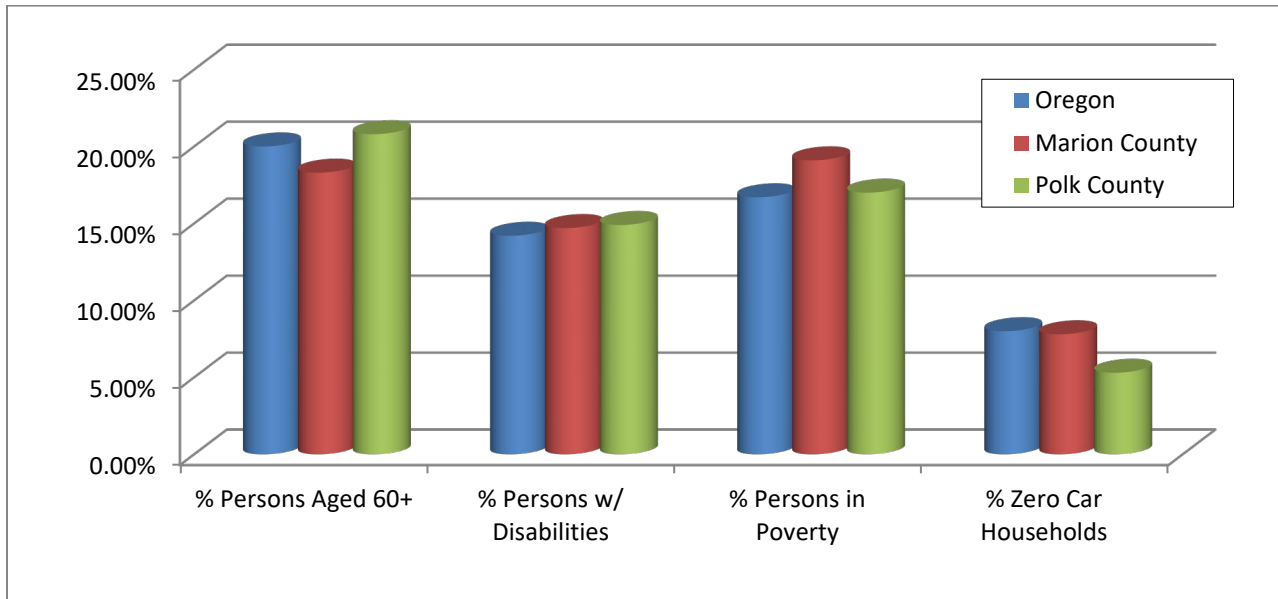
Table 1 (and **Figure 1** on the following page) provides a “snapshot” of three population groups of concern for the Coordinated Plan: older adults, people with disabilities, and people with low income (as defined by the federal definition).

Table 1. Population characteristics

	Total Population ¹	% People Aged 60+ ¹	% People w/ Disabilities ^{2,3}	% People with Low Income ⁴	% Zero Car Households ^{3,5}
Oregon	3,831,074	20.0%	14.2%	16.7%	8.0%
Marion County	315,335	18.3%	14.7%	19.1%	7.8%
Polk County	75,403	20.8%	14.9%	17.0%	5.3%

(1) U.S. Census, 2010, Table DP-1. (2) As percent of the total civilian noninstitutionalized population, Table S1810. (3) ACS 2010-2014 estimate. (4) As percent of people for which poverty status is determined, Table S1701. (5) Table B08201.

Figure 1. Population characteristics



Source: U.S. Census, 2010, Table DP-1. As percent of the total civilian noninstitutionalized population, Table S1810. As percent of people for which poverty status is determined, Table S1701. ACS 2010-2014 estimate.

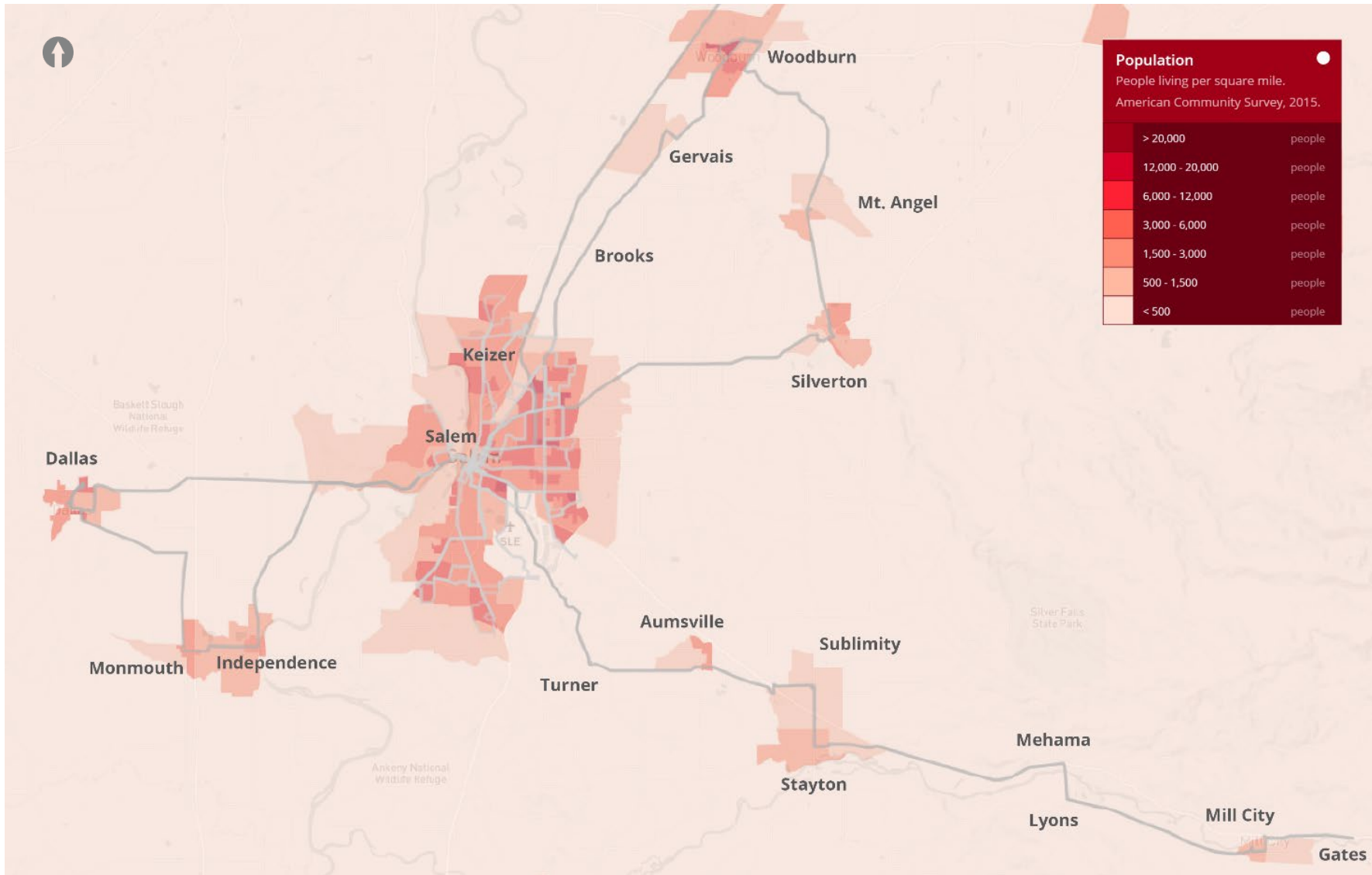
Table 2 presents an overview of the population of cities within Marion and Polk counties. The distribution of the total population in both counties is shown on a map in **Figure 2**.

Table 2. Population by city

City	County	2010 Population ¹	City	County	2010 Population ¹
Salem	Marion	154,637	Sublimity	Marion	2,681
Keizer	Marion	36,478	Gervais	Marion	2,464
Woodburn	Marion	24,080	Willamina ³	Polk/ Yamhill	2,025
Hayesville ²	Marion	19,936	Mill City ³	Linn/ Marion	1,855
Four Corners ²	Marion	15,947	Turner	Marion	1,854
Dallas	Polk	14,583	Donald	Marion	961
Monmouth	Polk	9,534	Falls City	Polk	947
Silverton	Marion	9,222	Aurora	Marion	918
Independence	Polk	8,590	Gates	Marion	471
Stayton	Marion	7,644	St. Paul	Marion	420
Aumsville	Marion	3,584	Scotts Mills	Marion	357
Mount Angel	Marion	3,286	Detroit	Marion	202
Hubbard	Marion	3,173	Idanha	Marion	134
Jefferson	Marion	3,098			

(1) U.S. Census, 2010, Table DP-1. (2) This unincorporated area of Marion County lies within the Salem-Keizer Urban Growth Boundary. (3) This city is not entirely within Marion and Polk counties.

Figure 2. Population density in Marion and Polk counties



Source: American Community Survey 2015 via Remix

2.1 Older adults

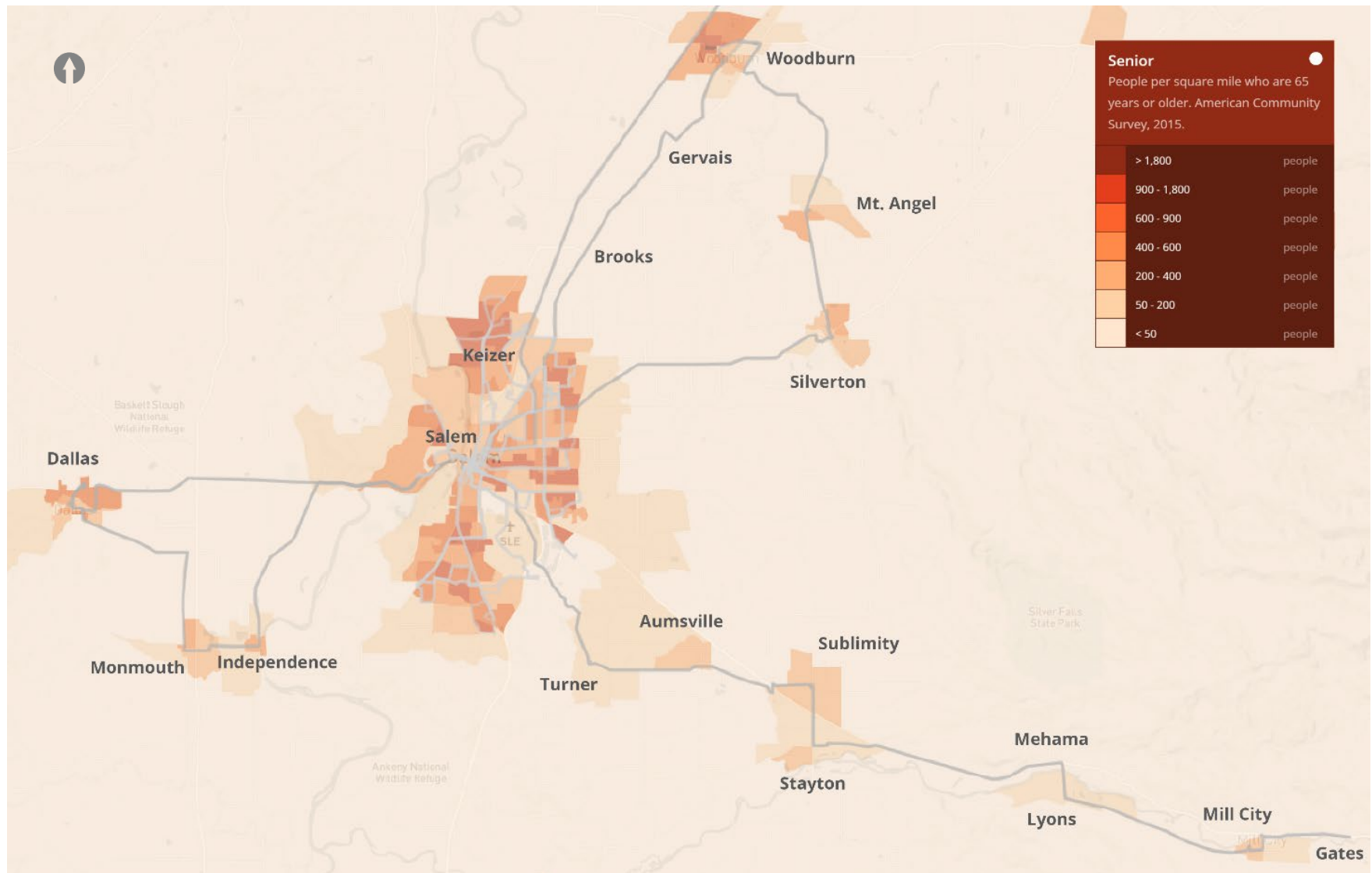
Figure 3 provides a population density map of people aged 60 and older in Marion and Polk counties. It shows that high concentrations of seniors are in the Salem-Keizer area, where the population is denser in general. Outside the Salem area, the largest concentrations of seniors are in Dallas and Woodburn. **Table 3** lists the percentage of the population aged 60 and older for individual cities in each county. Cities where the share of older adults is greater than the counties as a whole are shown in bold.

Table 3. Adults aged 60+ by city

City	2010 Population Age 60+ ¹	% Age 60+	City	2010 Population Age 60+ ¹	% Age 60+
Salem	26,480	17.2%	Turner	420	22.7%
Keizer	6,880	18.9%	Mill City ³	340	18.5%
Woodburn	4,730	19.6%	Willamina ³	320	15.7%
Dallas	3,650	25.0%	Hubbard	300	9.3%
Hayesville ²	3,090	15.5%	Falls City	220	23.2%
Four Corners ²	2,560	16.1%	Aurora	180	19.2%
Silverton	1,830	20.0%	Donald	150	15.6%
Stayton	1,400	18.3%	Gervais	150	6.0%
Monmouth	1,220	12.8%	Gates	140	30.6%
Independence	1,120	13.1%	St. Paul	70	17.2%
Sublimity	930	34.6%	Scotts Mills	60	17.3%
Mt. Angel	820	25.0%	Detroit	60	29.3%
Aumsville	440	12.2%	Idanha	30	24.5%
Jefferson	440	14.0%			

(1) U.S. Census, 2010, Table DP-1. (2) This unincorporated area of Marion County lies within the Salem-Keizer Urban Growth Boundary. (3) This city is not entirely within Marion and Polk counties. Cities where the share of people aged 60 or older is greater than the counties as a whole are shown in bold.

Figure 3. Population density of people aged 60 years and older



Source: American Community Survey 2015 via Remix

2.2 People with disabilities

In Oregon, nearly 14 percent of the population reported a disability in 2010. The disability rates in Marion and Polk counties are slightly higher than the state as a whole.

The definition of “disability” varies in different population surveys. For this project, information cited is consistent with definitions reported in the 2014 U.S. Census Bureau’s American Community Survey (ACS). The questions regarding disability on the 2014 American Community Survey remain unchanged from the 2008 ACS and include three questions with a total of six subparts with which to identify people with disabilities.¹ The questions are as follows:

- 16a. Is this person deaf or does he/she have serious difficulty breathing? (yes/no)
- 16b. Is this person blind or does he/she have serious difficulty seeing even when wearing glasses? (yes/no)
- 17a. Because of a physical, mental, or emotional condition, does this person have serious difficulty concentrating, remembering, or making decisions? (yes/no)
- 17b. Does this person have serious difficulty walking or climbing stairs? (yes/no)
- 17c. Does this person have difficulty dressing or bathing? (yes/no)
- 18. Because of a physical, mental, or emotional condition, does this person have difficulty doing errands alone such as visiting a doctor’s office or shopping? (yes/no)

This definition differs from that used to determine eligibility for paratransit services required by the Americans with Disabilities Act (ADA). To qualify for ADA paratransit services, an individual’s disability must prevent them from independently being able to use the fixed-route transit service, even if the vehicle itself is accessible to people with disabilities (i.e. lift or ramp-equipped). The difference between the two definitions is important because not all people who are defined as having a disability according to the ACS definition qualify for ADA paratransit services.

¹ https://www.census.gov/people/disability/files/2008ACS_disability.pdf, page 3

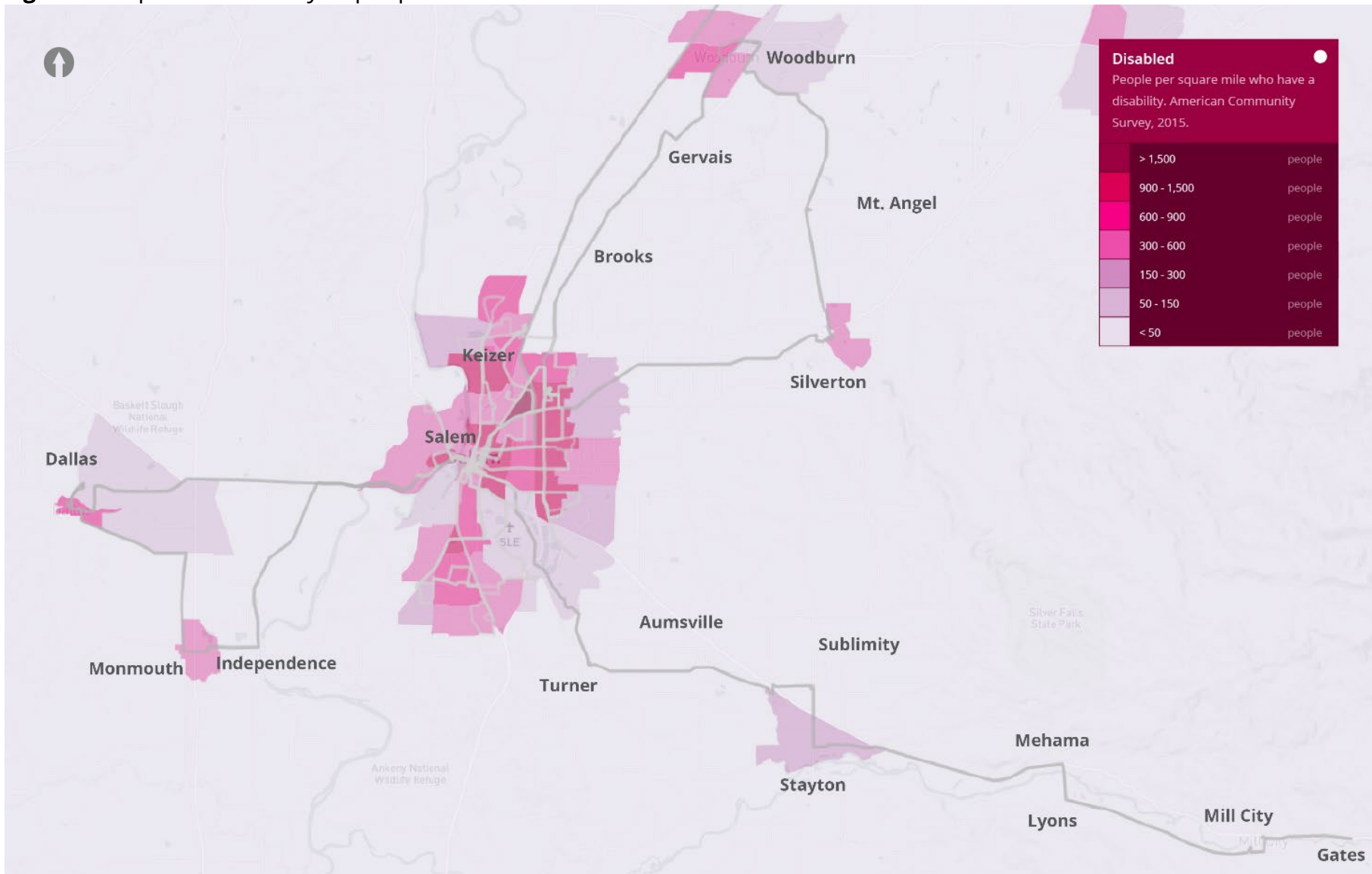
Figure 4 on the following page shows a map of population density of people with disabilities in Marion and Polk counties. **Table 4** lists the percentages of the population with a disability for communities in each county.

Table 4. People with disabilities by city

City	Population with Disabilities ¹	% People w/ Disabilities	City	Population with Disabilities ¹	% People w/ Disabilities
Salem	22,300	14.6%	Willamina³	430	24.5%
Keizer	5,650	15.4%	Turner	390	17.3%
Woodburn	3,070	12.8%	Hubbard	360	11.3%
Hayesville ²	2,840	15.3%	Mill City³	340	20.4%
Dallas	2,720	18.6%	Gervais	290	11.6%
Four Corners²	2,590	15.1%	Falls City	290	32.2%
Silverton	1,320	14.2%	Gates	150	25.2%
Stayton	1,200	15.6%	Donald	80	7.8%
Monmouth	1,100	11.3%	Aurora	70	7.1%
Independence	1,010	11.7%	Idanha	50	32.4%
Aumsville	730	19.7%	Scotts Mills	40	8.3%
Mount Angel	660	20.0%	Detroit	40	27.2%
Sublimity	540	20.6%	St. Paul	30	9.1%
Jefferson	540	17.0%			

(1) As percent of the total civilian noninstitutionalized population, Table S1810, ACS 2010-2014 estimate. (2) This unincorporated area of Marion County lies within the Salem-Keizer Urban Growth Boundary. (3) This city is not entirely within Marion and Polk counties. Cities where the share of people with a disability is greater than the counties as a whole are shown in bold.

Figure 4. Population density of people with disabilities



Source: American Community Survey 2015 via Remix

2.3 Income status

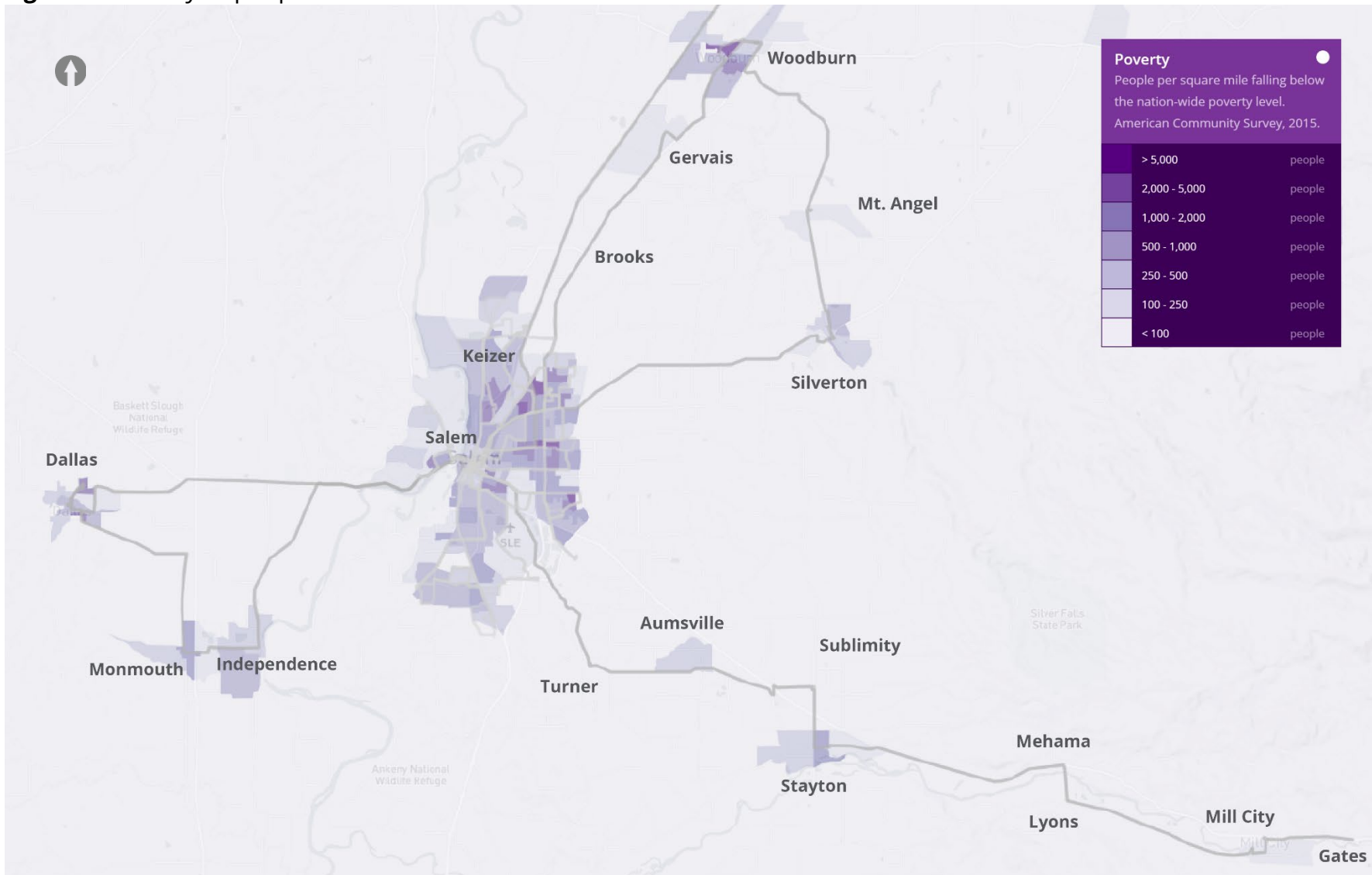
In Marion County, an average of 19.1 percent of residents (compared with a statewide average of 16.7 percent) live below the applicable federal poverty threshold, which for a family of four is defined as a household income under \$23,850. In Polk County, 17.0 percent of residents live below the poverty threshold, about the same as the statewide average. The map shown in **Figure 5** on the following page illustrates the portions of Polk and Marion counties with the highest percentage of people with low income. **Table 5** lists the percentages of low-income people for individual cities in each county. Cities where the share of people with low income is greater than the county as a whole are shown in bold.

Table 5. People with low income by city

City ⁵	# People with Low Income ^{1,2}	% People with Low Income ^{1,2}	City ⁵	# Low-Income People ^{1,2}	% Low-Income People ^{1,2}
Salem	26,589	17.2%	Gervais	411	16.2%
Woodburn	6,472	26.3%	Mill City⁴	402	22.0%
Keizer	5,782	15.6%	Mt. Angel	386	11.6%
Hayesville ³	4,067	19.8%	Sublimity	299	10.8%
Four Corners ³	3,197	20.2%	Turner	273	12.1%
Monmouth	2,935	33.5%	Falls City	196	21.3%
Dallas	2,302	15.4%	Donald	102	8.8%
Independence	2,006	22.4%	Aurora	91	7.1%
Stayton	1,541	19.7%	Gates	58	13.0%
Silverton	1,107	11.6%	Scotts Mills	52	12.5%
Aumsville	687	17.7%	Idanha	31	18.8%
Jefferson	671	21.1%	St. Paul	22	5.7%
Hubbard	444	13.6%	Detroit	9	10.1%
Willamina⁴	434	22.9%			

(1) As percent of people for which poverty status is determined, Table S1701. (2) ACS 2012-2016 estimate. (3) This unincorporated area of Marion County lies within the Salem-Keizer Urban Growth Boundary. (4) This city is not entirely within Marion and Polk counties. (5) Cities where the share of low-income people is greater than the counties as a whole are shown in bold (average percentage for Marion County is 17.2% and for Polk County 15.5%).

Figure 5. Density of people with low income



Source: American Community Survey 2015 via Remix

2.4 Vehicle ownership

Vehicle ownership or access is an indicator of mobility, as a vehicle is a necessity in most rural communities due to limited or no public transportation. Less than eight percent of households in Marion County and approximately five percent of households in Polk County do not have access to a vehicle, which are slightly lower than the statewide average of eight percent. **Table 6** shows the number of zero-car households in Marion and Polk counties. Without a private vehicle, residents can make trips by taking transit, walking, biking, carpooling, car-sharing, or taxi.

Table 6. Number of zero-vehicles households by city

City	# Zero-Vehicle Households ^{1,2}	City	# Zero-Vehicle Households ^{1,2}
Salem	5,330	Hubbard	40
Keizer	900	Aumsville	30
Woodburn	690	Willamina ³	30
Hayesville ²	530	Mill City ³	20
Four Corners ²	450	Falls City	20
Dallas	390	Gates	10
Stayton	320	Gervais	10
Monmouth	210	Aurora	5
Sublimity	200	Donald	5
Silverton	160	St. Paul	5
Independence	160	Scotts Mills	5
Mount Angel	130	Idanha	5
Turner	60	Detroit	0
Jefferson	40		

(1) Table B08201 (2) ACS 2010-2014 estimate. (2) This unincorporated area of Marion County lies within the Salem-Keizer Urban Growth Boundary. (3) This city is not entirely within Marion and Polk counties.

2.5 Population trends

Between 2010 and 2025, the overall population growth in Marion County (21 percent) and Polk County (28 percent) is expected to outpace population growth for the state as a whole (18 percent). The data is shown in **Table 7**, from population estimates provided by the Oregon Department of Administrative Services' Office of Economic Analysis. Between 2010 and 2025, the rate of population increase for adults 65 years and older in Marion County (65 percent) and Polk County (68 percent) is expected to be slower than the state as a whole (73 percent).

As in other parts of the country and in Oregon, it is estimated that Marion and Polk counties will experience a dramatic increase in the number of adults aged 65 and older during the next decade. The increase in the population of seniors will increase the demand for coordinated transportation services that meet the needs of this population.

Table 7. Population growth forecasts

	Total Population in 2010 ¹	Total Population Forecast 2025 ²	Population Change % (2010-2025)	Total People Aged 65+ in 2010 ¹	Total People Aged 65+ Forecast in 2025 ²	65+ Population Change % (2010-2025)
Oregon	3,831,074	4,516,200	17.9%	533,533	921,012	72.6%
Marion County	315,335	381,089	20.9%	40,549	66,939	65.1%
Polk County	75,403	96,731	28.3%	11,152	18,754	68.2%

(1) U.S. Census, 2010, Table DP-1. (2) Long-term Oregon State's County Population Forecast, 2010-2050, Prepared by Office of Economic Analysis, Department of Administrative Services, State of Oregon. Published March 28, 2013.

2.6 Employment

This chapter provides an overview of employment in Marion and Polk counties based on data from the 2010-2014 American Community Survey five-year estimates. A survey of employment information, even at a general countywide level can be helpful in determining the potential transportation demand and needs people with low income.

Table 8 provides a “snapshot” of employment and median household income in Marion and Polk counties and a comparison with the state overall. Both counties have a labor force that is similar Oregon as a whole in terms of the percentage of the overall population that is eligible to participate in work. The unemployment rate (as a percentage of the overall labor force) is about one-half percentage point higher in the Salem Metropolitan Statistical Area than in the state of Oregon as a whole. The median household income in Marion County is approximately 6 percent lower than the statewide median, and in Polk County, the median household income is approximately 2.5 percent higher.

Table 8. Employment characteristics

	Population Aged 16+ ^{1,2}	% People in Labor Force ^{1,2}	% Unemployed ³	Median Household Income ^{1,2}	Mean Travel Time to Work in Minutes ^{1,5}
Oregon	3,139,152	62.5%	5.2%	\$50,521	22.7
Marion County	246,971	62.0%	5.6% ⁴	\$47,360	21.8
Polk County	60,298	60.0%	5.6% ⁴	\$51,880	24.6

(1) ACS 2010-2014 estimate. (2) Table DP03. (3) Data from the State of Oregon Employment Department Labor Trends newsletter from February 2016. Unemployment data is for December 2015.

<https://www.qualityinfo.org/documents/10182/89830/Salem+Local+Labor+Trends?version=1.17>

(4) Data is for the Salem Metropolitan Statistical Area. (5) Table S0801.

2.7 Major employers

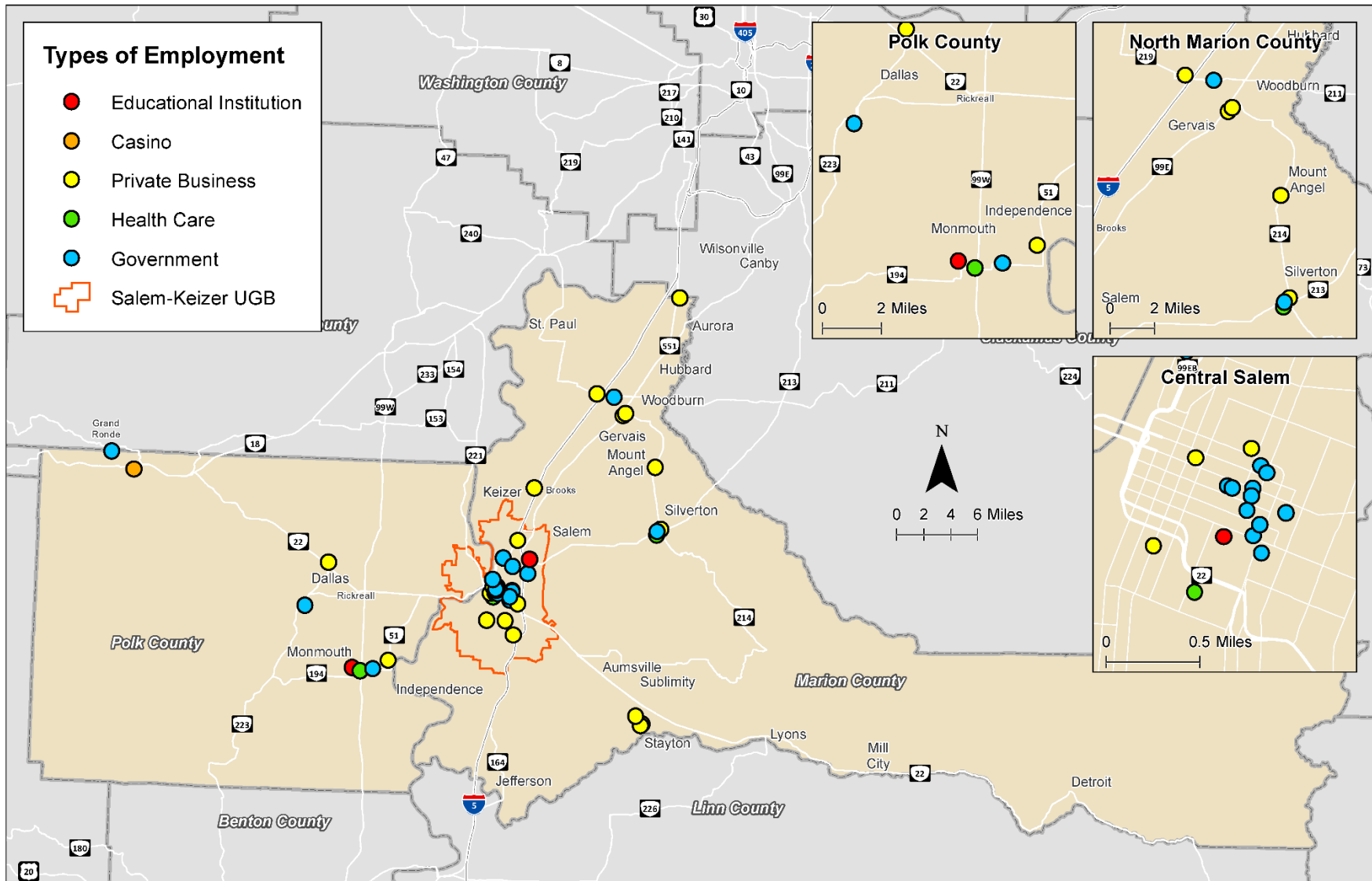
Identifying major employment locations in Marion and Polk counties serves two purposes. First, the location of large employers, especially government agencies, in central cities and along major transportation routes, help to define many of the common geographic destinations that seniors and people with disabilities travel to, even if they are not traveling to employment locations. Second, the locations of hospitals and educational institutions, provide a specific set of destinations for seniors and people with disabilities.

According to data from the Oregon Employment Department published as part of the City of Salem's *2014-15 Comprehensive Annual Financial Report*, Oregon provides more than 21,000 jobs in the Salem metropolitan area. The federal government, Marion County, and the City of Salem combined, provide about 4,100 additional jobs. Educational institutions, including the Salem-Keizer School District (about 4,200 employees), and Chemeketa Community College (about 1,600 employees), are other large public sector employers. Local government also includes approximately 1,250 employees of the Grand Ronde tribal government. Salem Health (about 3,900 workers), Kaiser Permanente (about 1,200 employees), and NORPAC Foods (about 1,200 employees) are the three largest private sector employers in the two counties.

Figure 6 shows the location of some of the largest employers (with at least 450 employees) by business type (government, educational institutions, health care, private business, and casino) in Marion and Polk counties. Some of the largest employers outside Salem include NORPAC Foods in Stayton, Spirit Mountain Casino in Grand Ronde, Western Oregon University in Monmouth, Legacy Silverton Medical

Center, the Woodburn School District, Mid Valley Health Care in Lebanon, Columbia Helicopters in Aurora, and BrucePac (meat packing company) in Silverton and Woodburn.

Figure 6. Major places of employment



Chapter 3: Overview of existing public transportation services

This chapter covers the range of transit services in Marion and Polk counties that currently receive either STF or §5310 grant dollars that pay for all or a portion of the service. *A list and description of social service agencies that provide transportation services not funded by STF or §5310 and a description of surrounding regional transit providers not receiving STF or §5310 dollars through SAMTD is in **Appendix D**.*

3.1 Salem Area Mass Transit District

Established in 1979 with the goal of consolidating transit services, SAMTD or Cherriots, is the primary public transit and complementary paratransit provider to the Salem-Keizer area and Marion and Polk counties. At this time, all Cherriots services operate Monday through Friday. Cherriots oversees all aspects of public transportation in Marion and Polk counties including:

- Cherriots Local bus service within Salem and Keizer. A map of the Cherriots network is shown in *Figure 7*.
- Cherriots Regional bus service to rural communities in Marion and Polk counties and a small portion of Linn County, and connects riders to Cherriots Local buses in Salem. Regional service also includes an express service to Wilsonville.
- Cherriots LIFT is the complementary paratransit service required by the Americans with Disabilities Act (ADA); an origin-to-destination transportation service for people whose disability prevents them from being able to use Cherriots Local buses.
- The Cherriots Shop and Ride is a shopper shuttle and dial-a-ride service for seniors aged 60 and greater and people with disabilities, which operates within the Salem-Keizer Urban Growth Boundary (UGB).
- The Cherriots call center (formerly the TripLink Call Center) takes reservations for the Polk County Flex, Cherriots LIFT, and Cherriots Shop and Ride. The call center no longer contracts with the Oregon Health Authority to book trips for Non-Emergent Medical Transportation (NEMT). This is now provided by LogistiCare through the region's Coordinated Care Organization (CCO) to provide transportation to eligible Oregon Health Plan (OHP) clients traveling to covered medical services.
- Travel training and mobility management services, which help seniors, people with disabilities, and others know how to use public transit.

-
- The Cherriots Trip Choice program is a one-stop-shop for transportation options information. Free services include ride-matching, emergency ride home and transit, cycling, walking and park and ride lot information. Assistance with developing employer and transit pass programs is also available.

3.2 Cherriots Local

Operating Monday through Friday from 6 a.m. to 9 p.m., Cherriots Local buses provide comfortable and convenient service in the Salem-Keizer area. Cherriots Local provides approximately 3.4 million annual rides. With the promise of Statewide Transportation Improvement Fund (STIF) grant program, service is expected to expand in September 2019 with the addition of Saturdays and extended weekday evenings (until 11:00 pm). Sundays and some holidays would be added in May 2020.

There are 21 Cherriots Local routes divided into two service types: corridor routes and neighborhood shuttles. Corridor routes are ridership routes that are more productive and have a goal of at least 20 boardings per revenue hour. They generally run every 15 minutes during the day and every 30 minutes in the evenings. Neighborhood shuttles are coverage routes and have a ridership goal of 20 boardings per revenue hour. These run every 30 or 60 minutes throughout the day and every 60 minutes in the evenings.

Cherriots Local weekday service can be broken into two levels of service: frequent (every 15 minutes) and standard (every 30 to 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.

Service is provided primarily from four transit centers. The Downtown Transit Center, located at Courthouse Square is the main transfer location. The second largest transit center is the Keizer Transit Center, which is a hub for buses serving the north end of the Cherriots Local service area. The smallest transit center is the West Salem Transit Center where Routes 26 and 27 connect with Route 17, which runs frequent service to the Downtown Transit Center. Yamhill County Transit Area buses also make connections with Cherriots service at the West Salem Transit Center. Chemeketa Community College is also considered transfer location due to the number of buses (five Cherriots Local and two Cherriots Regional routes) coming together at that location.

Cherriots Local fares will be changing effective June 3, 2019. A new youth fare will be offered at that time for Cherriots Local and Regional riders (excluding Route 1X). This is in response to a requirement of the Statewide Transportation Improvement

Fund (STIF) grant program, which states that at least 1 percent of the funds be used toward improving transportation for students in grades 9 through 12. The new fares are displayed in **Table 9**. The Reduced fare is for seniors ages 60 and older, people with disabilities, and Medicare card holders. Youth fares are for children 6-18 years of age.

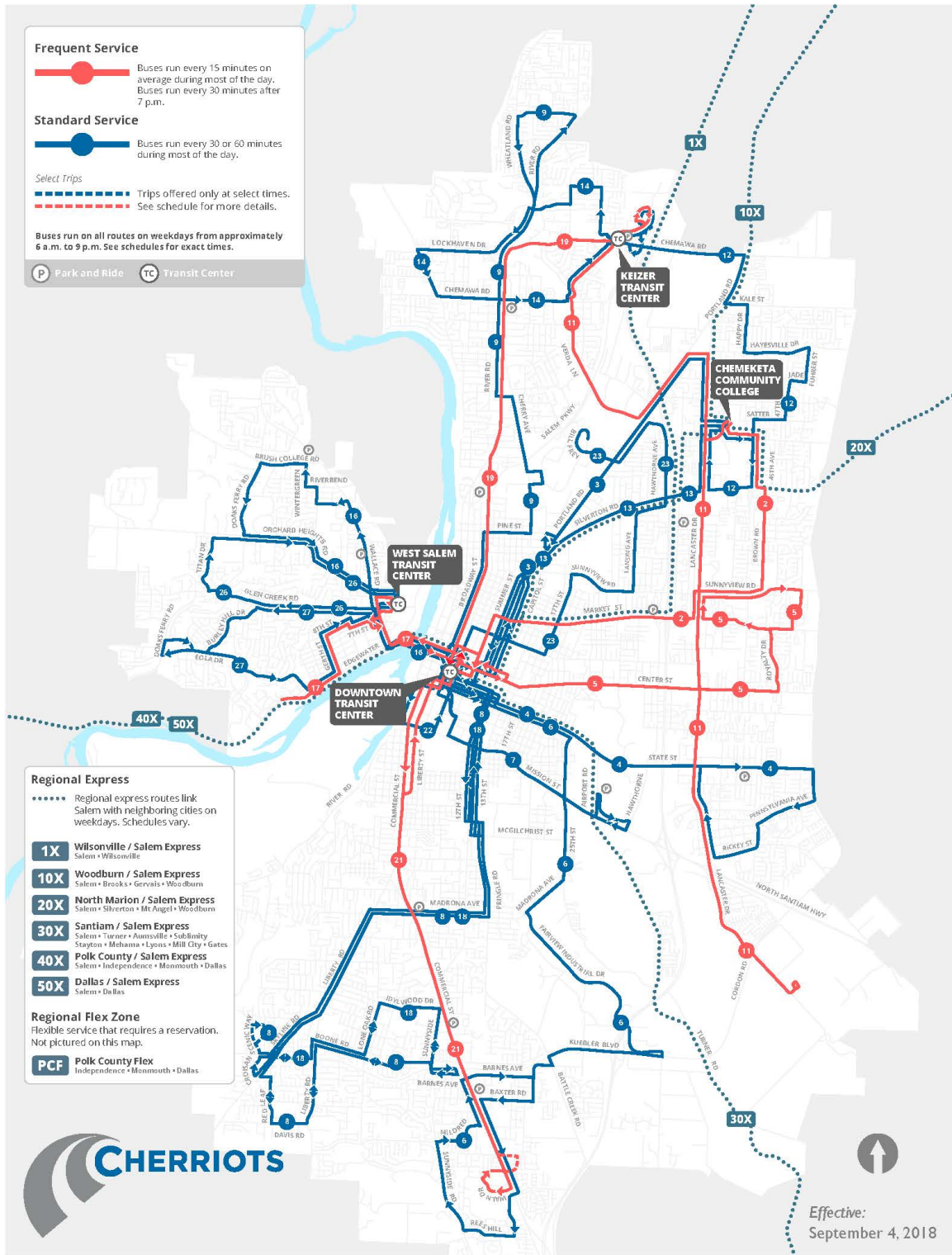
Table 9. Cherriots Local fares

	One-Way	Day Pass	30-day Pass	Annual Pass
Adult (19-59)	\$1.60	\$3.25	\$45.00	\$540.00
Reduced (60+, disabled, etc.)	\$0.80	\$1.50	\$22.50	\$270.00
Youth (6-18) ¹	\$0.50	\$1.00	\$10.00	\$120.00
Children 5 and under	Free	Free	Free	Free

(1) Youth fares will change beginning June 3, 2019.

The Cherriots Local system map is provided in **Figure 7**. Frequent service routes are shown in red and standard service routes in blue.

Figure 7. Cherriots Local System Map



There are six commuter express routes, Cherriots Routes 1X, 10X, 20X, 30X, 40X, and 50X. The 1X travels between Salem and Wilsonville and is operated in cooperation with the City of Wilsonville’s South Metro Area Regional Transit

(SMART). The 10X, 20X, 30X, 40X, and 50X are contracted regional routes operated by MV Transportation, Inc. and serve the rural communities of Marion and Polk counties. See the next section for more details on those routes.

Route 1X operates 13 round trips a day, with two trips in each direction provided by Cherriots during the morning and afternoon peak periods. Beginning in March 2016, in order to reduce over-crowding issues, one afternoon round-trip was added by Cherriots and one morning round-trip by SMART. Rides on the 1X cost \$3.00 for an adult to take one ride (\$1.50 for Reduced and Youth) or \$85.00 for a universal monthly pass (\$42.50 for Reduced and Youth,) which is also valid on the Cherriots Local and Cherriots Regional buses.

The Cherriots Local fleet is composed of diesel and compressed natural gas low floor buses that are compliant with the Americans with Disabilities Act (ADA), and are equipped with ramps and kneeling capability. Buses have an automatic stop announcement system as required by the ADA. Each bus is also equipped with electronic external destination signs and an electronic internal destination and information sign. This is an important accommodation accessibility feature for riders with disabilities. A priority seating area for seniors and people with disabilities is located near the front door of each vehicle. Buses also have bike racks that accommodate up to two bicycles. *More information on the Cherriots Local fleet is in **Appendix E**.*

3.3 Cherriots Regional

Cherriots Regional provides transit service to the smaller cities and largely rural areas in Marion and Polk counties. The purpose is to provide people, many of whom are seniors, people with disabilities, or individuals who are economically disadvantaged, access to medical services, education, employment, shopping, and recreational opportunities,. Service is provided through commuter express fixed routes (10X, 20X, 30X, 40X, and 50X) and a flex route (Polk County Flex). In Fiscal Year 2018, Cherriots Regional provided approximately 87,620 annual rides.

Cherriots Regional buses run Monday through Friday from approximately 6 a.m. to 9 p.m. and do not provide service on holidays. There are five primary Cherriots Regional routes (Routes 10X, 20X, 30X, 40X and 50X), all which connect to the Downtown Salem Transit Center. Cherriots Regional Routes 10X and 20X connect with Canby Area Transit (CAT) Route 99X and the Woodburn Transit Service (WTS) in the City of Woodburn. Route 20X connects with the City of Silverton's dial-a-ride van, The Silver Trolley in the City of Silverton. Route 40X connects with the Polk County Flex (PCF) in the cities of Dallas, Monmouth, and Independence. Route 50X connects with the PCF in Dallas. Volunteer driver programs exist at the West Valley Hospital (Salem Health's Connections Van) in Dallas and at the hospitals and

medical clinics in Silverton and Woodburn (Legacy Silverton Medical Center’s CareVan), which are available to people who need rides to their medical appointments.

The Polk County Flex is a scheduled service that operates only in and between Monmouth, Independence, and Dallas. It requires reservations made 24-hours in advance to the Cherriots call center. It will pick up and drop off passengers between 7 a.m. and 5 p.m. anywhere within the three cities according to its time schedule.

Routes 10X, 20X, 30X, 40X, and 50X operate as commuter express services and will not deviate off their routes as they once did. This system has been in place since May 8, 2017, and has been working well to keep the buses running on time. A map of the routes is in **Figure 8**. A description of all six Cherriots Regional routes can be found online on the Cherriots website at: Cherriots.org/regional

Table 10 describes the Cherriots Regional fares as of January 2015. Cherriots Regional offers discounted fares at about two-thirds of the regular fare for youth, seniors, and people with disabilities. Monthly passes are also available to riders. Dial-a-ride fares on Cherriots Regional are equivalent to Cherriots Local fares. Tickets for Cherriots Regional services are sold at many locations throughout Marion and Polk counties, and some are provided by human services agencies to their clients.

Table 10. Cherriots Regional fares

	One-Way	Day Pass	Monthly Pass	Universal Month Pass ¹
Adult (19-59)	\$2.25	\$4.50	\$60.00	\$85.00
Reduced (60+, disabled, etc.)	\$1.50	\$3.00	\$30.00	\$42.50
Youth (6-18) ²	\$1.00	\$2.00	\$20.00	\$42.50
Children 5 and under	Free	Free	Free	Free

(1) The Universal Monthly Pass is good on all Cherriots Regional, Cherriots Local, and 1X routes.

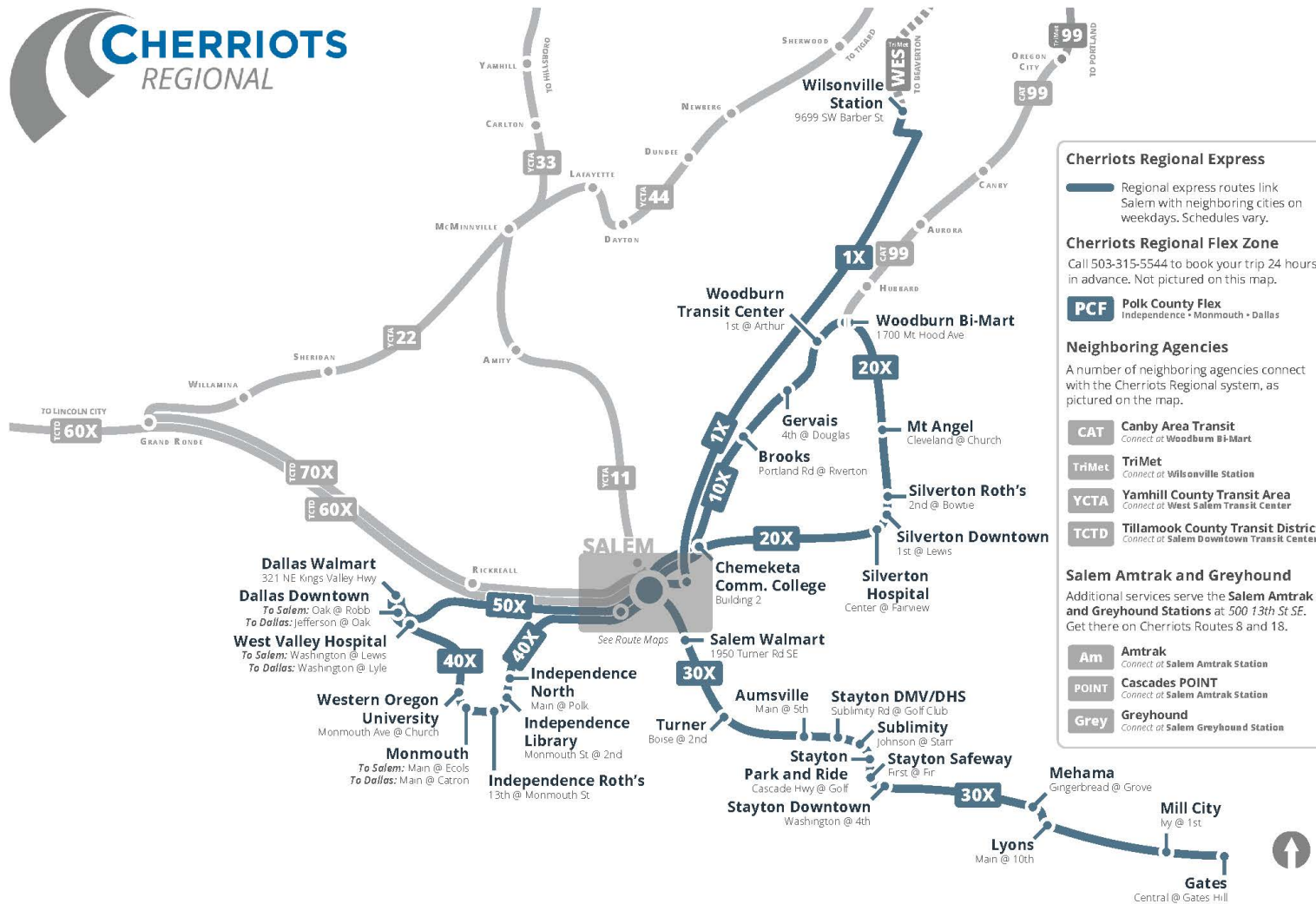
(2) Youth fares will change beginning June 3, 2019.

The Cherriots Regional fleet consists of 12 vehicles. The vehicles seat between 14 and 35 people and are capable of carrying up to two mobility devices. The vehicles range in age from less than a year to 15 years old. The vehicles are owned by Cherriots. Most buses are fitted with a bicycle rack that can transport up to three

bikes, and some have space for two bicycles only. *Data on the Cherriots Regional vehicle fleet can be seen in **Appendix E**.*

Cherriots Regional administration is located with SAMTD staff in Salem. Cherriots Regional operation is contracted out to MV Transportation, Inc., but maintenance is performed by District employees. Due to Cherriots Regional's large service area, vehicles are stationed at two different locations. In Polk County, vehicles are operated out of the Public Works Road Maintenance facility located at 820 SW Ash Street in Dallas, while the Marion County vehicles are stored at the Hyacinth Street site in Salem. Cherriots Regional, which does not have its own fueling facility, uses Pacific Pride fueling sites located throughout Marion and Polk counties.

Figure 8. Cherriots Regional System Map



Effective: May 7, 2018

3.4 Cherriots LIFT

Cherriots LIFT is the ADA complementary paratransit service offered by Cherriots within the Cherriots Local service area, which is defined by the Salem-Keizer Urban Growth Boundary. Cherriots LIFT provides origin to destination transportation service for individuals who cannot independently access Cherriots Local. There is a three step application process to determine eligibility for the transportation service. In Fiscal Year 2018, Cherriots LIFT provided about 132,680 rides. At least a 24-hour advanced reservation is required to ride Cherriots LIFT. Service hours and days are the same as Cherriots Local. The fare is \$3.20 each way and can be paid with either cash or a Cherriots LIFT ticket. Cherriots LIFT does not accept Cherriots Local passes. Cherriots LIFT is operated by a contracted transportation provider, currently MV Transportation, Inc. *Data on the Cherriots LIFT vehicle fleet is in **Appendix E**.*

3.5 Cherriots Shop and Ride Shopper Shuttle and Dial-a-Ride

The Cherriots Shop and Ride shopper shuttle and dial-a-ride services are administered by Cherriots and operated by MV Transportation, a contracted transportation provider. The Cherriots Shop and Ride provides origin to destination transportation services for seniors age 60 or older and for people with disabilities of any age. In FY18, Cherriots Shop and Ride provided approximately 9,981 annual rides. There is no application process for this transportation service. Through Federal Fiscal Year 2017, the Cherriots Shop and Ride had been funded entirely by state and federal grant funds, which are specific to the Salem-Keizer urban area. Data on the Cherriots Shop and Ride vehicle fleet can be seen in **Appendix E**.

The Cherriots Shop and Ride dial-a-ride picks you up at home and takes you to any destination within the Salem-Keizer urban growth boundary. The cost is \$3.20 for a One-Ride Pass, and a book of 10 passes is \$32. Service is available Monday through Friday, from 8 a.m. to 6 p.m. Medical appointments have priority when making trip reservations on the dial-a-ride. Reservations must be made by 5 p.m. the day before you wish to ride. Reservations can be made up to 14 days in advance. The call center is open Monday through Friday from 6 a.m. to 7 p.m. and Saturday from 10 a.m. to 4 p.m. For \$1.25, the Cherriots Shop and Ride shopper shuttle picks you up and takes you to designated shopping store locations determined by your place of residence. A book of ten passes costs \$12.50. All vehicles are ADA-accessible.

3.6 Mobility Management

Mobility Management is responsible for researching, planning, developing, coordinating, and implementing projects and programs related to public transportation options specializing in seniors and people with disabilities. This program assists seniors and individuals with disabilities to overcome barriers in accessing public transportation. Mobility Management offers a wide variety of individualized travel options and programs, including travel training, mobility device training, route planning, free community transportation services, program presentations, distribution of informational transportation resources; participation at source fairs, community events, community meetings; and collaborating and facilitating partnering opportunities with other agencies throughout the community. Mobility Management is a customer-driven, market-based approach to transportation focused on connecting the community to transportation. Mobility Management is vital to forging partnerships, collaborations, and opportunities within the community enhancing overall awareness of public transportation services and programs that are available. The Mobility Management Work Plan is in **Appendix F**.

The Travel Trainer designs and implements individual travel training based on the assessment of client mobility and identification of client travel needs and travel route; sets up meetings to discuss training with client, and caretakers, if appropriate; and schedules a trip to obtain ID and applicable passes. The Travel Trainer models appropriate travel behavior, instructs the trainee in emergency procedures; instructs client in mobility device use; and prompts trainee on public transportation etiquette. After the initial training, the Travel Trainer observes the client traveling first with, then without their knowledge to verify application of learned transit skills from travel training.

In Fiscal Year 2018, 271 individuals were successfully travel trained; 186 meetings, presentations, and hosted informational table events were attended in order to educate and inform on Cherriots transportation services and programs; 9,704 individual and/or agency contacts were made; and Transit Hosts averaged over 39 contacts per day with over 6,000 trip planning interactions, the majority of which are with seniors and individuals with disabilities.

3.7 Cherriots call center and Medicaid brokerage

As of March 2018, Cherriots no longer serves as the Medicaid transportation broker for Marion and Polk counties. This service is now provided by LogistiCare. This means that the Cherriots call center no longer takes non-emergency medical transportation (NEMT) calls for the two-county region. NEMT is provided to

Medicaid eligible people, with costs reimbursed through the Oregon Health Authority and the area's Coordinated Care Organization (CCO): Willamette Valley Community Health. Transportation is scheduled with the most appropriate and cost-effective means that meets a client's needs, including the following types of transportation services: bus (tickets/pass); wheelchair van/bus; taxi or sedan; secure transport; stretcher car. Approximately 22 service providers are authorized to deliver services in Marion and Polk counties on behalf of the program.

Qualified clients phone LogistiCare (844-544-1397) to schedule transportation. Customer Service Representatives verify their eligibility and schedule their ride with a transportation provider. The service is door-to-door. If a client requires further assistance, a personal care attendant will ride for free. Transportation may be provided 24 hours a day, 365 days a year for these trips only. There is no cost to eligible clients for OHP/Medicaid Transportation services.

During Fiscal Year 2018, there were 149,154 trips booked through the Cherriots call center for Cherriots LIFT, Cherriots Shop and Ride Shopper Shuttle, and Dial-a-Ride, and the Polk County Flex services. The call center also answers any general questions about any Cherriots service. The Cherriots call center is open every day except New Year's Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. Hours of operation are Monday through Friday, 6 a.m. to 7 p.m., and Saturday, 10 a.m. to 4 p.m.

3.8 Woodburn Transit System (WTS)

The City of Woodburn operates one fixed-route bus route and dial-a-ride vans within the City of Woodburn. This service provides coverage for most areas of town in a complicated figure eight pattern. The bus runs hourly on weekdays from 7-a.m. to 7 p.m. The local dial-a-ride program for seniors and people with disabilities also operates on weekdays, for people who cannot utilize the fixed-route bus. The service operates during the same hours as the fixed-route bus and utilizes fully ADA accessible vehicles. Ride requests must be made at least 24 hours in advance.

The dial-a-ride service will also arrange for volunteer drivers organized through the Retired and Senior Volunteer Program (RSVP) to take seniors and disabled residents to medical appointments in Woodburn, Salem, and Portland with at least 24-hour notice. Woodburn Transit fares are \$1.25 for the fixed route and \$2.50 for the dial-a-ride service.

For fixed-route service outside the city, Woodburn residents can use Cherriots Regional or Canby Area Transit (CAT).

3.9 City of Silverton Silver Trolley

The City of Silverton operates the Silver Trolley service utilizing two accessible vehicles. Although the Silver Trolley is a general public, dial-a-ride service, most trips are made by people who do not have access to a car.

Service is provided Monday through Friday from 9 a.m. to 4:45 p.m., and Saturday from 9 a.m. to 3:30 p.m. A 24-hour advance request for a trip is recommended but not necessary. The service is free, but donations are accepted.

Staff estimates that of the 14,000 to 18,000 trips provided per year, about 30 percent are to the hospital. Silverton owns one cutaway vehicle and two ADA accessible vans, which park at the city's community center and use part-time drivers. Maintenance is provided in-house by a certified mechanic. The city is responsible for scheduling and dispatching the Trolley trips.

3.10 West Valley Hospital Connections Van

The Connections Van program provides free curb-to-curb transportation for residents of Polk County to Salem Health West Valley medical services located in Dallas and Monmouth. At least 80 percent of the patients using this service are seniors and people with physical disabilities. The service is offered Monday through Friday and uses volunteer drivers and schedulers, with the exception of one part-time driver-coordinator. The service has been in operation since 2001 and has one passenger van with a wheelchair lift and one wheelchair-accessible cutaway-style bus.

3.11 Silverton Hospital CareVan

The Silverton Health medical transportation program, CareVan, provides safe, reliable door to door ambulatory and wheelchair rides to and from medical appointments at Silverton Hospital and its affiliated clinics, providers, services and programs. Rides are available from private residences or pre-arranged locations within the hospital's service area from 8:30am to 4:00pm, Monday-Friday. Rides are scheduled in advance with a reminder call placed to the client 24 hours in advance of the trip. Rides are provided by two paid drivers that serve our Woodburn and outlying areas, Silverton area rides are provided by a team of committed volunteer drivers and dispatchers. All rides are complimentary, however donations are cheerfully accepted! To schedule a ride, contact (Woodburn) 503.873.1722, or (Silverton) 503.873.1784.

3.12 Cherriots call center

The Cherriots call center (formerly the TripLink Call Center) takes reservations for the Polk County Flex, Cherriots LIFT, and Cherriots Shop and Ride. The call center no longer contracts with the Oregon Health Authority to book trips for Non-Emergent Medical Transportation (NEMT). This is now provided by LogistiCare through the region's Coordinated Care Organization (CCO) to provide transportation to eligible Oregon Health Plan (OHP) clients traveling to covered medical services.

3.13 Catholic Community Services

Catholic Community Services (CCS) operates one vehicle funded by Section 5310 funds to take people with cognitive disabilities to workshops and work sites as well as to activities in the community, medical appointments and other daily activities. The minivan is used at facilities that operate 24/7, Monday through Friday with availability to other CCS programs for the developmentally disabled in the evenings and on weekends. Paragon Homes provide stable, nurturing, family-like homes for people with developmental disabilities and fragile health, offering them an opportunity to live as independently as possible. Five of these homes are located in Salem and operate 24/7. The Integrated Services Network (ISN) assures a voice and a choice for adults with developmental or intellectual disabilities as a support services brokerage. CCS offers this program in eight counties, including Marion and Polk.

3.14 Participating human services agencies

Social service providers in Marion and Polk counties include a wide array of schools, churches, nonprofits, and human services agencies. Many of these operate a single van, or in some cases, a passenger vehicle. These include agencies that provide, utilize, and need transportation. Contact information is given for each organization to help aid in the future exchange of information and for coordination among agencies. *Information about the participating human service agencies is in **Appendix D**.*

*Information received from the survey of transit providers and participating human service agencies is in **Appendix G**.*

Chapter 4: Needs assessment

Developing a comprehensive and updated needs assessment is an important part of the Coordinated Plan planning process. The Coordinated Plan focuses on the transportation needs, gaps, and challenges specific to people with disabilities and seniors. The Coordinated Plan will identify actions intended to address these needs, and will serve as the basis and rationale for potential future applications to the Special Transportation Fund Advisory Committee (STFAC) for federal and state funding.

The needs assessment was developed using demographic analysis, stakeholder outreach, and through a survey of transportation providers, social service agencies, and other organizations.

The demographic analysis of the Marion and Polk county areas used 2011-2015 data from the most recent five-year American Community Survey (ACS) and 2014 Longitudinal Employer – Household Dynamics (LEHD) data from the U.S. Census Bureau. The analysis outlines recent and future trends for the total population and seniors and people with disabilities in the two-county area.

The stakeholder outreach component occurred in May and June of 2016 and included outreach and discussions with the key stakeholders involved in planning and delivering transportation services and social services to have them articulate and share their experiences, perceptions, and opinions about which needs are most critical to meet. This outreach was conducted utilizing a survey and a set of four regional stakeholder workshops held in Marion and Polk counties.

4.1 Existing service review

The workshop meetings began by asking the stakeholders to provide examples of services that are currently working well in their communities. This was done to create a positive environment for the workshops, to reinforce the idea that Cherriots is already meeting many of the needs of seniors and people with disabilities, to recognize that the Coordinated Planning process seeks to build on the existing services, and to share good examples of existing programs and experiences that are working well with other participants and the Cherriots and ODOT staff in attendance. Responses from workshop participants that highlight existing positive experiences with existing services include:

- Cherriots services

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- Participants expressed positive experiences with services within the Salem-Keizer urban growth boundary.
 - Participants felt that it was, "...refreshing to see the interest from Cherriots Regional/Cherriots Local for information from all communities."
 - Bus drivers and travel training programs were described positively.
 - Cherriots vehicles, including ADA-accessible vehicles, are well maintained.
 - Cherriots LIFT drivers were described as patient, kind, and interact well with staff and riders.
 - Cherriots LIFT is an excellent asset to and increases the independence of people who attend a day program or have a job.
 - Cherriots Regional works well in the Santiam Canyon area, especially for seniors and youth.
 - Early morning (6:30 a.m.) Cherriots Regional service, can get people to work in Salem from faraway rural communities in Marion and Polk counties.
 - Non-emergency medical transportation volunteer driver programs
 - Salem Health West Valley Foundation has a volunteer driver program for their Connections Van program. The volunteer coordinator position is 50 percent funded by a STF grant. The Connections Van volunteers pick up hospital patients needing assistance to get to their medical appointments at the hospital in Dallas. Patients must be residents of Polk County and not have any other option to get to their appointments to qualify.
 - Legacy Silverton Medical Center's CareVan is a volunteer driver program that assists patients travelling to their medical appointments in Silverton, Mt. Angel, Woodburn, and Keizer.
 - Dial-A-Ride services and Age in Place programs in Woodburn
 - Woodburn Transit Dial-a-Ride for transportation within the city limits
 - Woodburn NEMT volunteer driver program to get people to medical appointments in Woodburn, Salem, and Portland; must be a city resident to qualify

4.2 Needs assessment

This section presents a list of identified unmet public transportation needs as described from the stakeholder workshops, a survey that went to local transit service

providers and social service agencies in November and December 2015, and applicable remaining needs from the Cherriots 2009 Coordinated Transportation Plan.

4.3 Transportation service needs

- Restoration of services, such as Saturday or evening hour service, which had been previously cut
- Increased service availability
 - Service span (early morning and evenings)
 - Weekends and holidays
 - Commuter and midday (10 a.m. – 2 p.m.) routes
- Increased service geographic scope
 - Unserved or underserved areas
 - Small communities, rural, and low-density areas (primarily Cherriots Regional service)
 - Aurora, Aumsville, Brooks, Butteville, Dallas, Detroit, Donald, Falls City, Gates, Gervais, Grand Ronde, Hubbard, Idanha, Independence, Jefferson, Labish Village, Macleay, Marion, Mehama, Mill City, Monmouth, Mt. Angel, Rickreall, Scotts Mills, Shaw, St. Paul, Stayton, Turner, and West Stayton
 - Unincorporated north and east Marion County (Santiam Canyon area) and western Polk County
 - Expanded inter-city and inter-county service to/from Salem
 - Albany, Corvallis, Lincoln City, Canby, Oregon City, Portland, Tillamook, Tualatin, Wilsonville, and Woodburn
 - Lifeline/basic needs destinations such as shopping, groceries, social services, and medical facilities
- Increased service quality
 - More frequent service
 - Reduction of route travel time
 - Better reliability, schedule adherence, and on-time performance
 - Additional stops to make boarding/deboarding easier
- Dial-A-Ride (DAR)
 - Need DAR in Mehama, Mill City, and other rural communities

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- DAR vehicles not always suitable for some people in need
 - DAR services for basic needs (shopping, medical, and recreation)
 - Door-to-door and door-through-door paratransit service in Polk County outside of the Salem UGB area and in southern Marion County
 - Underserved groups
 - Addiction counseling/group therapy services in Polk County
 - Oregon Health Plan (OHP) enrollees and others who don't qualify for Medicaid services and who do not have the means to fulfill their transportation needs
 - Youth
 - People who are unable to schedule service in advance
 - People who are unable to accommodate lengthy trip times
 - Transportation to employer work sites during times of the day or week that Cherriots Local or Regional service is not running, especially for people with disabilities

4.4 Infrastructure needs

- Bus stops
 - Accessibility needs (e.g. ADA-compliant curb ramps, level sidewalks)
 - Bus shelters
 - Better signage for bus stops and shelters
- Pedestrian improvements
 - Safe crosswalks near bus stops
 - Elimination of gaps in sidewalk network
- Small transit centers in communities without a transit center or major transit stop with a shelter

4.5 Coordination and organizational needs

- Coordinate services that cross jurisdictional and transit provider service area boundaries
 - Reduce duplication of services
 - Maintain and enhance service connectivity among local operators

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- Coordinate services among social service agencies, senior centers, medical facilities, employers, and other organizations to share information about local transportation options, training opportunities, and other information
 - Central dispatch for transportation services
 - Fare sharing across services such as the ability to use the day pass on both the Cherriots Regional and Cherriots Local systems
 - Apply technological solutions to facilitate coordination efforts

4.6 Marketing, customer service, and outreach needs

- Increase accountability, customer service, responsiveness, and human interaction
- Increase the amount of information available in Spanish
- Improved access to and availability of information, education, and outreach about the range of transportation providers and services is needed in both the urban and rural areas
- Service advertising
 - Improve awareness of the availability of different transit services (e.g. Cherriots Regional and Cherriots Local) and how they work together
 - Old media: radio, local publications, bus shelters, 211 service, kiosks, and brochures
 - New media: Internet, Facebook, and Twitter
 - Targeted advertising/outreach to specific groups (e.g. churches, social service agencies, senior centers, visually-impaired communities), and at destinations such as hospitals
- Increase the number of volunteer drivers

4.7 Technology needs

- Cherriots Regional vehicles need fareboxes identical to Cherriots Local for fare integration
- Security cameras on Cherriots Shop and Ride vehicles and some Cherriots LIFT vehicles (cameras are not currently in any Cherriots LIFT MV-1 vehicles)
- Speaking/digital schedules at bus stops
- Electronic signs at transit centers and major bus stops listing the next bus arrival
- Equip buses with AVL and/or GPS systems for real-time tracking

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- Text alerts on additional transit services (in the past, riders on the West Salem Connector could receive a text or automated phone call to tell them when the bus is five minutes away from their stop.)
 - Expand on web-based ride reservation system pilot project that was tested with Willamette Valley Community Health and/or the West Salem Connector web-based booking system

4.8 Capital and funding needs

- Bus and equipment replacements
- Provide high quality buses that meet a range of physical needs
- Service additions and enhancements
- Fare subsidies

Chapter 5: Priorities and strategies

This chapter presents an overview of strategic initiatives, technologies, opportunities for coordination and other methods to improve transportation services for seniors and people with disabilities within Marion and Polk counties. The strategies were generated from the four stakeholder meetings, the 2009 and 2016 Coordinated Plans, current transit research, and a review of Coordinated Transportation Plans from peer agencies.

5.1 Priorities

The 2009 Coordinated Plan identified a set of priorities used to weight the selection of transportation strategies and funding decisions. The five priorities were, in descending order of importance:

1. Maintain current public transportation service in rural and Marion and Polk counties.
2. Maintain current Monday through Friday service in the urban area.
3. Add additional hours (earlier in the morning and later in the evening) to the current transportation service in rural Marion and Polk counties.
4. Maintain current shopper shuttles in the urban area.
5. Provide medical transportation for non-Medicaid people in rural Marion and Polk counties.

During the stakeholder workshops, participants were asked to comment on a set of priorities based partially on the previous list, along with additional priorities. When presented to project stakeholders during the four workshops, there was general agreement that the following seven priorities should be included as part of the updated Coordinated Plan. These priorities should guide the decisions made by Cherriots to implement the plan including how to evaluate funding applications.

- Maintain/improve/expand existing services, increase capacity/hours, improve service quality, and avoid service reductions, in both urban and rural areas.
- Provide for adequate capital replacements and maintenance of vehicles and other fundamental requirements to provide service.
- Consider providing non-emergency medical transportation for non-Medicaid people in rural Marion and Polk counties
- Consider cost-effectiveness in making funding decisions (such as \$ per ride, % match), but balance that with the need to provide accessibility throughout Marion and Polk counties.
- Develop policies that identify a target for distribution of funds on strategic and equitable bases to address the needs of the region's seniors and people with disabilities.
- Implement new and innovative initiatives related to technology and collaborative partnerships to improve service to underserved communities and people.
- Enhance rider experience and sense of dignity by being sensitive and attentive to the varied needs of people and by emphasizing a customer service model.

In the previous plan, three of five identified priorities sought to maintain the existing (2009) level of transit service provided by Cherriots, and all five priorities specifically concerned an aspect of transit service levels. The new list of priorities combines the previous five priorities into two items. Because of the multifaceted and complex nature of providing transit service for seniors and people with disabilities, the updated set of priorities takes a comprehensive approach in expressing that reality. Striving for equitable investment and funding decisions while maintaining a cost-effective operation will allow Cherriots to provide greater amounts of transit service to those in need, and setting a priority that demands an exploration of innovative ideas and technologies will allow Cherriots to keep up with the growth in the senior and disabled populations.

5.2 Strategies

The strategies presented and discussed in this chapter are intended to address or mitigate transportation needs for seniors and people with disabilities as identified in the needs assessment. This is an important element of the Coordinated Transportation Plan in that it responds to federal planning requirements; in addition, it provides an opportunity to document regional service priorities as well as to identify lead entities responsible to implement them.

5.3 Transportation service strategies

- Sustain current service levels.
- As funding allows, implement the “A Better Cherriots” plan (addition of weekend, holiday, extended evening service, and more) using State Transportation Improvement Fund (STIF) dollars beginning in September 2019.
- Develop service area guidelines² for Cherriots and use the guidelines to address gaps in public transit services.
- Identify areas with the greatest need for additional or enhanced transit services.
 - Add weekend service on Cherriots Local, Cherriots Regional, and Cherriots LIFT.
 - Extend evening hours on Cherriots Local and Cherriots Regional during the weekdays.
 - Improve frequencies where service is too infrequent.
- Increase capacity of existing volunteer programs by increasing the fleet of accessible vehicles for community-based services.
- Review services such as the former West Salem Connector and identify additional locations in the two-county area this service could be replicated.
- Explore options for circulator, feeder route, and flexible route dial-a-ride services.

² Service area guidelines are a tool for assessing the level of service currently provided and identifying unmet needs or gaps. While each recommended guideline may not be achieved, it should remain a target for ongoing improvement. The public and policy-makers should not view these guidelines as guaranteed levels of service but rather as ways to measure progress toward an ideal continuum of transportation service.

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- Improve regional connections between modes and service providers.
 - Where allowable, explore partnerships with Transportation Network Companies (TNCs) such as Uber or Lyft to provide first-mile/last-mile transportation for customers that can utilize fixed-route transit for part of their trip.
 - Explore opportunities to expand Drive Less Connect or develop a new platform for ride-matching for seniors and people with disabilities.

5.4 Infrastructure strategies

- Review existing pedestrian plans in Marion and Polk counties for opportunities and funding sources to improve sidewalk and pedestrian infrastructure.
- Prioritize bus stop locations needing improvements.
- Coordinate with local jurisdictions to identify opportunities to improve stop accessibility during roadway construction, or development projects.
- Advocate for age and disability-friendly streets and roads.
- Develop strategies (e.g incentives, mutual planning requirements) to influence the siting of facilities that provide services to seniors and/or people with disabilities.
- Create a safer transit environment by following the principles of Crime Prevention Through Environmental Design (CPTED) on new or upgraded transit facilities.

5.5 Coordination and organizational strategies

- Develop a calendar for staff to periodically review the Coordinated Plan and to bring an assessment to the STFAC to evaluate progress and make updates as needed.
- Coordinate with medical facilities, seniors and/or people with disabilities transportation consumers, and their representatives to optimize trip scheduling.
- Coordinate with public and private sector organizations to identify opportunities for joint scheduling or sharing of vehicles (the Dallas and Monmouth senior centers are an existing example).
- Expand awareness of home delivery services (e.g. grocery shopping, library services) to people who stay at home to assist with “aging in place” and providing independence for people with disabilities (review the existing Age in Place program in Woodburn as a successful example).

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- Monitor Oregon Health Plan funded non-emergency medical transportation for coordination opportunities.
 - Review the Legacy Silverton Medical Center program (CareVan) for trips to/from the hospital for opportunities to coordinate trips for passengers along route.

5.6 Marketing, customer service, and outreach strategies

- Develop and distribute information promoting travel options, counseling services, and provide web and application-based information systems.
- Increase communication and marketing efforts to make members of the public and policymakers aware of transportation options.
- Encourage seniors and people with disabilities to use online trip planning tools.
- Explore a fare assistance program for people whose primary barrier to using public transit is financially based.
- Provide more driver training to ensure a positive, consistent customer experience by incorporating feedback from well-regarded drivers.
- Expand travel training programs that cover topics such as how to use the Dial-A-Ride system, make transfers between transit systems and destinations, and use online tools and applications.
- Enhance and develop travel training materials such as videos, educational brochures, and provide on-location presentation by travel trainers.
- Conduct outreach to increase the number and geographic area of volunteer drivers.
- Survey riders for feedback to improve drop-off and pick-up locations.

5.7 Technology strategies

- Develop and test new technology to improve service efficiencies.
- Develop or purchase open source software to enable multiple operators to connect with a single clearinghouse for trip planning and scheduling.
- Work toward providing real-time information for scheduled rides and same-day or on-demand scheduling.
- Develop a centralized information system that can be accessed by people needing information on applicable transportation resources.

5.8 Capital and funding strategies

- Advocate for increased funding and seek out new and innovative funding opportunities.
- Review bus inventory against route/passenger needs.
- Advocate for adequate capital replacements.
- Continue to develop and implement vehicle maintenance schedules.
- Review funding application process and application materials on a biennial basis.

Chapter 6: Unmet needs/strategies and next steps

This chapter maps the relationship between the unmet needs described in Chapter 5 with the strategic initiatives, technologies, opportunities for coordination, and other methods to improve transportation services for seniors and people with disabilities within Marion and Polk counties described in Chapter 6. This chapter concludes with a set of next steps that will help guide implementation of the Coordinated Plan.

Table 13, below, summarizes the unmet transportation needs in the left column, and suggests a corresponding service strategy in the right column. The list of strategies should be viewed as a “catalogue” of service alternatives and do not necessarily represent programs that have existing funding sources which may be available to initiate or jump-start the strategy. Over time, Cherriots and the STFAC should continually refine and update the list of preferred strategies with the goal of prioritizing those most feasible to pursue, and those that would best address identified unmet needs.

Table 11. Unmet needs and corresponding strategies

Unmet transportation need(s)	Corresponding strategy(s)
<p>Transportation service needs</p> <ul style="list-style-type: none"> • Restoration of services that had been previously cut • Increase service availability • Increase service geographic scope • Increase service quality • Increase Dial-A-Ride (DAR) services • Door-to-door and door-through-door paratransit service in Polk County outside of the Salem-Keizer Urban Growth Boundary and in southern Marion County • Increase service for underserved groups 	<p>Transportation service strategies</p> <ul style="list-style-type: none"> • Implement the “A Better Cherriots” plan (addition of weekend, holiday, extended evening service, and more) • Develop service area guidelines³ for Cherriots • Identify areas with the greatest need for additional or enhanced transit services • Increase capacity of existing volunteer programs • Identify additional locations for service similar to the former West Salem Connector • Explore options for circulator, feeder route, and flexible route Dial-A-Ride services • Improve regional connections between modes and service providers • Explore partnerships with TNCs • Explore opportunities to expand Drive Less Connect

³ See p. 49 for a definition of service area guidelines.

<p>Infrastructure needs</p> <ul style="list-style-type: none"> • Bus stops • Pedestrian improvements • Small transit centers in communities without a transit center or major transit stop with a shelter 	<p>Infrastructure strategies</p> <ul style="list-style-type: none"> • Prioritize bus stops that need improvements • Review existing pedestrian plans for opportunities and funding sources to improve sidewalk and pedestrian infrastructure • Coordinate with local jurisdictions to identify opportunities to improve stop accessibility during roadway construction or development projects • Advocate for age- and disability-friendly streets • Create facilities and transit centers that provide services to seniors and people with disabilities
<p>Coordination and organizational needs</p> <ul style="list-style-type: none"> • Coordinate services that cross jurisdictional and transit provider service area boundaries • Coordinate services among social service agencies, senior centers, medical facilities, employers, and other organizations to share information about local transportation options, training opportunities, and other information • Central dispatch for transportation services • Fare sharing across services such as the ability to use a day pass on both the Cherriots Regional and Cherriots Local systems • Apply technological solutions to facilitate coordination efforts 	<p>Coordination and organizational strategies</p> <ul style="list-style-type: none"> • Regularly review the Coordinated Plan with the STFAC to evaluate progress • Coordinate with rider groups and destinations to optimize trip scheduling • Coordinate with public and private sector organizations to identify opportunities for joint scheduling or sharing of vehicles • Expand awareness of home delivery services such as “Meals on Wheels” • Monitor Oregon Health Plan funded non-emergency medical transportation for coordination opportunities • Review the Legacy Silverton Medical Center CareVan program

	<p>for opportunities to coordinate trips for passengers along route</p> <ul style="list-style-type: none"> • Encourage seniors and people with disabilities to utilize online trip planning tools
<p>Marketing, customer service, and outreach needs</p> <ul style="list-style-type: none"> • Increase accountability, customer service, responsiveness, and human interaction • Increase the amount of information available in Spanish • Improved access to and availability of information, education, and outreach about the range of transportation providers and services is needed in both the urban and rural areas • Increase frequency and breadth of marketing/advertising • Increase the number of volunteer drivers 	<p>Marketing, customer service, and outreach strategies</p> <ul style="list-style-type: none"> • Develop and distribute information promoting travel options services and provide web-based and application-based information systems • Improve communication and marketing efforts to increase awareness of transportation options • Explore a fare assistance program for people with low income • Provide more driver training to ensure a positive, consistent customer experience by incorporating feedback from well-regarded drivers • Expand travel training programs • Enhance and develop travel training material • Conduct outreach to increase the number and geographic locations of volunteer drivers • Survey riders for feedback to improve drop-off and pick-up locations
<p>Technology needs</p> <ul style="list-style-type: none"> • Cherriots Regional vehicles need fareboxes identical to Cherriots Local buses for fare integration • Security cameras on Cherriots Shop and Ride vehicles and some Cherriots LIFT vehicles (cameras 	<p>Technology strategies</p> <ul style="list-style-type: none"> • Develop and test new technology to improve service efficiencies • Develop or purchase open source software to enable multiple operators to connect with a single

<p>are not currently in any Cherriots LIFT MV-1 vehicles)</p> <ul style="list-style-type: none"> • Speaking/digital schedules at bus stops • Electronic signs at transit centers and major bus stops listing the next bus arrival • Equip buses with AVL and/or GPS systems for real-time tracking • Text alerts on additional transit services • Expand on the ongoing web-based ride reservation system pilot project with Willamette Valley Community Health and/or the former West Salem Connector web-based booking system 	<p>clearinghouse for trip planning and scheduling</p> <ul style="list-style-type: none"> • Work toward providing real-time information for scheduled rides and same-day or on-demand scheduling • Develop a centralized information system that can be accessed by people needing information on applicable transportation resources
<p>Capital and funding needs</p> <ul style="list-style-type: none"> • Bus and equipment replacements • Provide high quality buses that meet a range of physical needs • Service additions and enhancements • Fare subsidies 	<p>Capital and funding strategies</p> <ul style="list-style-type: none"> • Advocate for increased funding and seek out new and innovative funding opportunities • Review bus inventory against route/rider needs • Advocate for adequate capital replacements • Continue to develop and implement vehicle maintenance schedules • Review funding application process and application materials on a biennial basis

6.1 Next steps

After adoption of the Coordinated Plan, there are a number of logical next steps that Cherriots can take to move forward to implement the plan. Some general strategies, initiatives, and opportunities in the short run would include:

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1. Cherriots staff to develop a strategy for Coordinated Plan implementation. As needed, the STFAC and public and private stakeholders will be included in order to gain feedback on the proposal for Coordinated Plan implementation.
 2. Cherriots staff to develop and/or refine a list of funding and transit service investment priorities to help identify which of the unmet needs are most pressing, and which of the proposed strategies would best be positioned to address the unmet needs.
 3. Cherriots staff to develop service area guidelines for all Cherriots services. Once the guidelines are established, identify which areas are deficient, and then use the guidelines to address gaps in public transit services.
 4. Begin preparing for the next funding cycles, including any needed refinements to the STF and Section 5310 funding and application processes.

List of appendices:

Appendix A: Summary of stakeholder workshops held in 2016

Appendix B: 2016 stakeholder workshop comments

Appendix C: People aged 65 years and older demographic data

Appendix D: Social service agency descriptions

Appendix E: Cherriots Vehicle Fleet Maintenance Plan (2018)

Appendix F: Mobility Management Work Plan

Appendix G: Survey results matrix

Appendix H: Sample Public Notice

Appendix I: Sample Web Article

Appendix J: Sample STF Grant Application

Appendix K: Sample STF Grant Application Instructions

Appendix L: Sample 5310(ODOT) Grant Application

Appendix M: Sample 5310(ODOT) Grant Application Instructions

Appendix A: Summary of stakeholder workshops held in 2016

Appendix B: 2016 stakeholder workshop comments

Appendix C: People aged 65 years and older **demographic data**

Appendix D: Public providers

Appendix E: Cherriots Vehicle Fleet Maintenance Plan

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Appendix G: Survey Results Matrix

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Appendix J: Sample STF Grant Application

Appendix K: Sample STF Grant Application **Instructions**

Appendix L: Sample 5310(ODOT) Grant Application

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