

# SALEM-KEIZER TRANSIT

## STRATEGIC BUSINESS PLAN:

### SHORT-RANGE ELEMENT



October 28, 2004

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## EXECUTIVE SUMMARY

The Salem-Keizer Transit District's mission: *"To contribute to community livability by providing safe, efficient, reliable public transportation services,"* is simple and descriptive. However, the District has never produced a comprehensive, formal document that defines what the mission means in practice or how it might be accomplished. That is the purpose of this strategic business plan. It establishes principles to guide future decision making on services and allocation of public transportation resources and develops an action plan that focuses on improving mobility for Salem/Keizer residents.

In 2002 the Salem-Keizer Transit Board of Directors adopted nine guiding principles that established the framework for the strategic business plan and directed how the District should approach its future:

1. Grow service levels significantly but reasonably;
2. Balance the goal of highly productive transit service against demands for broad geographic coverage, long operating hours and seven day a week service;
3. Diversify and leverage funding;
4. Link service decisions to land use;
5. Consistently apply efficiency and cost effectiveness criteria to key decisions;
6. Review fares every two years, and link them to an expected farebox rate of return;
7. Facilitate development of regional public transit services;
8. Incorporate new, high value added technology into service provision; and
9. Acknowledge the work force as one of the District's most valuable assets.

The strategic business plan presented here goes on to articulate a vision for Cherriots' future and programs an ambitious expansion of services and facilities for the coming years. The expansion is proposed for two primary reasons: first, our area is growing and the local jurisdictions – Salem, Keizer, Marion and Polk counties – have noted in their transportation plans that transit needs to assume a larger share of trips in order to reduce traffic congestion and lower the costs for new highway construction. Second, the district has witnessed a growing demand for public transit. New services that have been well-planned and targeted to the public's needs have been highly successful, and ridership has grown significantly and consistently for many years.

Successful implementation of the plan will depend upon good planning, leadership, state and federal funding support and additional local revenues that will only come with strong involvement and support from the people of Salem and Keizer

The plan is organized around seven action statements designed to implement the mission consistent with the guiding principles:

- *Build Transit's Capacity*
- *Increase Service Convenience*
- *Enhance Mobility*
- *Lead Transit's Development*
- *Increase Efficiency*
- *Enhance Transit's Revenues*
- *Ensure Safety and Security*

The statements comprise the chapter headings of the strategic plan. In each chapter, the statements are followed by Board policies that direct the work needed to accomplish and successfully implement the plan. Following the policies are the work tasks themselves, describing the improvements and projects that the district will undertake over the next five years.

Growing the service level—the most elemental goal of the strategic plan—is not, in itself, sufficient. Improving transit services in a style that will attract more riders in the Salem/Keizer area, and successfully meet their needs, will require some modifications to the fixed route transit operation—modifications that address new mobility needs in a community that is changing and developing in new directions. The central component of the service program over this next five-year period is the conversion of the current radial pulse pattern of service to what is termed a “3C” system of neighborhood circulators, outlying transit centers, and high-frequency corridor routes. This change introduces greater capacity, flexibility and efficiency to fixed route operations, enabling the system to absorb more riders, adapt to changing community growth patterns, and improve mobility within neighborhoods.

Many of the projects listed in the strategic business plan's five-year capital program focus on the implementation of the 3C system. Frequency improvements on routes 1, 3, and 16, to provide 15-minute service in peak-hours, begin to lay the groundwork for the future corridor routes that will provide rapid, high capacity connections from outlying areas to the downtown/capital mall area. New transit centers in Keizer, south Salem, and east Salem will be built in mixed-use concentrations of retail, commercial, and residential development. New buses, smaller ones to better traverse neighborhoods, and larger ones, perhaps articulated-style, to carry more riders more comfortably, are programmed in the document.

Improved comfort and convenience for transit riders is another focal point of the plan. CherryLift service for our disabled riders will be improved, and steps taken to enhance its productivity and efficiency. Downtown Salem bus stops need to be improved, and are programmed for work over several years. More bus shelters, better maintenance of stops,

and improved bus information are provided for. New services are offered, including addition of routes in infill areas, new commuter-oriented routes to complement the popular Wilsonville service, and intelligent transportation systems (ITS) technology is programmed to improve service speed and quality of the transit experience for riders. Fleet maintenance and facility needs are addressed, and replacement buses are acquired to maintain system reliability.

A streetcar feasibility study is underway as this document is being written. If deemed feasible, the district will work with local jurisdictions and the business community to investigate the next steps toward possible implementation of a downtown rail circulator route. And lastly, a high priority in our many meetings with riders and the public, Sunday service is set to begin on a limited schedule in 2007.

Leadership, growth, improvement, diversified funding, organizational efficiency, and coordination with our partners.....these are the key messages in the district's 2005 Strategic Business Plan. The actions programmed in the plan are intended to help turn the messages into a record of accomplishment. But the Strategic Business Plan's goals are tempered with the realization that they can't be achieved without the commitment, participation, and support of local jurisdictions, transit's many stakeholders in the community, and the general public. It is the transit district's hope that this document will provide the common framework and policy direction that is needed to forge a consensus for transit's future in the community.

***Salem-Keizer Transit District's Mission: To contribute to community livability by providing safe, efficient, reliable public transportation services***

## **I. INTRODUCTION**

This is the first strategic plan to be prepared and adopted by the Board. It defines the vision for public transit services for years to come, and will shape the efforts undertaken by staff and leadership to develop transit as a resource for our community. The plan is based upon the District's mission statement, which sets a broad vision for transit in the Salem/Keizer area. The mission is to *contribute to community livability*, and the tactic for accomplishing it is through the provision of *safe, efficient, and reliable service*.

### **Contribute to Community Livability...**

How transit can "contribute to community livability" was posed to the public in a series of workshops in Spring 2003, and was discussed by the Transit Board in several sessions devoted to the strategic planning process. The following points summarize the responses that were generated by Board and public.

Public transit can contribute to livability for everyone in the community by...

- **Providing needed mobility**

The ability to move around the community and access its many opportunities is one of the most basic aspects of livability. While our cars provide extraordinary mobility, a significant and growing segment of our population does not have this access. Year 2000 census data indicates that 8% of Salem/Keizer households have adult occupants who do not have access to an automobile. Young people, senior citizens, disabled persons, and low-income families--many people in these segments have no other option and need transit to access work, schools, and community services.

- **Optimizing transportation infrastructure investments**  
 Building and maintaining streets and parking structures is expensive. Salem's adopted transportation plan says that transit and alternative modes should increase their share of trips made in the Salem/Keizer area, as an effective means of using existing facilities better and reducing public infrastructure costs.
  
- **Reducing traffic congestion**  
 Cherrriots carries 20,000 trips a day in Salem/Keizer, about half of which occur in the morning and afternoon peak periods. As our area grows, more pressure will be placed on the Salem/Keizer street system. Transit growth has the potential to carry more riders, and relieve stress on streets and parking. Results from a 2001 survey suggest that, without transit service, there would be 4,000-5,000 additional auto trips on our streets.
  
- **Improving air quality**  
 For every passenger mile that Cherrriots operates, there are over **90%** less pollutants that enter our air, compared to auto trips. Salem-Keizer Transit carries *16 million* passenger miles annually, and this number can grow substantially with future improvements to transit service. Transit can play a meaningful role in maintaining our high air quality in the face of future population growth.
  
- **Contributing to healthy growth patterns**  
 One of the lessons from our country's larger urban areas is that unplanned growth too often results in street networks that carve up neighborhoods, pave over green space and agricultural land, and set long distances between people and their destinations. The current planning emphasis on the interconnections between land use and effective transportation systems can lead to more livable cities and a better quality of life in our area.

These are the benefits that Salem-Keizer Transit is seeking to provide in the development and implementation of this strategic plan. They are some of the contributions that transit can make to the total livability of the Salem/Keizer area.

## The “Guiding Principles”

In 2002 the Board of Directors of Salem-Keizer Transit identified a set of guiding principles to assist staff in translating the District’s mission statement into specific actions and policies. These principles are contained in their entirety in the Strategic Business Plan Appendices volume, appendix C. They target eight strategic topics of system operation, and help define the steps that need to be taken to progress toward the District’s mission. Table 1 shows the elements and presents a brief synopsis of the Board’s directions in each topic.

**Table 1. The Salem-Keizer Transit Board’s Guiding Principles**

STRATEGIC TOPIC	OVERVIEW
Service Levels	<ul style="list-style-type: none"> <li>• Grow the service level significantly, but on a measured and reasonable basis</li> <li>• Coordinate growth with local jurisdictions’ land use and transportation plans</li> </ul>
Productivity and coverage	<ul style="list-style-type: none"> <li>• Provide service in all areas where there is sufficient demand</li> <li>• Dedicate new resources, 75% to improve productivity of service, 25% to coverage of new areas</li> </ul>
Funding Options	<ul style="list-style-type: none"> <li>• Seek to diversify transit’s funding base</li> <li>• Work with partners to leverage and coordinate transit funding</li> </ul>
Land Use / Transportation Infrastructure	<ul style="list-style-type: none"> <li>• Focus service improvements in areas that support transit friendly development</li> <li>• Promote the importance of land use/transit planning interconnection</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Make efficiency a key organizational value</li> <li>• Identify internal efforts to manage costs and promote innovative solutions</li> </ul>
Fare Policies	<ul style="list-style-type: none"> <li>• Review fares every two years, and link them to an expected rate of farebox return</li> <li>• Keep fare increases as small as possible, linked to an inflationary index</li> <li>• Maintain deep discounted bus passes</li> </ul>
Regional Development	<ul style="list-style-type: none"> <li>• SKT to take a leadership role in facilitating development of regional public transit services</li> <li>• Seek opportunities to expand services cooperatively to outlying areas</li> <li>• Support and encourage local jurisdictions in developing transit services</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Distinguish between organization technologies and enhancement technologies, and establish appropriate priorities</li> <li>• Develop a budgeted technology fund</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• Recognize the value of the District’s employees</li> <li>• Provide a supportive employment environment</li> </ul>

Based on the Board's mission and principles, seven "action statements" have been developed to define and organize the short-range plan. They are:

- Build transit's capacity
- Increase service convenience
- Enhance mobility
- Lead transit's development
- Increase efficiency
- Enhance transit's revenues
- Ensure safety and security

Overlaying these action statements is the Board's direction to develop implementation plans and programs for the strategic plan that are reasonable and efficient.

## II. THE SHORT RANGE PLAN

### *A Vision for Cherriots' Future*

Since its inception in the 1960's, Cherriots has been primarily a "fixed route bus" public transportation provider. With the exception of federally mandated door to door paratransit service (the CherryLift Program) introduced in 1997, the District's resources and efforts have focused on operating buses on fixed routes that "pulse" in downtown Salem. All routes depart from the downtown center simultaneously, travel out to their ends near the edge of the urban area, and come back into downtown at the same time to meet together and to transfer riders. Then they depart on their next pulse.

Although this model has served the community well, population increases, growing traffic congestion, changing demographics, dispersal of residential and employment centers and an era of sharpened fiscal austerity in the public sector demand a strategic reappraisal. A new vision for Cherriots needs to be articulated so that future public transportation services in the Salem/Keizer region help better manage traffic congestion, provide greater mobility for the transportation disadvantaged, encourage compact, mixed-use development and preserve access to jobs and education for a strong and vibrant economy.

Highlights of this new vision, as described in the following sections include:

- Fundamentally redesigning the Cherriots fixed route services from a radial pulse system to a more interconnected design that better serves new community development goals;
- Identifying and developing new public transportation products and services that meet a wider variety of travel needs and thereby attract new users. The Cherriots TripLink program and commuter express service to Wilsonville are examples of how the District is already working in this direction;
- Seeking new and expanded sources of revenue to support operations and capital improvements;
- Establishing productivity improvement and cost containment as one of the District's highest priorities; and,
- Redoubling the District's efforts with local jurisdictions, regional government and the state of Oregon to encourage and promote land use development and management that improves access to and convenient use of public transportation services.

The central feature of the strategic plan is the redesign of the fixed route bus system to a "3C" pattern of operation. The "3C" operating model is a network of circulators, connecting to transit centers, which are served by frequent, high-capacity corridor routes. The network is based on a number of transit centers to be located in areas where land use ordinances encourage mixes and densities of development that support good transit service.

The 3C system starts with neighborhood circulator buses—smaller than the usual bus, quieter, comfortable, more neighborhood-friendly—serving the neighborhoods, getting close to people, and bringing them on short trips to the local community center. At the community center there's a variety of shops, stores, and services, and a transit center with enclosed waiting area and perhaps some park & ride spaces. Many transit trips will end there at the community center, as people go to shop, buy groceries, visit the post office, or pick up the dry cleaning and return home. Commuters traveling beyond will get off the neighborhood shuttle and immediately board the corridor bus—a large, comfortable, high-capacity vehicle that connects the center to other transit centers and to downtown Salem and the Capitol Mall every 10 or 15 minutes.

In the peak periods, many of the corridor trips operate in an “express” mode, providing faster trips than we are used to on today's Cherriot system. Other corridor buses aren't oriented to downtown but connect to other community centers, so people can get to shopping and employment opportunities throughout the area without needing to travel to downtown Salem first.

The 3C system responds to the land use and personal travel changes taking place in Salem and Keizer. It's more efficient than the current pulse system of operation, and much more responsive to the many different types of trip needs we're seeing today and will see in the future. The smaller, neighborhood-style buses cost less to buy and operate. The larger corridor buses—initially 40-foot buses but in the future perhaps 60-foot “articulated” buses—will operate on 10 to 15 minute frequencies, providing more capacity and convenience for the rider. And all buses, small and large, are alternatively-fueled to make the fleet environmentally friendly, as well.

### *The Funding Backdrop*

The year 2006 marks ten years since the District's last service improvement program was approved by the voters. That 1996 tax base measure, intended to fund a basic expansion of service and provide adequate funding for a seven to ten year period, is approaching the end of its ability to support the development of new services and sustain those transit services into the future. Limited resources are available currently to meet needed improvements in service. By the beginning of 2006, the District will be considering an additional tax measure to sustain the service level in place at that point in time, and to fund new transit services.

With these funding realities in mind, this strategic plan projects a moderate program of growth—certainly, less than the public has indicated a preference for in the community input phase of the plan, and less than the Salem and Keizer transportation plans anticipate as being needed to fully meet the mobility demands of our growing metropolitan area.

The strategic plan creates a realistic new service program, on a five-year timeframe, to continue the basic upgrading of services and move transit to a higher level of utility to the public. In the longer term, Salem-Keizer Transit will need to plan new and more transit services—and, particularly devise a new and more diverse funding plan that can provide the resources needed in a manner that the public will support—if we are to accomplish the doubling or tripling in capacity that will be needed to help meet future travel demand in Salem and Keizer.

The focus of the strategic plan in the near term is to efficiently implement this new blueprint of transit service delivery in the Salem/Keizer area, continue to grow ridership at a healthy rate, and to position the transit district to attract a greater percentage of trips in the future. The succeeding chapters of the plan define the actions that need to be taken to accomplish these goals.

## A. BUILD TRANSIT'S CAPACITY

Policy Statement:

Salem- Keizer Transit will...

- Plan, develop, and phase implementation of a 3C route structure and mode of operation, focused on transit centers, circulators, and corridors
- Provide a range of services designed to meet the public's needs (e.g. streetcar, carpool, TripLink)
- Provide no less than 30-minute service frequency as a minimum standard to all areas of the District
- Provide 15-minute frequency of service in peak hours on major transit corridors
- Ensure that major investments in public transit respond to customer needs and maximize customer value
- Develop transit's maintenance and supportive infrastructure to enable growth in fleet, routes, and services

Building capacity means more service and a greater range of services, accessible to more people, over a greater span of time. In this context, capacity can be added in several ways, including greater frequency of service, larger buses to accommodate more riders, longer hours in the service day, greater variety of service, or more days of service, specifically Sundays.

Following are the work tasks that will be undertaken to build capacity on the Cherriots system over the next five years.

### *The 3C Route Structure*

The 3C system will greatly enhance the capacity of the Cherriots fixed route system in addition to improving the mobility of transit riders (see **Enhanced Mobility** on page 33). Without adding many new buses to the system, the planned 15-minute frequency on corridor routes will increase service in the most heavily-traveled areas. Shorter neighborhood routes are proposed to operate primarily on 30-minute frequencies, again increasing the level of service available to riders.

### *Comprehensive Services*

Part of the measure of a successful transit system is the mix and complementarity of the services provided. There is room for improvement, for example, if there is

excellent service from outlying areas to downtown, but then no effective transit to move people around the downtown area.

As discussed in more detail in the section on **Enhanced Mobility**, the district is helping facilitate the effort to review the feasibility of a streetcar system in Salem. Such a service could support the fixed route bus system in distributing riders to destinations in and around the downtown area, and take pressure off the bus routes to perform that function.

The district is also coordinating with other services such as the regional TripLink program of demand response services that connect Salem with rural communities of Marion and Polk county to provide non-emergency medical transportation. In the urban area, Salem-Keizer Transit passes State funds to the Wheels program, operated independently by Oregon Housing and Associated Services, to provide special transportation to the area's elderly and disabled riders who are not eligible under the Americans with Disabilities Act (ADA) for the district's CherryLift system.

Staff is also beginning to look at how transit can better support carpool and vanpool programs. The SMART transit system from Wilsonville connects its commuter trips to Cherriot buses at a designated stop in the Courthouse Square mall, and Salem-Keizer Transit has recently partnered with SMART to add Cherriot commuter trips.

The Chemeketa Area Regional Transportation System—CARTS—is a relatively new transportation organization that administers a number of rural dial a ride, deviated route, and fixed route services in the Marion-Polk-Yamhill area. CARTS establishes policies and contracts with providers for the provision of public and special transportation service in the county areas, with routes tying into the Salem urban area and coordinating with SKT operations at the Courthouse Square transit center. A Salem-Keizer transit board member serves on the CARTS executive committee, and district staff currently serve as the service agent for the organization.

Several of the programmatic improvements discussed in other sections of this short range plan are aimed at coordination with other transportation services and improved access to information. The district will continue to look for ways in which all transportation services and options in the Salem/Keizer area can be used most effectively “to contribute to community livability...”

*Service frequency*

In the public workshops that preceded the drafting of this plan, there was a substantial interest shown in the shortening of frequencies on bus routes. Buses coming by once an hour were not viewed as conducive to encouraging people to ride the bus. There was widespread agreement from workshop participants that all transit service should be on 30-minute or better frequency if the District wants to carry out its mission to maximize community livability by providing convenient transit service.

About 30% of current District service is on hourly frequency. This includes most Saturday and evening service, and 3 of the District’s 25 routes have basic weekday

<b>CHERRIOTS BUS ROUTE FREQUENCIES</b>				
<b>WEEKDAY SCHEDULES</b>				
<b>Route</b>	<b>A.M. Peak</b>	<b>Midday</b>	<b>P.M. Peak</b>	<b>Evening</b>
1 South Commercial	30	30	30	60
2 Jan Ree	15	15	15	30
3 Capitola	30	30	30	60
4 Keizer East	30	60	30	60
5 Royal Oaks	15	15	15	30
6 12 <sup>th</sup> & Sunnyside	30	30	30	60
7 State & Fairview	30	30	30	60
8 Liberty Road	30	60	30	60
9 Keizer Central	15	30	15	60
10 Orchard Heights	30	30	30	60
11 Lancaster Drive	60	60	60	60
12 Salemtowne	30	30	30	30
13 Lansing & Claxter	30	60	30	60
14 Sunnyridge	30	60	30	60
15 Laurel Springs	30	60	30	60
16 Four Corners	30	30	30	60
17 Hayesville	30	60	30	60
18 Keizer West	30	60	30	60
19 Glen Creek	30	30	30	60
20 Airport Rd.	15	30	15	30
21 Turner Road	60	60	60	60
22 Battlecreek	60	60	60	60
23 Eola	30	30	30	60
24 West Salem Loop	30	30	30	60
25 West Salem/Downtown	30	30	30	30

Service frequency is targeted to peak levels of demand. Overall, about 30% of Cherriotics service is on hourly frequency, primarily in midday and evenings.

service on hourly schedules. An additional 7 routes have half-hourly service in the weekday peaks but reduce to hourly service in the midday period. Reduction of all existing hourly service to half-hourly would have major cost implications for the District.

Staff estimates that an across-the-board conversion to a minimum of 30-minute frequency on all routes at all times would have an annual cost of \$2.5 million, a 15% increase to the District’s current annual operating budget. While 30-minute frequencies

would be consistent with the District’s mission, staff questions whether such an investment would represent the best allocation of resources in the near term.

Whether or not to improve all service to 30-minute frequencies and better is not unlike the question of when to reduce a route from 30 minutes to 15 minutes, or when to eliminate a route as unproductive. The issue is consistently one of how to best allocate scarce resources in a funding environment that can't meet every need. The needs, in that case, must be evaluated and prioritized.

In this short-range plan, the District is not calling for an across-the-board conversion to 30-minute frequencies. The approach taken is to selectively improve routes as the demand for service—measured by ridership increases—warrants. However, there is a need to establish a methodology on which service improvement determinations are made. District staff in FY 2005 will prepare an RFP and seek consultant assistance to develop procedures for assessing the productivity of transit service, and to create an objective process to help guide decisions on service levels and allocation of transit resources. The process should provide guidance on implementing new routes, making service upgrades such as frequency improvements and new route additions, as well as reductions in service including frequency reduction and elimination of underproductive service. The product of the consultant study will be added in a future plan update as an appendix of this strategic plan.

### *Route Frequency Improvements*

At the present, frequency improvements are scheduled on five routes within the five-year scope of the short-range plan. In addition, Saturday service as a whole is scheduled for improvement from 60-minute to 30-minute frequency on many or all routes.

#### **Routes 1, South Commercial, and 16, Four Corners**

These are corridor routes, and are very heavily utilized, particularly in the commuter periods. They are programmed in FY'05 for improvement from 30-minute to 15-minute frequency in the morning and afternoon peak ridership times.

#### **Route 11, Lancaster Drive**

This crosstown route connects from Keizer to Lancaster Drive. The portion of the route from Keizer to Chemeketa College and Lancaster Mall needs more frequent service, and is programmed in FY'06 to improve from 60-minute to 30-minute frequency.

### **Routes 3, Capitola, and 7, State & Fairview**

These routes are very heavily utilized, particularly in the commuter periods. They are programmed in FY'06 and '07, respectively, for improvement from 30-minute to 15-minute frequency in the morning and afternoon peak ridership times.

### **All routes, Saturdays**

The current 60-minute frequency of service on Saturdays is inconvenient for most riders, and does not encourage new ridership. Rate of ridership, in passengers per trip, is nearly the same as weekdays, and some routes are becoming overcrowded. Saturday service is scheduled for improvement to 30-minute frequencies all routes in FY '08.

In addition to the above improvements, the strategic plan programs frequency upgrades to the corridor routes connecting the four transit centers to Courthouse Square in downtown Salem. These routes are planned to start on 15-minute frequencies. The plan anticipates possible 10-minute frequency on one or more of the corridor routes if ridership demand warrants that level of service. The funds are programmed in FY 2009. Sunday service is also planned as a service addition, in FY 2007, as detailed in the *Enhance Mobility* section of this plan.

More detailed analysis of the routes scheduled for frequency improvements is presented in Appendix B.

## *Fleet composition*

### **Larger Buses vs. More Frequent Service**

Several routes in the Cherriots system are experiencing regular overcrowding, which means standees on one or more trips and, on occasion, passing people by who are waiting at bus stops because the bus is filled to capacity. A full bus is a very positive reflection on a transit system. However, it may also mean an uncomfortable bus ride, and being unable to stop for waiting passengers in unacceptable.

There are two basic ways to increase capacity on routes that are experiencing overcrowding—change to larger buses, or run the same size buses more frequently. Both of these solutions add cost, but in very different ways.

Larger buses introduce the capital expense of their purchase: articulated buses cost approximately one-third to one-half more than a comparable 40-foot transit bus. The

Table 2. Weekday Riders, Spring 2004	
<b>ROUTE</b>	<b>AVERAGE WEEKDAY RIDERS</b>
2, Jan Ree	3,875
3, Capitola	1,135
4, Keizer East	613
5, Royal Oaks	1,485
6, 12th & Sunnyside	741
7, State & Fairview	871
8, Liberty Road	556
9, Keizer Central	1,536
10, Orchard Heights	215
11, Lancaster Drive	529
12, Salemtowne	198
13, Lansing & Claxter	562
14, Sunnyridge	477
15, Laurel Springs	362
16, Four Corners	1,361
17, Hayesville	810
18, Keizer West	513
19, Glen Creek	85
20, Airport Road	365
21, Turner Road	198
22, Battlecreek	267
23, Eola	204
24, West Salem Circulator	225
25, West Salem/Downtown	1,136
S. Commercial P&R	30
Market St. P&R	50
Garten/Rockwest Trippers	118

*Growing ridership on a number of Cherriot routes will require putting more capacity in place to meet future needs.*

larger buses also may have slightly higher operating costs, primarily in the category of fuel. However, they deliver higher passenger capacity without the necessity of adding more transit operators and associated labor costs.

Increasing frequency using standard-size buses may bring a cost for more buses if the existing fleet is not sufficient in number to absorb the additions. The greater impact of increased frequency comes from labor costs, as additional transit operators are needed to provide the service, as well as from mileage costs.

For the present, the District needs to improve frequencies on more heavily-used routes, as a means of increasing convenience and further boosting ridership. This plan calls for continued fleet replacement with standard 35 and 40-foot transit buses through the five years of the plan, to achieve 15-minute frequencies on selected routes.

At the point in time that 15-minute service is becoming overcrowded, the District will need to consider the feasibility of purchasing articulated buses. For planning purposes, purchase of five articulated buses has been programmed in FY '09. A decision to proceed on that purchase can be deferred to ballot measure discussions in FY 2006.

## **Small Buses**

The reverse of the overcrowding issue is the situation in which the District has larger buses operating through lower-density suburban residential neighborhoods, in areas where high capacity is not needed. Using smaller buses in these areas has the potential to reduce costs, with the added advantage of reducing bus travel impacts in neighborhood areas and scaling the capacity of the service to the needs of the route.

It's important, however, to minimize the instances in which two buses are needed for each small-bus route: a larger bus in the peaks to carry heavier loads, switching to a smaller one in the midday when less capacity is needed. The changing of buses creates higher labor costs, and to maximize their efficiency smaller buses should *replace* larger buses, not interchange with them.

The District currently owns and operates ten smaller, 30-foot transit buses. These buses are used on routes with lower frequency and ridership, and the number of buses available is sufficient to meet the fleet needs at the current time. As the District implements its 3C service program, with more buses traveling between neighborhood areas and transit centers, more small buses will be needed. These neighborhood buses may be shorter and smaller than the 30-foot buses currently in use if such a vehicle, fuel-efficient and dependable, is available on the market. The strategic plan programs small buses as replacement vehicles starting in FY'08.

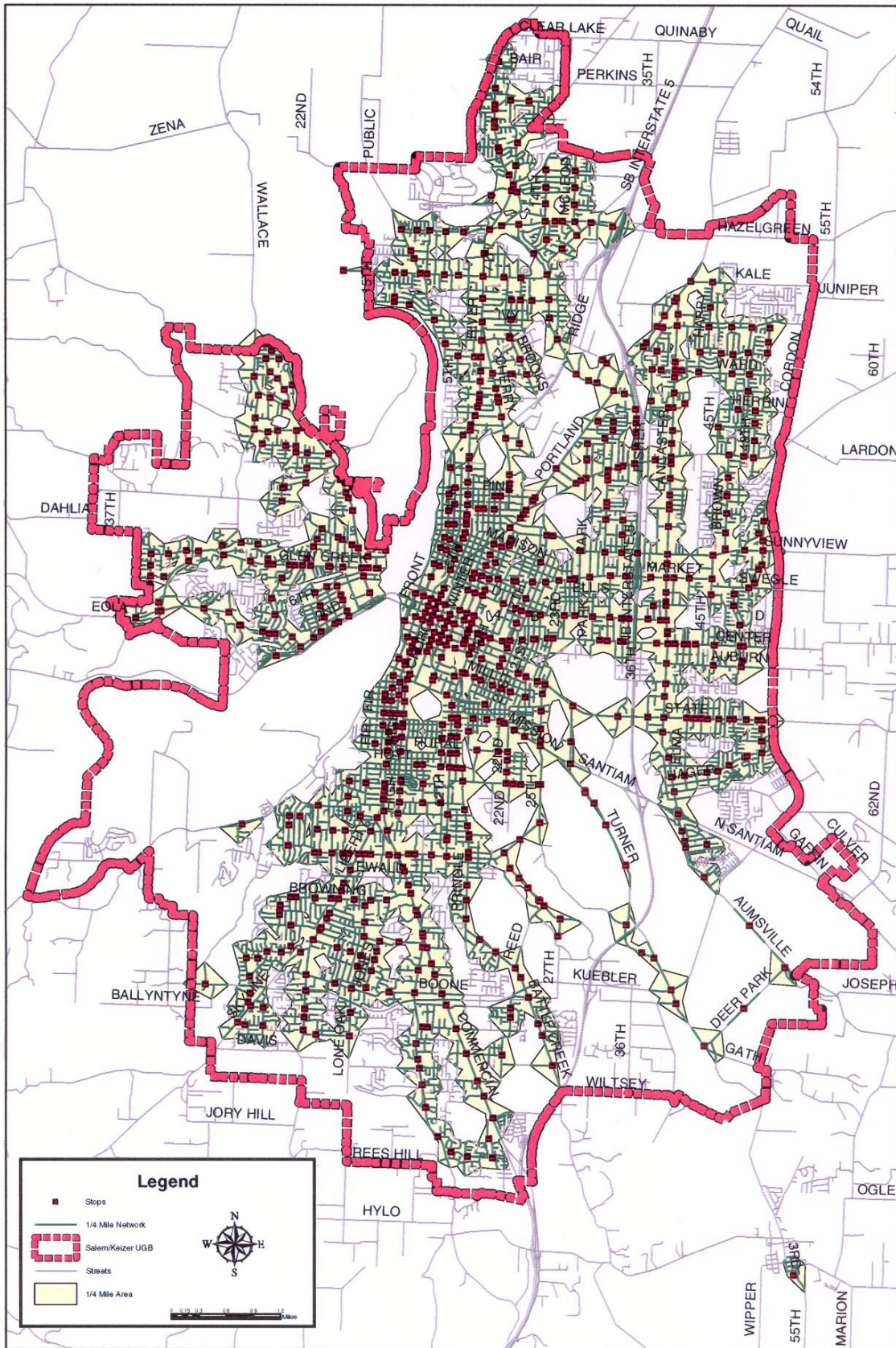
## *New Bus Routes*

In the public workshops that were conducted as part of the District's planning process, several portions of the service area which are outside the conventional one-quarter mile distance from an existing transit route were identified and discussed. Workshop participants in each of these areas noted a public interest in receiving transit service.

Staff has not yet evaluated these requests or included any new service plans, if appropriate, in this strategic plan. Therefore, the process of studying and evaluating these requests is noted as a work task in this plan, leading up to any new services that might result from the studies. Staff will complete an evaluation of the current proposals, and provide findings and recommendations to the Board within the FY '05 year.

The map on the next page presents a picture of a one-quarter mile (five-minute) walking distance to all current routes in the Cherriot system. While a quarter-mile distance is the industry standard for measuring transit accessibility, often that measure does not take into account the obstacles to access mounted by cul de sacs, hilly topography, lack of sidewalks, and the like. Today's computer technology allows us to factor such considerations into a more representative measure of accessibility, and the 5-minute walk map provides a better view.

# 1/4 Mile Walking Distance to Bus Stops



The four shaded areas shown on the map represent the areas identified in the public input process as deficient in service. They are: south River Road in south Salem; a northeast Salem area bounded by Hazelgreen, Kale, and Cordon Rd.; Fisher Road in east Salem; and in West Salem, Orchard Heights Rd. beyond the high school. At least a portion of each area is outside the 5-minute walk distance from a current Cherriot route.

Some of these areas may be able to be served when transit centers are built nearby and neighborhood circulator routes are developed. Others, because of their locations, may require new route service to be developed, independent of the new centers and corridor routes. The study that staff conducts this year will identify service options for these areas. Any new routes or service modifications called for will be programmed in the later years of the plan, as the outlying transit centers come on line. Staff has also accounted for two infill routes, one each in FY '08 and '09, in the short range element.

### *Maintenance Facilities*

An essential element of building capacity in transit services is the development of the maintenance infrastructure to sustain growth and ensure system reliability. Clean and well-maintained buses have been a mainstay of the Cherriot operation, and there will be facility expansion and upgrades needed to the Del Webb maintenance base to accommodate the growth anticipated in this short range plan.

The Del Webb facility is overcrowded for today's level of operations. Additions of the TripLink brokerage call center and school district buses and staff have taxed the parking and vehicle storage capabilities. Expansion onto the district-owned north-side property, including necessary paving, lighting, and fencing, is a critical need. Expansion of the maintenance building and addition of a small vehicle maintenance shop are needed to meet current demands and provide for growth in the fleet.

Upgrades to the maintenance facilities themselves are needed to support the current transit services and provide for future improvements. An expanded CNG fueling station is needed to speed up fueling of buses and accommodate the addition of CNG buses to the fleet. New bus wash equipment is needed to clean the buses. Improvements to maintenance bays, heating and ventilation, CNG leak detection capability, bus hoists, and yard lighting are all needed to bring the Del Webb facility up to a standard that will support the transit operations called for in the plan.

*BUILDING CAPACITY*

Expansion of the Del Webb facilities is programmed to begin immediately and continue through FY '07. Upgrading the maintenance facilities, including the CNG improvements and maintenance hardware, are programmed in FY '07-'09.

## B. INCREASE SERVICE CONVENIENCE

Policy Statement:

Salem- Keizer Transit will...

- Promote and continue to increase bus pass usage, through pass programs and deep discounts on passes
- Promote services and programs which will make transit travel times more competitive with the automobile
- Ensure that CherryLift services offer comparable access, quality, and service convenience as offered by fixed route services
- Advocate for 5-minute walking access to routes from all major residential areas
- Program and implement high-priority transportation corridor treatments on major transit corridors within the District
- Provide service quality and facilities that will attract new riders
- Ensure that major investments in public transit are customer-driven
- Increase availability and timeliness of scheduled route information

About 70% of Cherriots riders are people who do not have other transportation options available to them. The other 30% have an option—perhaps it is a car, or biking, or walking—but they choose to use the bus. If public transit is to succeed at carrying more people and accomplishing the goals of relieving traffic congestion, it needs to attract more people who are currently in cars. To do this, public transit needs to get better in the eyes of the public. Cherriots needs to provide the capacity to carry more riders, but also provide the incentives that will retain current patrons and enhance the attractiveness of the system to a broader range of users.

Often overlooked in the efforts to upgrade public transit are the service needs of the community's disabled transit patrons who utilize the CherryLift system. Many of these people have few transportation options available, and any transit plans being undertaken must provide for improved paratransit capacity and convenience measures that mirror the efforts being taken to improve fixed route services.

Some of the following proposals are for studies or analysis that will result in new directions and prescriptions for new or modified services. Others call for action, based on the needs of the current system and ridership.

### *Universal Pass Programs*

The district has universal pass programs in effect with several large employers, and others have expressed interest. With a universal program, all employees of an organization are eligible to ride based on a flat rate paid by the employer. As long as there is capacity on routes, the programs benefit all concerned: they help employers reduce parking needs, provide free transportation for employees, and bolster ridership on the Cherriot system. Among the pass program benefits to employers is the State's business energy tax credit, which allows a tax credit to employers based as a percentage on the cost of the bus passes. Federal tax benefits pertain as well, as the full value of bus passes can be granted as a pre-tax employee benefit, and the employer receives a tax deduction for the expense.

District staff will continue to seek partners within the government, business, and education communities to establish bus pass programs and increase transit ridership.

### *Scheduled Route Improvements*

#### **Route 7 State & Fairview**

Route 7 is a successful route serving close-in neighborhoods to the southeast of the downtown Salem area. Reports from operators and transit riders indicate that the State and Fairview route is having difficulty maintaining a reliable schedule. The route also carries heavy passenger loads in the peak periods, and ridership has been growing.

Planning and operations staff will review the routing and schedule on State and Fairview, with the goal of shortening the travel time by several minutes and restoring the route's schedule reliability. This will be accomplished by December 2004. In addition, resources have been programmed in the strategic plan in FY '07 to improve peak hour frequencies to 15 minutes, to accommodate growth in ridership.

#### **Route 14 Sunnyridge and Route 22 Battlecreek**

Routes 14 and 22 overlap service along a portion of High Street, south of the downtown area, and operate on the same schedule through this area. The overlap runs for 20 blocks, from Courthouse Square to Hoyt Street.

There is an opportunity to improve service along the duplicated area on High Street,

by shifting the schedule on route 14. Residents along High Street can have their service frequency effectively doubled, from every hour to every half hour, during the midday period. Arriving with other routes at the :45 pulse, instead of the :15, will still allow Sunnyridge riders to transfer to all of the major routes in the system. Route 22 Battlecreek riders can connect to 11 routes immediately, and to the other 6 routes in the system that come to Courthouse Square within 30 minutes.

Staff will review the schedule adjustments needed to effect the change to the route 14 schedule, with the goal of implementing the new schedule in December 2004.

### **Route 16, Four Corners**

The Four Corners route connects downtown with the southeast Salem area, via State Street. It terminates in SE Salem at the Marion County Correctional Facility.

The combination of heavy loads with the length of the route results in schedule problems and frequent late arrivals at Courthouse Square. Four Corners is a relatively straight and direct route, with few “route-straightening” opportunities to save time. The best option for putting this heavily used route on schedule would be to shorten it.

This plan calls for shortening the route back to the Sylvia/Cranston loop, effective in FY 2006. Such an adjustment would save about nine minutes on the Four Corners route, which would provide sufficient time to correct the current schedule.

### *CherryLift Service*

Cherriots provides paratransit services to ADA-eligible riders in the Salem/Keizer area. This service is delivered by a contractor under terms set by Salem-Keizer Transit, using district funds. Federal regulations specify minimum service standards that must be met by ADA service, but it is the district’s goal to operate all of its transportation services with an organizational commitment to high standards of quality and convenience for customers.

All of the measures that help ensure service quality and convenience on the fixed route component of district service must be applied to our paratransit services as well. As examples:

- Training of operators and staff shall meet all applicable laws and standards for the services being provided, and should include sensitivity to customer needs

## INCREASING CONVENIENCE

- Fares will be set in consideration of factors similar to fixed routes, including maintaining affordability for riders and achieving a reasonable rate of return for the type of services offered
- To the extent that all residents in the Salem/Keizer area should be within reasonable access of a bus route, all eligible disabled persons in the area should have access to CherryLift services
- Rates of trip denials should be no higher than instances of passing riders by on bus routes due to full buses...and on both systems, it is the goal of the district to have no trip denials or pass-bys
- CherryLift vehicles will be cleaned and maintained to high standards, consistent with those applied to fixed route buses
- Disabled riders should have access to paratransit services during the same days and hours of the day that fixed route service is available
- The same high level of customer services should be available to the area's disabled riders, including printed information, telephone assistance, and trip planning

As part of its planning process, the district has engaged a consultant to review the provision of CherryLift service and make recommendations for improvements or efficiencies that could be made to the program. The results of the study are currently under review by staff. Service effectiveness and efficiency measures related to the CherryLift program are discussed under *Increase Efficiency*, on p. 46 of this plan. There is more information there about the contracted services, costs, and some of the service strategies that might be employed to improve the cost effectiveness of the CherryLift program.

### *An Access Standard*

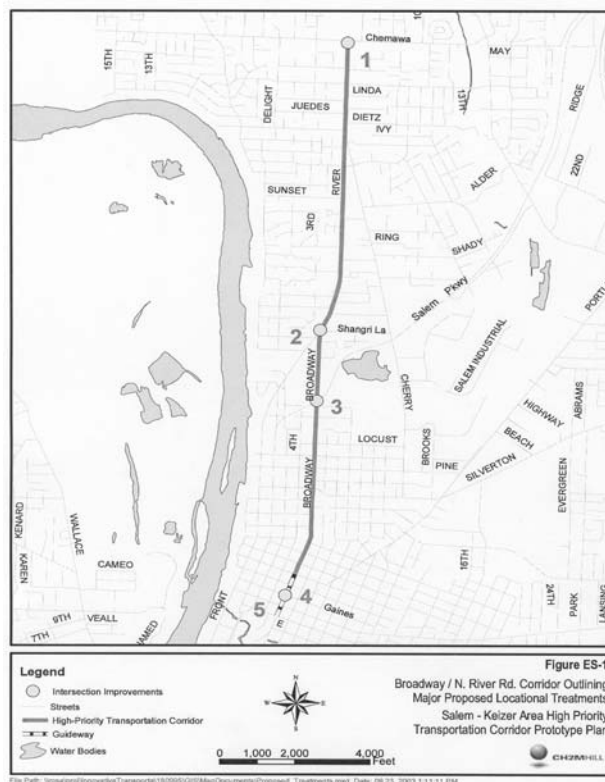
Plans to serve areas which currently do not have routes nearby are discussed elsewhere in this document. Beyond filling these voids in the existing system is the question of timely and convenient access to bus service throughout the community. Intuitively, there are distance thresholds beyond which people can't be expected to walk to utilize a bus. They'll use their car, or not make the trip at all, before walking an excessive distance to the bus route. The District needs to develop and apply a realistic standard for future service planning.

Currently, the District uses a one-quarter mile standard—all areas that are within that *straight-line* distance from a bus route are considered to be “served” by transit. This measure, however, does not account for circuitous travel, lack of pedestrian connections, topography, or other barriers. While a quarter-mile map presents a very

broad picture of area coverage, it is too imprecise to be an effective planning tool, and may actually present a misleading view of accessibility from some portions of our community. Technology is readily available that will measure actual walk time between points, and this will become the basis for a new system of measuring access to Cherriots services.

Prior to collecting the needed data and constructing a map of the results, it is not possible for staff to recommend a realistic standard for the District’s strategic plan. It would be illustrative to view a map built on five-minute increments—areas within five minutes of a bus route, ten minutes, and fifteen minutes. Staff will work with the Council of Governments to assemble the information and construct the products. The results of the mapping will be used to work with the Board to develop an access standard that can be used to help identify areas which are underserved, and to guide future improvements to Cherriots bus service.

*High Priority Transportation Corridor (HPTC) Implementation*



*The Broadway/River Road North corridor is the first selected for high priority transit strategies.*

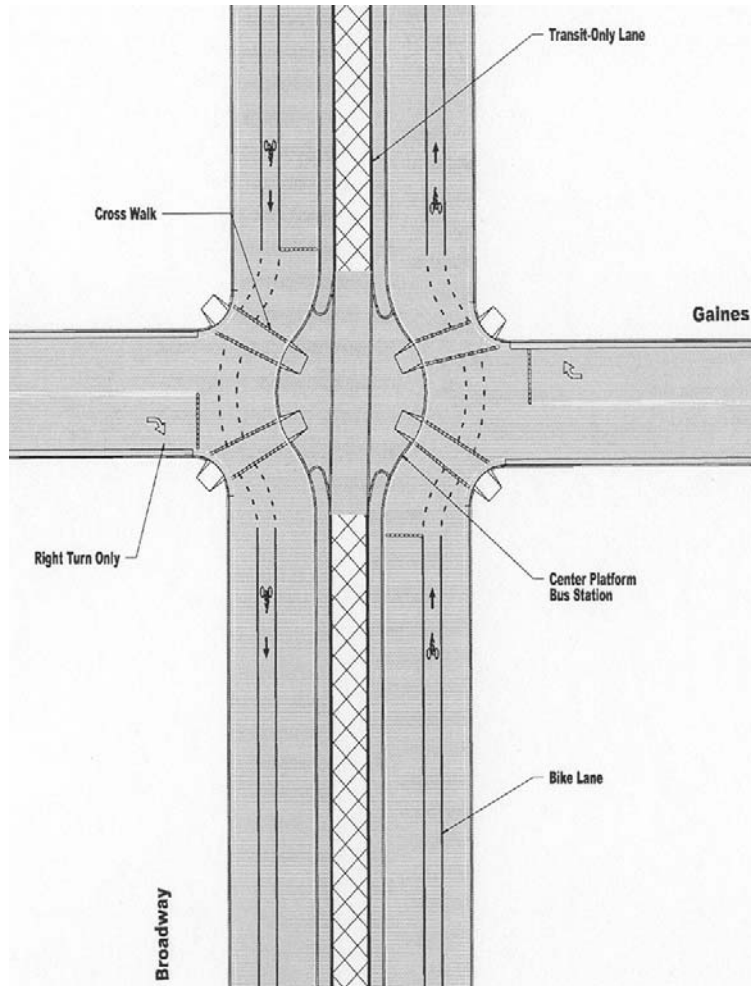
A study was completed in Summer 2003 that was designed to identify strategies that can reasonably be employed in Salem/Keizer to increase the operating speed and flow of transit vehicles on key corridors in the district. Part of the charge to the consultant team was to avoid any significant negative impacts on the flow of automobile traffic in the process, as such impacts would not be supportive of the overall community livability goals shared by the transit district and local jurisdictions.

A “tool box” of strategies was developed, which included such tactics as optimizing bus stop locations, traffic signal extensions,

queue jump lanes and signal prioritization, and dedicated transit lanes. The

Broadway/River Rd. north corridor was selected as the most appropriate to begin to apply these strategies and implement changes to the transportation infrastructure to improve the movement of buses.

The next steps in the implementation of high-priority transportation corridor treatments are to work with the staffs of the cities of Salem and Keizer to define the specific projects that need to be undertaken, and establish a public review process to seek input on the projects. Specific projects and their cost estimates then need to be programmed and approved by the local jurisdictions. If successful, the transit priority improvements made in the pilot corridor will be applied in other major transit corridors, targeted toward the 3C routes which will connect from outlying areas into the downtown and Capitol Mall.



One of the consultant's recommendations is to acquire and operate distinctive HPTC vehicles which are easily recognized and serve to help "brand"

*One of the projects under consideration in the HPTC program is a unique intersection plan at Broadway and Gaines that allows the bus to use a dedicated transit lane in the middle of the street, and load/unload passengers in the intersection*

the new, quality service on the corridor. This vehicle need should be evaluated and factored into the bus acquisition plan, and will also need to be identified in the local Transportation Improvement Plan (TIP) and the state's STIP.

*Shelters and pedestrian amenities*

In past surveys of both riders and non-riders, the need for bus shelters and pedestrian amenities (landing pads, connections to sidewalks) has been a priority concern. Currently, about 150 of the district's 1200 bus stops have bus shelters in place, an average of 5 shelters per bus route. Judging from public input received, it seems likely that many more bus shelters and pedestrian amenities are needed.

Through the use of the new automatic passenger counters on the District's buses, staff will be able to access data showing passenger boardings and alightings at every bus stop in the Cherriot system. This will enable the identification of the most heavily utilized stops and their classification as "major stops" for planning purposes. Staff will undertake a study to identify usage on all stops in the system, and develop a prioritization plan for the installation of bus shelters and needed passenger amenities. Establishment of standards to determine when a stop warrants a shelter will be included in the plan. By FY 2005-06, the District will incorporate a bus shelter and amenity package into the 10-year financial plan. The package will provide for shelters at the prioritized bus stops, pads and pedestrian connections, as well as ensuring that all stops in the system meet Americans with Disabilities Act (ADA) standards.

*"Smart Cards"*

One of the potentially more beneficial applications of technology to transit operations is in the area of fare management. Smart cards have evolved from magnetic-stripe "swipe" cards to proximity cards, with electronic farebox readers on the bus. A rider walks past the sensor with an electronic card in their wallet or purse, and the sensor reads the amount of fare value on the card, verifies its value, deducts the fare for the trip, and signals the operator that the fare has been paid.

The rider purchases their fare card at transit customer service locations with a predetermined value, and can refresh the card by paying to add more value. A smart card can be used and refreshed indefinitely.

Through the use of the card, the customer can board the bus more quickly, without the need to find and remove their pass and present it to the operator. Operators do not need to visually confirm that the rider has a current pass, or ensure that the pass is the

correct category (adult, youth, senior, etc.) for the rider. Boardings can be much quicker, with less interaction between the rider and bus operator.

Smart card technology is becoming more common in the transit industry as its reliability improves and the costs come down. The convenience for the customer and the speedier operations that use of the card allows make it an attractive option as Cherrits moves toward a quicker, more convenient and customer-friendly system. Staff will continue to research smart card technology, with the goal of programming appropriate hardware and software to retrofit existing buses and outfit new bus purchases. All buses in the fleet should be converted to smart card technology by the FY 2008 year of this strategic plan.

#### *Improved rider information*

Most of the Cherrits buses have automated voice announcement systems installed. These devices use digitally recorded voice messages to announce stops along the course of the route and to convey other information to passengers. Newer buses also have state of the art global positioning systems, which provide the location of the bus at any point in time. Installation of voice announcement and talking bus technology on Cherrits buses creates an opportunity, through additional investment, to provide customers with further bus location and real-time schedule capabilities. This means that selected bus stops could have visual and/or audio indicators that specify what buses are coming, and when they will arrive. Such information greatly enhances the quality of transit service, and has the potential to increase ridership on the system.

A pilot program to provide real-time bus arrival information, targeted to the most heavily utilized bus stops on the system, will be developed by staff within the next year. Available technology will be evaluated, costs analyzed, and an action program developed for implementation in 2005-06.

There may be potential to use location information to enhance the services provided by the District's customer service team. In establishing the pilot program, staff will review the technologies available to assist in the provision of telephone and face-to-face information, to determine if there are cost-effective options to further consider.

## C. ENHANCE MOBILITY

Policy Statement:

Salem- Keizer Transit will...

- Develop a Sunday service plan and funding proposal to place before the public, before the end of FY 2006
- Provide a service level that enables District residents to fully access their community and the basic activities and opportunities it offers, without the necessity of using an automobile
- Provide increased mobility options to seniors and persons with disabilities
- Establish transit service in areas which are currently unserved, subject to objective performance standards and expectations

Mobility is the product that public transit provides to the community. It is the mix of services that enable people to get from where they are to where they want to go, at the times they need to go and at a cost that they can afford.

It has been the District's experience that enhancements in transit service have been consistently met by increased ridership. The introduction of night service in 1996 brought a 15% increase in patronage. Improvement to 15-minute frequency on routes 2 and 5 set the stage for record transit ridership in each of the past seven years. New intercity commuter trips to and from Wilsonville carry standees. New routes, park & ride services, improved frequencies--all have enhanced mobility for Salem/Keizer residents, and have contributed to a record five million riders for the District in 2003.

There are significant ridership gains that can yet be realized from new transit enhancements. The strategic plan calls for quicker corridor routes, better service to community centers, improved connections to areas outside the downtown, more commuter-oriented service, transit on Sundays, and a mix of service types and buses that are targeted to the needs of area residents. Each of these improvements will put more riders on Cherriots, improve mobility, and can help reduce congestion on our street system.

### *Sunday service*

Close behind improved frequencies on routes, Sunday service was one of the highest-rated improvements cited by focus group participants. Currently there is no transit service – fixed route Cherriot service or CherryLift paratransit – on Sundays.

Most transit operations in cities of Salem's size provide at least a limited Sunday service. In the northwest, Eugene, Vancouver, Olympia, and Bellingham all serve their area seven days a week. The rationale for Sunday service is similar to that for Saturdays...getting people to work, and to shopping and recreational activities. Sundays serve the same purposes, as well as taking some riders to and from church. As a rule, Sunday service is operated on a reduced schedule, due to lower demand and to keep costs down. In each of the cities mentioned, service begins around 8 a.m. and ends around 8 p.m., and is primarily on hourly frequencies.

Although total ridership is much lower than weekdays, weekend transit service can be quite efficient, due in part to the lower number of vehicle trips that are operated. On Saturdays, Cherriots operates a total of 327 revenue hours over 24 bus routes (route 20 does not operate on Saturday). Regular Saturday ridership in 2003 averaged around 9,500 trips, for an average of 29 riders per hour. This compares favorably with weekday service, averaging about 20,000 riders per day over 590 hours, or about 34 riders per hour.

Providing Sunday service should also have a positive impact on Saturday and weekday ridership. People now working on weekends must use a car or another alternative means of transportation to get to work, other than the bus. They are more likely to depend on their car both days. Having bus service available seven days a week enables people who prefer to do so to use the bus more consistently, and in some cases they may be able to get rid of their second or third car as a result.

Adding Sunday service is consistent with the District's mission, and is supportive of the Salem/Keizer area's goal of increasing transportation options. CherryLift paratransit service for ADA-eligible riders will accompany the fixed route service, and will result in a significant increase in mobility for Salem/Keizer area disabled persons.

As part of the short-range plan, the District will implement a limited schedule of Sunday service, targeted for implementation in Spring 2007. District staff will conduct public forums for input to help determine routes, hours, and frequency of service, and to develop a service plan for the Board's review.

### *The 3C Route Structure*

As noted in the introduction to the strategic plan, the District is moving toward the implementation of the 3C, or Circulator, Center, and Corridor model of service delivery, whereby outlying transit centers are developed, served by neighborhood

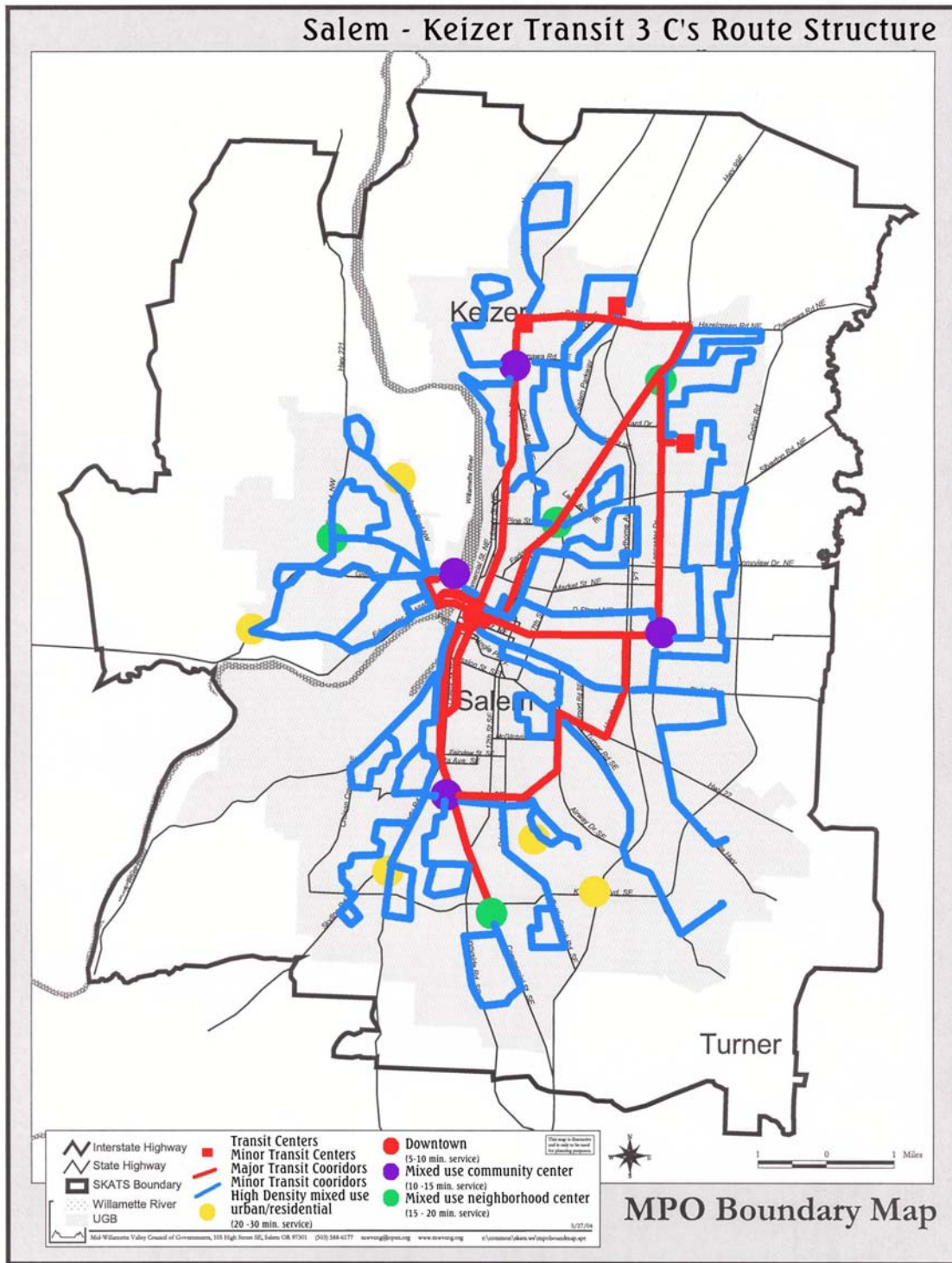
circulator routes that bring riders to the transit center from the surrounding area. There are, ideally, a mix of trip attractors around the center, and these serve as destination points for many of the transit trips coming into the center. For persons continuing on to downtown Salem, the Capitol Mall, or other locations, a transfer is made to a corridor route, which connects the center to these other areas using large buses running on a very frequent schedule.

The District's first step toward the development of a 3C operating system began with the West Salem route changes in 2001. Glen Creek Transit Station, built at an atypically low cost of \$60,000, provided a site to bring six routes together and make easy and convenient timed transfers. Today, this West Salem service represents about 20% of the Cherriots system, and it is functioning well on the circulator/center/corridor concept.



*The Glen Creek Station was constructed on-street. Coordinated development with the City of Salem kept construction costs low.*

As more community-center type of development occurs in our area, Salem-Keizer Transit will continue to modify its service to the 3C pattern. This plan calls for the development of transit centers at several locations throughout the area, based on supportive mixed-use style of development.



*Park and Ride Analysis*

One of the more frequent messages staff received in the public input workshops that were conducted for the strategic planning process related to many riders' desire for speedier service. Park and ride routes were most often mentioned as an archetype of the desired service.

Park and ride lots intercept people who for one reason or another cannot, or choose not to, use one of the regular fixed routes that go from their neighborhood or point of origin to their destination. The rider may be coming from outside the service area; they may be too far from a regular bus route, and have to use their car anyway; or they may have to use their cars in the morning and afternoon to access child care or other destinations between their home-to-work trips. Frequently, the service offered from P&R lots is a premium level of service, using buses with special amenities, such as reading lights, cushioned high-back seats, and storage racks. Usually, the P&R routes don't stop at bus stops along the route, and thus operate at a higher speed, often comparable to surrounding auto traffic.



One of the key factors in the success of P&R service is the cost and availability of parking at the destination of the service. Because people are already in their cars and driving in the direction of their destination, there must be strong external reasons for them to go to the trouble of stopping, parking, transferring to a bus, and finishing their journey. Based on past experiences with P&R in Salem, those reasons are strongly



*Cost and availability of parking near major destinations factors heavily in the success of park and ride services.*

linked to how much parking is available at the destination, and how much it costs. The District needs key policy support from the cities and the state if park and ride service is to succeed.

It is not clear if there is a role for multiple park and ride lots and specific routes in the Salem area in the near term. Experience with the limited existing park and ride service suggests that parking availability and low costs are stunting the usage of the P&R system. However, with the development of transit facilities in mixed-use community centers, it may well be possible to provide adjacent parking lots that will enable people who need to use their car to park and ride from the transit center, and use the frequent corridor service to access the downtown/Capitol Mall area.

As currently planned, park & ride spaces will be an interim component of the transit centers to be developed in Salem and Keizer. Service will be provided by the frequent and high-capacity corridor routes which serve the centers. However, the volume of public interest in park & ride warrants further staff analysis of a dedicated system of P&R lots and express buses. If such a system is found to be a needed component of the Cherriots program of services, its development will be considered in a future update of the strategic plan.

### *Keizer Transit Center*

The focal point for the next transit center development is expected to be in Keizer, in the vicinity of the Chemawa Rd./River Rd. intersection. The node of activities that have developed and are continuing to build up at that location would be very supportive of a transit center. The variety of uses--banks, retail opportunities, food establishments, higher density housing, and services--all serve as trip attractors, and provide the magnet for bringing all of the local neighborhood routes together at one location.

The Keizer location is also prime given its position on the high-priority transit corridor project that is being planned. If current plans are approved, the Broadway/River Rd. corridor will terminate on the north end at the Chemawa Rd. intersection with River Rd. Anchoring the corridor with a Keizer transit center in proximity to that intersection enhances the opportunity for transit to provide convenient and direct service on the first dedicated transit corridor in the area.

The next steps to be taken in laying the foundation for the Keizer transit center are to identify potential sites in the area of the Chemawa/River Rd. intersection, and to

engage Keizer community development staff in discussions on issues such as zoning, redevelopment plans, feasibility for development, compatibility with comprehensive plans, and project financing. These discussions have been opened, and there appear to be some good possibilities to coordinate the center location and design phases with similar activities related to implementation of the high priority transit corridor. The strategic plan has programmed funds in FY 2005 through 2007 to support this work, but it is likely that additional funding will be needed to acquire property in the targeted area

### *South and East Transit Centers*

Although it may be technically possible to have west and north Salem and Keizer on the 3C system, and the rest of the District area on the current downtown-focused radial system, it is the intent of this five-year plan to prepare for the implementation of the 3C concept throughout the service area. This will require the development of transit centers similar to the Keizer center noted above, strategically located in south and east Salem. The processes used to develop the Keizer center, and the lessons learned, can be put to use on the other two centers.

The locations for the two additional transit centers will be selected based upon a number of criteria, including ease of transit access and egress, mix of transit-oriented land uses, and pedestrian connections and compatibility with surrounding activities. The district will work with Salem and Keizer to ensure that the location process is consistent with the comprehensive plans and vision of the cities, and that the overall transit center project is coordinated with their community development goals. Mixed use community centers have been discussed in the area of Lancaster Drive and Center St. in the east, and in the triangle area on Commercial Street north of Madrona, in the south. The mix of uses and density of development at these areas create the focus of activity that the transit system needs to make the 3C system function at its best.

Two additional transit centers are programmed in the strategic plan, in FY 2007 and 2008. It's anticipated that the two centers would be developed concurrently, using the services of a general contractor to carry out the projects over a two year period. In addition, funds have been placed tentatively in FY 2011, for the potential construction of two smaller satellite centers, one in the south area possibly around Commercial and Kuebler, and in the area of Chemeketa Community College.

*A Connector Route*

The final link to be put in place in the 3C system will be a corridor-type route, with frequent service and limited stops, which ties together the north, east, and south transit centers with the quickest and most direct routing possible. This route completes access to nearly all points in the District from all other points, without the necessity of traveling through downtown Salem. Travel times for some riders will be cut in half with the connector service.

The strategic plan has programmed this route starting in FY '08. Its implementation will depend more precisely on the timing of the three transit centers in the plan, as they should be in place prior to starting service on the connector route.

*Downtown streetcar/circulator feasibility study*

Over the past two years, a committee of business and civic leaders has been studying the potential for development of a downtown streetcar system. The purposes for the system, as discussed by the committee and a number of guests and invited consultants, are several: to move people about the downtown area; to connect large groups of employees to recreational, commercial and retail opportunities in the area; to promote tourism to Salem; and, to stimulate economic development and redevelopment in the downtown and surrounding area.

Salem-Keizer Transit has provided a meeting location for the committee's work and has helped staff their meetings. The District has some knowledge and background with downtown circulator systems, and has access to research and resources that have been of assistance to the citizen group. It is unclear at this point in time what the District's role might become should the streetcar gain broader support and move toward development and implementation of an operating system. If the emphasis of the program focuses upon transportation, it might be practical and beneficial for Salem-Keizer Transit to be a full partner in planning, funding, and operation of the streetcar system. If the emphasis is on downtown redevelopment and tourism, perhaps the transit district role is best limited to that of advisor and coordinator with the City of Salem and Salem Street Railway Committee leaders.

District staff will work to ensure that any system developed is compatible with Salem-Keizer Transit programs and services. A downtown streetcar system should complement the services provided by Cherriots: connections between the two systems should be convenient; passenger facilities should be developed and used

jointly to the extent possible; and service schedules should coordinate. Staff will continue to coordinate with the committee and will assist in a consultant feasibility study. Should the feasibility study recommend proceeding and that direction is supported by the community, the strategic plan has programmed funds in FY 2005 to move forward with a public input process, alignment studies and preliminary design and engineering. Initial construction funds have been tentatively programmed for FY 2007, in the amount of \$6 million. In programming these funds, it is the District's expectation that the funds would emanate from a partnership of the city, the downtown community, transit, and other stakeholders. Local, state, and federal grants are the likely source for such funds.

### *Commuter Service*

The District currently provides commuter service to and from Wilsonville, under an intergovernmental agreement with the city of Wilsonville. The service is operated jointly with South Metropolitan Area Rapid Transit (SMART), with Cherriots operating 7 trips daily between Salem and Wilsonville and SMART providing 9 trips, all clustered around the a.m. and p.m. peak periods. The service is targeted toward commuters, with residents in both areas traveling to the other area for employment opportunities. There are also some riders traveling to and from Portland, via connections to TriMet service in Wilsonville. Connections to TriMet are difficult, however, and improvements are needed in signage and routing. Staff will be working with SMART to make the needed changes that will help facilitate making trips all the way into the Portland area.

The Salem-Keizer Transit trips were added in January 2003, expanded upon in December, and ridership has grown substantially. All of the District commuter service is supported by a federal jobs access/reverse commute (JARC) grant which will be in place through 2006.

Opportunities may arise to serve other nearby communities that generate trips to and from the Salem area. Communities such as Albany, Dallas, Woodburn, and others, may wish to develop their local resources and coordinate with Salem-Keizer Transit to investigate commuter transit service. As seed money to encourage the development of such regional service, the District has programmed funding for expanding commuter services beginning in FY 2008. The District will take an active role in coordinating with any communities that have an interest in such programs.

## D. LEAD TRANSIT'S DEVELOPMENT

Policy Statement:

Salem- Keizer Transit will...

- Take the lead role in defining transit policy and advocating for development of public transportation in the mid-Willamette valley region
- Participate actively in the transportation planning processes carried on by other local jurisdictions and official advisory bodies
- Support and coordinate with the City of Salem, Keizer, and the counties in the development and implementation of transit-supportive transportation and land use decisions
- Work cooperatively with CARTS as a policy body for transportation in the rural Marion-Polk-Yamhill county area, toward implementation of a seamless and coordinated system of public transportation services
- Develop the TripLink brokerage to its fullest potential
- Develop and maintain a skilled, well-trained workforce that has the resources and leadership to accomplish the District's goals

Oregon State Statutes provide the Salem-Keizer Transit District the responsibility and authority to develop public transit services in the urban area. Since assuming control of transit in 1981, the district has expanded routes and coverage, secured an ongoing base of funding, and stands close to doubling the amount of ridership on Cherriot buses.

But today more than ever, the future success of transit services depends upon the coordinated actions of many other participants in the public policy realm. It is up to the transit district—board and staff—to take a leadership role in educating the community about transit's benefits, pledging and delivering transit's support in cooperatively addressing transportation challenges, and being accountable to our partners and the public in the services we provide.

### *Community Partnerships*

Population growth in the Salem/Keizer area is going to challenge our ability to provide and maintain a quality transportation system. Personal mobility and access throughout the community is a measure of the quality of life for our residents. Travel times are getting longer, congestion is worsening, and demands for investment in infrastructure are greater today than at any time in our region's history.

The Salem-Keizer Transit District, the cities of Salem and Keizer, the Salem-Keizer School District, and Marion and Polk County must work cooperatively to successfully address mobility concerns. The jurisdictions may not always share the same interests and priorities: they should, however, be bound together by the same public purpose of improving livability for the people in our area, and the District is committed to working openly and constructively with the planning and policy bodies of the cities and counties and special districts in the region.

To this end, the District is participating in a number of programs and initiatives in the community.

- Staff is working with the Sustainable Fairview team on the design and transit access elements of the Fairview project
- Through our participation on the Salem Keizer Transportation Study (SKATS) technical advisory committee and policy board, transit is working with local jurisdictions to help develop, prioritize, and fund transportation projects in the region
- The District is working with Keizer to incorporate effective transit access to the Keizer Station project, and to locate and develop a transit center in the Chemawa/River Rd. commercial core area
- Staff is working with the Council of Governments and local jurisdictions to develop integrated land use/transportation strategies and alternative measures that will help the Salem/Keizer region meet the requirements of the State transportation planning rule
- District staff coordinates with Salem and Keizer in the preparation and updating of transportation system plans
- The District is partnering with Salem and Keizer on the study and implementation of the first high-priority transportation corridor in the area
- Salem-Keizer Transit has been an active participant in Salem's efforts to create a vision for long-term land use and transportation development in the community. The district will continue to participate as a partner in developing the transit services and facilities that support and help realize mixed use and transportation corridor development patterns
- Staff is working with the Salem Street Railway Committee to study the feasibility of streetcar service as a means of improving access and stimulating economic growth within the downtown area
- The District worked with Salem/Keizer School District 24J to develop a bus pass program for McKay High School, and coordinates with 24J staff on various transportation issues

- The District is a member of the Mid-Willamette Valley Area Commission on Transportation (MWACT), a regional advisory body that recommends priorities and programs for projects using State highway funds

Salem-Keizer Transit will provide leadership on public transit issues, and will continue to work cooperatively and enthusiastically in partnership with local jurisdictions. Sustaining livability, and particularly maintaining our mobility, is going to be a great challenge as our area grows, and will demand the best that our governing bodies and service districts can offer. This strategic business plan pledges the District's focus and effort to work with all our partners to develop the vision and the services that will be necessary for success.

### *The Land Use Connection*

One of the key dynamics in promoting community livability as the Salem/Keizer area grows will be the planning and management of our transportation infrastructure. Many growing communities have spread out and separated places where people live, work, shop, and seek entertainment by large distances. To then connect these places with streets and highways, and provide the needed parking and traffic controls, has consumed vast amounts of land and tax resources.

Public transit can serve most any type of community development style. However, the growth pattern depicted above is costly and inefficient, as buses are spread around large areas, carrying fewer people on longer trips. It doesn't use its transportation resources efficiently, and local planners are seeking to provide more options to our community in the future.

Salem has been working for several years with stakeholders and the public on a community design process, focusing on developing higher density, mixed use community and neighborhood centers and transportation corridors. From a transit perspective, this design provides more options to people. It doesn't eliminate the choice of living in lower density, suburban residential areas and commuting to work and shopping areas, but it does encourage other styles of development and provides lifestyle options that are unavailable or in short supply today. Under these options, more people can live closer to common destinations, trips can get shorter, urban densities will increase, and public transit can meet the needs of more people at a lower cost per trip. The transit service program contained in the District's strategic plan is built upon the land use and development precepts of mixed uses, transit-

oriented development, and denser centers of activities located on transportation corridors.

### *Core Bus Stops and Passenger Facilities*

Safe and convenient passenger access to bus stops is a critical and fundamental operating requirement for the transit district. This is particularly true in downtown areas, where heavy traffic and dense parking can make it difficult for buses to maneuver and for passengers and pedestrians to mix with moving traffic and cars entering and exiting parking spaces.

The district has adopted operating policies that specify the characteristics of good bus stops. These include: smooth, level concrete or asphalt surfaces and pedestrian ways; landing areas free of obstructions and hazards; an open approach and departure for buses; preference for farside locations; and, convenient proximity and connections to surrounding activities and land uses. Curb extensions are particularly convenient for transit operators and pedestrians.

Successful implementation of the bus stop policies will require cooperation and coordination with the cities of Salem and Keizer, and with Marion and Polk counties as well. Locating and installing safe and accessible bus stops in downtown areas has implications for traffic, parking, and surrounding businesses. Transit's impact can and should be very positive, and staff will focus its efforts to develop understanding of what the district's operating needs are, why they important to transit's success, and how good transit facilities help achieve broader transportation and connectivity goals in downtown and across the community.

### *Parking Management*

Transit district staff have worked with Salem and Keizer, the State, the school district, project developers, and special event managers to coordinate pass programs, promotional efforts, and transit facility improvements targeted to help better manage and utilize parking resources in the community. For the most part, these efforts have been small in scale, but have met with some success. As yet there has not been a major transit-oriented project or event to showcase a collaborative effort between transit and developers to reduce the need for parking at a facility.

Experiences in other cities suggest, though, that there is potential for public transit service to reduce the need for parking infrastructure when the service is planned and coordinated specifically with the new development. Development costs might be reduced, valuable land put to productive uses other than parking, and the costs and impacts on the surrounding street system mitigated by more effective use of the benefits public transit can bring to many types of projects.

The district will continue to promote transit's potential to support the transportation and access-related needs of public and private development in Salem/Keizer, and will work with the cities to ensure that transit facilities, services and benefits are considered in the review process for major public and private projects.

### *CARTS and the OMAP Brokerage (TripLink)*

The District has worked with local communities and providers, counties, and the state of Oregon to develop and implement the Oregon Medical Assistance Program (OMAP) brokerage. The brokerage has assembled regional service providers within an organizational structure that brokers paratransit services in a cost-effective manner to OMAP clientele, for non-emergency medical trips in Marion, Polk, and Yamhill County. The service is named TripLink, and it includes 37 providers that are mobilized through a single call center that assigns 750 trips per weekday.

In full tri-county service for two years, the TripLink program is growing rapidly. The quality of service has improved, costs have declined, and trips are being scheduled with ease and security on the clients' part.

The OMAP brokerage concept emanated from the broader vision of regional transportation that is the foundation of the Chemeketa Area Regional Transportation System (CARTS). With the foresight of the CARTS program, transportation services in the Marion-Polk-Yamhill area could be coordinated to blend community-level services with regional interconnections and mobility. Access to information and services would be maximized, and costs lowered by developing economies of scale on a regional level. The early success of the OMAP model highlights the potential for many other public transit trips to be brokered regionally, with a system of transportation providers meeting a wide variety of trip needs and purposes.

As a member of CARTS, the District will continue to work with its regional partners in the development and expansion of the brokerage concept to maximize the quality and level of transportation services in the region. Questions need to be addressed as

to how rural and urban special transportation services can best be coordinated and delivered, and how the multiple funding sources can be maximized and fairly allocated to meet the greatest needs over a three county area.

### *Workforce Capabilities*

The transit board recognizes that the success of each element in the strategic plan depends upon the ability of its workforce to carry out their responsibilities. Salem-Keizer Transit has a strong record of achievement as a public transit provider, and credit for that accomplishment, as well as the burden of responsibility to continue it, rests upon the people who comprise the district.

Policies are in place, and shall be maintained and amended as needed, to help ensure that all members of the workforce are valued for their contribution and are supported in their efforts. Among the district's strategies, as desirable tools to promote a strong and capable workforce, are:

- adequate and effective training for staff
- fair compensation, based on market analysis and industry standards
- effective communication, motivation, and leadership from supervisors and managers
- provision of a safe and comfortable work environment
- provision of the tools and equipment needed to meet expected standards
- effective communication and promotion of the mission statement and vision of the district to the workforce

Through the district general manager, the board will work to ensure that policies are in place to sustain and encourage a supportive employment environment—one which fosters accomplishment and productivity on the part of the people who work for the district, and which also promotes efficiency and accountability for the services that are provided to the public.

## E. INCREASE EFFICIENCY

Policy Statement:

Salem- Keizer Transit will...

- Target transit investments to areas in the community where land uses, zoning, and transportation policies are supportive of public transit
- Base service decisions on objective monitoring and evaluation of transit services
- Acquire transit vehicles that are suited to the varying service patterns of the operation
- Invest in system improvements that convey travel time advantages to transit
- Generate a minimum of \$100,000 per year in operating savings through internal innovation and cost saving actions
- Where appropriate, contract out and out-source functions and services

Funding for public services in Oregon is tight and competitive, and the public expects a high level of organizational and operational efficiency for its tax dollar. One of the primary areas of emphasis in this strategic plan is in increasing the efficiency and effectiveness of the service provided to the Salem/Keizer community. There are a number of strategies discussed in the following work tasks that will help the District control operating expenses and grow new services in a responsible and prudent manner.

The plan also calls for a system of measuring and evaluating progress, and reviewing the District's performance over time, and in comparison with the job being done by other Northwest transit operations. Quarterly and annual evaluations of service will help the District make practical and timely decisions about the services it provides.

### *Targeted Investment*

Cherriots has found that people in all areas of the community need and will use transit. The degree of need, and the simple physical ability to access transit services, is not consistent, however. Degrees of transit usage can be linked to such key factors as density of development, mix of land uses, income and other demographic indices, presence or absence of pedestrian amenities, and building orientations and setbacks from sidewalks. Many of these factors can be managed to sustain and encourage

transit usage through the development of transit-supportive zoning and development ordinances.

It makes good sense for transit to encourage supportive decisions from local jurisdictions, and to allocate investment of transit resources to locales that have an enhanced likelihood of generating ridership. As part of the staff and Board's outreach to local jurisdictions and involvement with their planning processes, the District will encourage and work toward solutions and decisions that support transit ridership wherever practical.

Service plans, particularly those that call for new or expanded services to developments or jurisdictions, will reflect consideration of the degree of investment – investment of resources, of policy commitment, or of other transit-supportive aspects – that is revealed within the plans, designs, and actions of the developing body. Simply expressed, transit resources should be viewed as a public investment, allocated with the expectation of the highest return possible.

### *System evaluation*

District staff have recently begun to compile a brief assortment of performance criteria on the Cherriots system. These data are reported to the Board on a quarterly basis. Monthly reports also are prepared on several ridership statistics on a route-by-route basis. The District currently lacks, however, a comprehensive and objective means of measuring and comparing the Cherriots system's performance, as a whole or on the level of individual routes. Transit ridership has increased steadily for many years, and funding has been adequate to maintain service and provide modest growth. The District's focus has been on improving facilities and service to the public.

In the meantime, there has been little systematic and evaluative review of the service. While the system clearly is prospering, there is not enough knowledge of how some of the less productive routes are performing, and whether or not they are contributing to the mission and goals of the District's service plan.

Staff is currently working on the development of a route and system evaluation methodology that can be applied to Cherriots routes. The ultimate goal is a set of standards and measures that can be used to evaluate all transit service—established routes and new ones, evening trips and peak-hour, week-ends and weekdays—to determine if those services are efficient and productive. A system evaluation process

will be completed by staff in 2005, and will be added as an appendix to the strategic plan once it has been approved by the transit board.

### *West Salem Route Analysis*

When the Glen Creek Transit Station opened in 2001, the West Salem routes were fundamentally changed. Rather than send all routes over the bridge to downtown Salem, they now meet at the station, and persons wishing to continue through to downtown transfer to a corridor line, route 25, to come across the bridge. This enables the circulator routes—10, 12, 19, 23, and 24—to spend more time on-route in West Salem, providing a higher frequency of neighborhood service by using the time that would have been spent coming into the downtown area.

This approach to the West Salem service has been highly successful. Overall ridership in that area has increased 50%, and the connectivity for persons traveling between destinations in the west has improved substantially. It is now much easier for bus riders to access a variety of places there, and ridership reflects that ease of use.

Commuters from West Salem to downtown must transfer at Glen Creek Station, and this was a major area of staff concern at the time the new service was being planned. Ridership data is not specific, but it appears that a very small number of commuters were lost as a result of the change in service.

The West Salem changes have, in one sense, put what appears to be more service than is currently needed onto the neighborhood routes that serve the residential sections of the west area. Because the routes there are short, it is a simple matter to provide 30-minute frequency, using only one bus on each. Even in the non-peak periods, running the buses makes more sense than having them sit idle at the station, even though the service is not generating many riders at these times of day.

In close quarters like West Salem, it may be feasible for route *pairs* to share a bus, offering a 60-minute frequency on each route by rotating between the routes. If feasible, this rotation would free two buses for use in other areas of the system where high ridership is creating a demand for more service. While changing to a 60-minute frequency moves away from the general emphasis in the strategic plan of encouraging ridership by providing more convenient service, such a move in West Salem, where

densities are very low and rates of auto ownership very high, may well save a route or two that might otherwise be eliminated as under-productive.

### *Americans with Disabilities (ADA) Service*

Salem-Keizer Transit contracts with Oregon Housing and Associated Services (OHAS) to provide paratransit services for disabled persons in our community who can't make use of the fixed-route Cherriot bus system. Operating under the name "CherryLift," the services are provided in order to meet the mobility needs of people who for the most part don't have other options available to them. Federal regulations have mandated since 1997 that such service be provided to qualified disabled residents in the community, although it should be noted that Cherriots has been planning and supporting special transportation services for our riders with disabilities since the District's formation in 1979.

OHAS uses a dozen or more small buses and vans to provide this highly specialized service in the urban area. Ridership on the system has been an unqualified success. However, costs have grown accordingly, and the District needs to look at ways to better manage the program's expenses. When begun in 1997, the special transportation program cost \$250,000 annually to operate, and comprised about 3% of the District's operating budget. Significant increases in ridership over the past six years—ridership stands at 400% of the first years' level—has increased the cost of the CherryLift program to \$1,585,000, an 8% share of the District's 2004-05 budget.

There are several strategies that Cherriots can consider to improve the cost effectiveness of the CherryLift program.

- Expand the OMAP brokerage concept to include ADA trips and providers. More efficient assignment of trips to lowest-cost providers, and combining trips where possible, should help reduce costs.
- Dispatch as many trips as possible onto Cherriots fixed-route service. This might also be achieved more effectively under the brokerage concept.
- Transfer trips onto Cherriots routes more effectively. One of the design parameters to account for as the new transit centers develop is the interconnection between transit and paratransit services at the facility. Transferring CherryLift clients who are capable of doing so allows more efficient use of paratransit vehicles.

- Initiate a “transit trainer” program to help CherryLift clients become more comfortable in the fixed-route environment.
- Review the feasibility of operating CherryLift as an internal function of the District. There are pro’s and con’s to contracting paratransit service out. Staff will analyze the advisability of operating the ADA program in-house.

### *Efficiency Standards*

Weaker ridership on some routes in the Cherriot system highlights the need for a system for determining minimum acceptable thresholds of route performance, and for prioritizing the assignment of resources. The District is now developing the capability of collecting useful ridership information on a route-by-route, bus-stop-by-bus-stop basis, using automatic passenger counters installed on eleven new buses added to the fleet. This data will be invaluable in helping staff determine route usage on a trip-by-trip basis. One of the focal points for planning staff in the short-range plan is to develop a productivity analysis program that establishes thresholds for assignment of transit resources. The program should provide data that will help determine when service levels should be increased—or decreased—based in part upon ridership patterns. Developing and applying this effort to the West Salem route system and several other routes with lower-than-average performance is one of the work programming priorities of this plan.

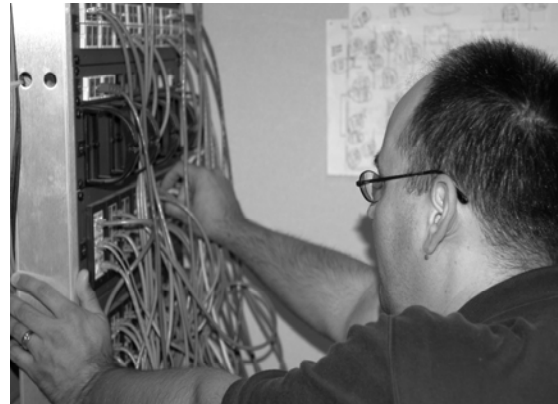
### *Information systems update*

The District’s internal data and information handling systems are antiquated. A new division within the District’s management structure has been created to assume responsibility for upgrading management information systems (MIS) and developing appropriate technology that will better serve the staff and clientele of the District. This effort is just getting underway.

One of the first deliverable products from the new information systems division has been a review of current MIS technologies and processes, and recommendations for the upgrading of the District’s management hardware and software. The District’s 2004-05 budget contains funding to initiate a major renovation in the District’s information management capabilities. Beyond this initial year, the strategic plan programs funds in all five years to continue to upgrade information systems

management and employ ITS programs which will add to the efficiency and service capabilities of the District.

As a starting point, the information system needs to include, in general terms: integration of human resources data with finance, payroll, and attendance records, access to real-time attendance information; national transit database (NTD) capability; interdivisional access to Trapeze data; efficient reporting and management of passenger counting data; and, data collection and management for route statistics and service evaluation. Of particular importance to all divisions is system integration and access to data across the organization.



and

*A new "Information Systems Division" has been formed in the District organization to lead an upgrade to the data management and technology capabilities.*

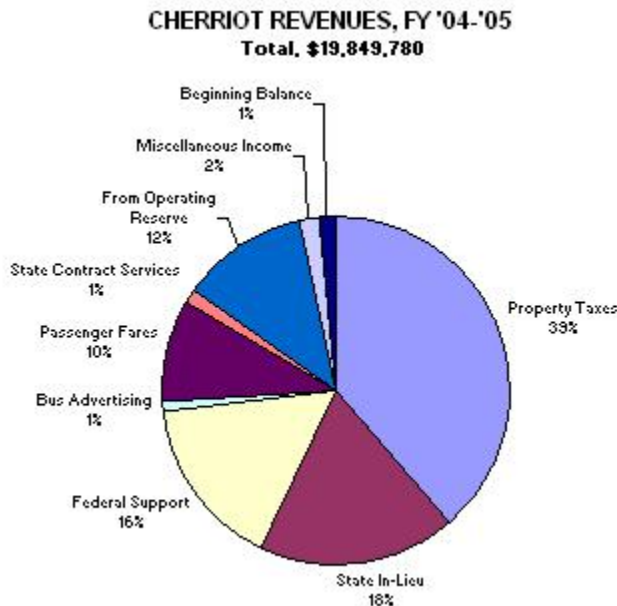
The new Information Systems division will also analyze and evaluate new technologies for office, on-bus, maintenance, and transit information functions. There are numerous emerging technologies in each of these areas, not all of which are applicable to the scale and needs of Salem-Keizer Transit. It is the District's goal to stay abreast of new technologies, and to research and apply those which are cost-effective, serve the rider and the public, and are consistent with the mission of the District.

**F. ENHANCE REVENUES**

Policy Statement:  
 Salem-Keizer Transit will...

- Diversify and expand transit’s funding base
- Adopt fare policies which ensure that transit users pay an equitable share of the system’s operating costs
- Coordinate with local jurisdictions to optimize the allocation of tax resources
- Actively pursue grant opportunities for all eligible Cherriot programs

Salem-Keizer Transit’s mix of revenues is shown in the pie chart below. There are two significant local revenue sources that are subject to District control: property taxes and passenger fares. Other major sources include State funding, Federal funds, and revenues. The size of the District’s reserve fund is diminishing and will stand at zero within the next several years. Federal funding has shown reasonable increases over the years, but is at the discretion of governmental budgeting policy. State funding has been reasonably consistent and has grown, but it too is at the discretion of the governor and legislature.



The volume of growth needed in public transit in the immediate years ahead can’t be supported with the revenues shown in the pie chart. Passenger fares can be increased, but the amount of revenue generated is small in comparison to the need. And the other controllable resource, property taxes, is very likely near the maximum level that the public will sustain. To grow and to provide the level of service that will be needed

in Salem/Keizer over the long term is going to require greater efficiency in the provision of services, as well as a new, dedicated funding source or sources for transit. Acquiring such a source of funds will require a lengthy, focused, and

committed effort on the part of Salem/Keizer Transit, and will likely involve other Oregon transit properties and stakeholders at the state and national levels.

### *Bus Advertising*

Although occasionally controversial, on-bus advertising generates about \$225,000 annually in revenue. By itself, that is a meaningful portion of the District's local non-tax fund base. When viewed as matching funds for Federal grants, the advertising revenue can be considered as part of a nearly one-million dollar asset for the District. The availability of the space also provides an affordable opportunity for local businesses to advertise their goods and services, and the district has had positive feedback in this respect from a number of sources.

The District has made the policy decision to utilize advertising revenue for the benefit of services to the public. The strategic plan programs those dollars into the included service proposals. The plan also calls for the review and consideration of other potential ad revenue sources, such as on bus shelters and District printed materials (bus passes, system maps, etc.). The recommendation only extends as far as investigating the feasibility and revenue potential that more advertising might present—it seems a prudent step to take in considering future budgets for the District. Any decision to expand the use of advertising on District materials and facilities is the Board's to weigh, once the revenue potential and future financial needs of the District are before them.

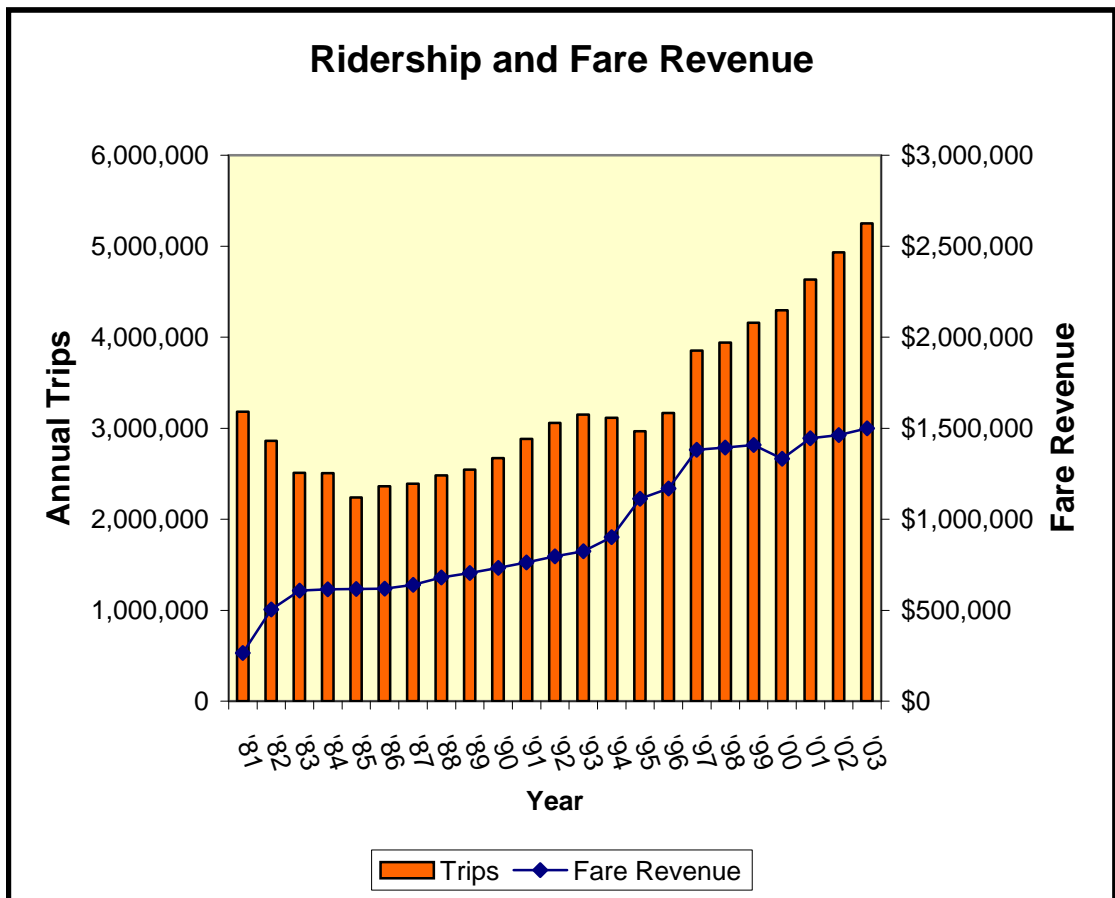
### *Fare policy review*

What a transit system charges for fares has implications well beyond that of simply creating a revenue stream from the system's riders. Fare increases tend to generate more revenue, but decrease ridership. Free fares may increase ridership substantially, but reduce the revenue supply and the capacity of the system to meet critical transportation needs of the community it serves. Fares that are too high may discourage people—seniors, unemployed, low-income working families—who have the greatest need for public transit services, from using the system. Excessively low fares reduce potential revenue, and may erode the support of the business community and lead to difficulties in passing needed revenue measures. Establishing the fare that is right for transit riders and the community at large, and which advances the mission

of the organization, is one of the most strategic decisions that a transit board of directors can make.

The last change in fares on the Cherriot's system was in 1994, in response to a revenue shortage that also necessitated a minor reduction in service. The size of the increase was significant—about 44% in cash fares, accompanied by a smaller 25% increase in bus pass costs. In the process, District ridership fell 14%. Two years later, the District passed a tax base measure that restored many of the cuts and provided resources for an expansion in service without additional fare increases.

Prior to the 1994 increase, the last fare change was in 1982, also in response to budget shortfalls. Historically, the Salem Transit Board has attempted to keep fares as low as possible as a means of encouraging ridership on the Cherriot's system. This has



*A 1982 fare increase boosted passenger revenues by approximately 50%, but combined with several reductions in service level to cause a dip in ridership over a four-year period. Fares were raised again in 1994, with ridership recovering to previous levels within three years.*

resulted in the pattern of long periods of time with stable fares, interrupted by sizable increases during times when the gap between revenues and expenses widens and new resources must be brought into play.

The current transit board is establishing the policy in the strategic plan to review fares on a biennial basis. The objective is to ensure that the District's operating ratio—the percentage of the Cherriot's direct operating costs that are recovered in passenger fares—keeps pace with standards that are set for the system, and balances ridership growth with sound fiscal management of the system. In the current FY'05 budget, the anticipated operating ratio is 11%, up slightly from FY'04. The District Board and staff will undertake a fare policy analysis prior to the end of 2004, to review ridership, potential fare revenue, and establish standards for inclusion as policy direction in the strategic plan.

### *Alternate fuels*

Salem/Keizer Transit began converting from a diesel-powered bus fleet to compressed natural gas (cng) with the purchase of 10 cng buses in 2000. Today, 34 of the 76 buses in the active fleet are powered by natural gas, and it is District policy that future bus purchases will be alternative fuel vehicles, until all remaining non-clean-burning diesel buses have been retired.

The District also operates 15 support automobiles and trucks—4 road supervisor cars, 2 administrative cars, 4 vans, and 5 maintenance trucks. Three of these vehicles are natural gas powered, and the rest are gasoline operated. The District's alternative fuel policy applies to these vehicles as well, and they will be replaced with alternative fuel equipment as the individual vehicles are retired from use.

Alternative fuel research and development is an active field, and new options such as fuel cells, hybrid technology, and hydrogen power are all under study and evaluation. Clean diesel engines, too, are an active subject of research and may warrant consideration. The District will remain abreast of alternative technologies, and will evaluate new options for their environmental benefits as well as their potential to reduce operating costs.

### *Property Tax Management*

Several statewide ballot measures approved by voters in the 1990's established limitations on property tax funds available to local governments. In 1991, local

jurisdictions developed a mutual “property tax management plan,” designed to identify property tax needs and allocations for the participating members, and coordinate future property tax ballot measures in recognition of the new limitations and the potential debilitating effects of revenue “compression.” The management plan served the region very well for several years, but has been of limited value since the passage in 1996-97 of measures 47 and 50, which set further tax limitations at the local government level.

The District believes there is significant value to the jurisdictions as well as to the taxpayers to maintain a plan that coordinates the region’s property tax funding efforts. The District is committed to working cooperatively with the cities of Salem and Keizer, Marion and Polk counties, District 24J, Chemeketa Community College, and the other special districts which serve the community, to develop such a plan. District Board and staff will take the lead in 2004-05 to contact administrators and policy makers from local jurisdictions to determine their interest in formulating a new tax management plan, and establish a working group to draft concepts on how a new plan might look.

## G. ENSURE SAFETY AND SECURITY

Policy Statement:

Salem-Keizer Transit will...

- Ensure safe and secure transit facilities
- Continuously monitor and evaluate the safety of transit patrons
- Provide appropriate safety training to all District staff

The safety of passengers in Cherriot buses and facilities is as fundamental a concern for the District as providing mobility. The public has indicated in the strategic planning workshops that security is a major issue.

The District has taken a number of steps since moving into Courthouse Square in 2000 to enhance security and promote safety for Cherriot riders and employees. Security ordinances have been enacted and enforced, the security presence on the transit mall has been upgraded, and, recently, digital video cameras have been installed on newer buses, and are scheduled to be placed on all buses in the system.

Maintenance of District facilities and equipment is a critical component of safety for our riders, and Cherriots has done an outstanding job in the cleaning and repair of buses. This plan calls for continued vigilance, application of new technologies to enhance security, and quick-response maintenance of Cherriots' on-route facilities.

### *Cherriots Facilities*

In serving the public, the District makes use of a number of facilities, including the R.G. Andersen-Wyckoff Transit Mall, Courthouse Square, the Glen Creek Transit Station, the Del Webb maintenance and operating base, seventy six buses, as well as the 1200 bus stops and shelters discussed in the preceding sections.

In its training practices and through its program budgeting, the District will ensure that all facilities are well-maintained and that appropriate security measures are employed to protect Cherriots customers, staff, and visitors to District facilities.

*On-Board cameras*

The placement of security cameras on board District buses and at Courthouse Square facilities has had a very positive impact on reducing vandalism and facilitating investigations of incidences on board buses. Currently, 24 buses have digital cameras installed, and the majority of the Courthouse Square public areas are covered.

All future bus purchases will include digital security camera installations. At the anticipated replacement rate, the fleet will be close to 100% camera-equipped by the last year of the short range plan, FY 2011. The District is committed to maintaining and upgrading equipment as needed to ensure the highest degree of safety possible for transit patrons.

*On-route stop and shelter maintenance*

The District today has an emerging problem with the cleanliness and condition of its bus stops and shelters. Graffiti and vandalism of bus stop poles and shelters, and litter at these areas, antagonizes adjacent property owners, is an eyesore to transit users and the community at large, and discourages prospective new riders from using the Cherris system.



*Clean and well-maintained bus stops are important in attracting new riders to the public transit system*

As part of this short-range plan, the District will develop a routine maintenance schedule which allows all bus stops and shelters to be visited frequently enough that the stop area can be kept clean and trash containers emptied, graffiti can be dealt with quickly, and routine maintenance and repairs performed. Secondly, the program should allow the capability to provide same- or next-day response to reports of graffiti or vandalism, wherein shelters and stops can be cleaned and repaired within 24 hours

of receiving a report. Reports may come from the public, or from transit operators or road supervisors. A procedure should be established whereby reports are channeled quickly and reliably to the maintenance response team.

The current District budget does not provide the resources and manpower to accomplish the volume of work described above. There is currently one maintenance staff position dedicated to cleaning bus stops and shelters. Stops and shelters are maintained as best as possible, by staff who are assigned to a variety of responsibilities on an ad hoc basis. In the 2005-2006 budget process, staff will plan and program manpower and resources to expand on-route maintenance capabilities. The program will provide the means for improved on-route facilities maintenance that affords scheduled routine care of all stops and shelters, and quicker response capabilities. These capabilities are expected to entail addition of dedicated on-route maintenance staff and the vehicles, materials, and supplies to carry out their mission.

As an adjunct to this effort, staff will examine options for the establishment of community and/or school partnerships which could take ownership of bus stop and shelter cleaning. There may well be an opportunity to focus the Cherriots staff efforts on better maintenance if time is made available through a public partnership.

#### *Vehicle Location Technology*

Currently, most Cherriots buses have hardware installed which would support the further development of automatic vehicle location (AVL) technology. If supplemented with a transponder and a base unit, the District would have the capability of instantly determining the exact location of any bus in the fleet, at any time. This capability would enhance the safety of the Cherriots operation, and the security of riders aboard the buses.

The District has added an information technology director to staff, and the new division is in the process of developing an IT plan. Part of this effort will include an analysis of the costs and effectiveness of adding a full AVL capability to the District's operation. Such a capability could also be used to provide enhanced customer service information to riders.

#### *District Ordinances*

Salem-Keizer Transit has enacted a program of ordinances which are intended to inform the public of the principles of safe, secure and acceptable behavior at

Salem-Keizer transit facilities, and to express the standards upon which enforcement measures will be taken to ensure public safety. These ordinances are posted in the Cherriots waiting room at Courthouse Square, and are available to the public from the District administrative offices in the form of brochures.

Recently, the public conduct ordinances have been expanded in scope to cover the north block area, where littering and occasional rowdy behavior have begun to impact transit patrons in the immediate vicinity. Threatening behaviors have an impact on transit ridership, and degrade the quality of a transit system. The District is committed to maintaining safe and secure transit facilities and vehicles, and will program the resources and take the legal steps necessary to ensure that goals are met.

### III. PROJECT LIST

The following page presents a matrix summarizing the programming of the strategic plan projects, by fiscal year. Estimated costs for the projects are shown. These are *total project costs*, which would include local match as well as any grant funds that may be obtained. Amounts which are italicized indicate projects for which State or Federal grant funds will be sought and would be necessary to complete the project.

Operating improvements are indicated by an arrow (→) across the columns. The program cost for these projects are ongoing, as opposed to capital costs which are for specific years only.

The projects and costs shown in the FY 2005 column are all contained in the adopted FY 2004-05 District budget. A number of the capital projects extend across more than one year, as they are expected to be multiple-year projects (e.g., high priority transit corridor, maintenance shops upgrade, etc.).

Each year the strategic plan will be updated, and the project list will be amended to reflect any changes to the elements or costs. This process will run concurrent with the District budget process, and the updated strategic plan will be reviewed and adopted by the Board.

Table 3. Five-Year Program of Projects

STRATEGIC PLAN PROJECTS	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Downtown Salem bus stops improvement	<i>\$50,000</i>	<i>\$50,000</i>		<i>\$75,000</i>	
Maintenance facility expansion	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$250,000</i>		
West Salem property/improvement	<i>\$225,000</i>				
Streetcar PE, alignment studies	<i>\$200,000</i>				
High priority transit corridor, Broadway/River Rd	<i>\$157,000</i>	<i>\$1,000,000</i>		<i>\$1,000,000</i>	
New bus shelters	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Keizer transit center	<i>\$750,000</i>				
Route 1 frequency improvement	\$106,000/yr	→	→	→	→
Route 16 frequency improvement	\$106,000/yr	→	→	→	→
Real time bus stop pilot	\$100,000		\$100,000		
Bus stop/shelter maintenance		\$50,000	→	→	→
Replacement buses		<i>\$1,500,000</i>		<i>\$1,500,000</i>	
Route 3 frequency improvement		\$114,000/yr	→	→	→
Route 11 frequency improvement		\$216,000/yr	→	→	→
Garage retrofit			<i>\$500,000</i>	<i>\$1,000,000</i>	<i>\$1,000,000</i>
Streetcar construction			<i>\$6,000,000</i>		
Route 7 frequency improvement			\$120,000/yr	→	→
Small buses 5,3,3			<i>\$1,000,000</i>	<i>\$600,000</i>	<i>\$600,000</i>
HPTC buses 5,5			<i>\$2,000,000</i>		<i>\$2,000,000</i>
South, east transit centers			<i>\$2,000,000</i>	<i>\$2,000,000</i>	
Sunday service			\$300,000	\$952,000/yr	→
Smart card technology			<i>\$750,000</i>		
Infill routes				\$450,000	\$900,000/yr
Saturday service to 30-minutes				\$720,000	→
Transit centers connector route				\$1,000,000/yr	→
Expanded commuter services				\$50,000/yr	\$100,000
Articulated buses					<i>\$2,500,000</i>
Corridor frequency improvements					\$600,000/yr

All amounts are in 2005 dollars. Amounts shown in italics rely on federal, state, or local grant funds, matched by district funds. Operating costs continue to subsequent years, indicated by an arrow (→).

The program of projects carries out the vision of the strategic plan over the first five years, FY 2005 through FY 2009. Funding for the '05 projects has been included in the district's approved budget. Future years are programmed in the district's financial

plan, and will be subject to acquiring the local funds and grants necessary to carry out the projects.

# APPENDICES

# **APPENDIX A.**

## **SHORT-RANGE ACTION PLAN**

## **SHORT RANGE ACTION PLAN**

The following section presents a summary and outline of the work to be accomplished to implement the “short range” elements of the plan. The tasks are organized by the fiscal year in which they are expected to be completed (or initiated, in the case of multi-year projects).

This action plan should help in the development of the Salem-Keizer Transit General Manager’s annual Work Program, prepared annually to direct the work of the management team and serve as a reporting mechanism to the transit board. The action plan should also serve as a checklist to ensure that the strategic plan is being implemented in a timely way and is meeting the goals of the district. Each year the action plan must be updated, revising and/or reprogramming any projects which aren’t completed in the target year.

### **---- FY 2005 ----**

#### Park & Ride Analysis

- Assess feasibility
- Transit centers P&R
- Long range development plan
- Estimated cost: staff time

#### Management Information Systems

- Standardize data stores for human resources and finance/payroll
- Streamline processes and improve access to data
- Estimated cost: staff time

#### Transit System/Route Evaluation

- Performance measures
- Establishment of standards and methodology
- Estimated cost: Staff time

#### Fare Policy Analysis

- Review fare change options and impacts
- Establish fare change policies
- Estimated cost: staff time

#### Productivity Analysis Methodology

- Issue consultant RFP

- Frequency/service reduction considerations
- 60-minute service analysis
- Estimated cost: \$40,000

#### High Priority Transportation Corridor

- Finalize implementation projects
- Program funding sources
- Estimated cost: \$4 million

#### Keizer Transit Center

- Location options
- Coordination with Keizer
- Program funding
- Preliminary design, engineering, construction
- Estimated cost: \$750,000

#### Downtown Bus Stops

- City of Salem approval
- Develop construction and funding plan
- Estimated cost: District portion, \$175,000

#### Streetcar Feasibility Study

- Secure funding for study
- Issue RFP, assist in process
- Estimated cost: \$50,000

#### Bus Stop and Shelter Maintenance

- Routine maintenance schedule and service plan
- Staffing, equipment, and resources for 24-hour response capability
- Estimated cost: 1 FTE, approximately \$35,000

#### Route 1 South Commercial

- Institute 15-minute service in peaks
- Estimated cost: \$300,000 first year, \$400,000 ongoing, 2 FTE's

#### Route 16 Four Corners

- Institute 15-minute service in peaks
- Evaluate running time and potential for route shortening
- Coordinate with route 11
- Estimated cost: \$300,000 first year, \$400,000 ongoing, 2 FTE's

### West Salem Routes

- Review service levels in context of productivity analysis methodology
- Estimated cost: staff time, possible FTE savings

### Route 14/route 22

- Evaluate implications of adjusting route 14 schedule by 30 minutes
- Estimated cost: staff time

### Route 7 State & Fairview

- Evaluate running time and potential for route shortening
- Estimated cost: No cost if route is shortened

### New Route Needs

- Review 5-minute walking distance standard
- Identify areas without service
- Assess new service needs and develop implementation plan
- Estimated cost: staff time

### ---- FY 2006 ----

#### Route 11 Lancaster Drive

- Evaluate rider loads and split route feasibility
- Estimated cost: \$200,000 for one added bus to route, 2 FTE's

#### Route 3 South Commercial

- Institute 15-minute service in peaks
- Estimated cost: \$300,000 first year, \$400,000 ongoing, 2 FTE's

#### Improved Rider Information

- Review real-time information provision
- Acquisition of hardware and software
- Estimated cost: \$100,000 (50% JARC-funded)

#### Bus Shelter Plan

- Review passenger count data to identify high priority sites
- Develop multi-year installation plan
- Estimated cost: staff time

### Stop/Shelter Partnership Program

- Assess feasibility of a program to aid shelter maintenance/cleaning
- Develop a community/school-based program
- Estimated cost: staff time

### ---- FY 2007 ----

### East and South Transit Centers

- Location options
- Coordination with City of Salem
- Program funding
- Preliminary design, engineering, construction
- Estimated cost: PE and design, acquisition, construction; , \$2,000,000

### Route 7 State & Fairview

- Institute 15-minute service in peaks
- Estimated cost: \$300,000 first year, \$400,000 ongoing, 2 FTE's

### Garage retrofit

- Expand CNG fueling station
- Retrofit south bays for CNG
- Bus wash, portable hoist, yard lighting

### Streetcar construction

- analyze potential alignments, preliminary engineering and design
- secure funding
- construct
- Estimated cost: minimum \$6,000,000

### High Priority Transit Corridor Buses

- Develop a campaign to “brand” HPTC service
- Review buses on market to meet HPTC requirements
- Order buses as part of replacement program
- Estimated cost: \$475,000 apiece

### Sunday Bus Service

- Analyze service level needs
- Implement limited service
- Estimated cost: approximately \$900,000 / year

### Smart Card Technology

- Assess feasibility of farebox conversion/software acquisition
- Implement if feasible
- Estimated cost: \$750,000

### **---- FY 2008 ----**

#### Infill routes

- Identify areas without service
- Assess new service needs and develop implementation plan
- Estimated cost: approximately \$400,000 per route

#### Saturday frequency

- Review ridership levels
- Prioritize routes needing increased frequency
- Implement as needed
- Estimated cost: \$720,000 for full system

#### Transit Centers Connector Route

- Identify routing to directly connect transit centers
- Implement with high frequency service level
- Estimated cost: \$1,000,000

#### Expanded Commuter Services

- Assess service potential to mid-valley locations
- Seek partnerships with other jurisdictions, determine service priorities
- Investigate funding, grant options
- Implement services
- Estimated cost: \$50,000 local funds

#### Evaluation of Small Transit Buses

- Assess ridership levels on neighborhood routes
- Review availability of reliable small transit vehicles
- Adjust bus replacement program as appropriate
- Estimated cost: save approximately \$200,000 per bus replacement

### **---- FY 2009 ----**

### Corridor Routes Frequency Analysis

- Review ridership levels on all corridor routes
- Improve frequencies or add larger buses, as needed
- Estimated cost: up to \$600,000 per year

### Articulated Bus Analysis

- Assess results of corridor frequency analysis
- Evaluate feasibility of adding articulated buses
- Determine physical changes to Courthouse Square
- Estimated cost: \$475,000 per bus purchased

# **APPENDIX B.**

## **ROUTE OVERVIEW**



## Route 2, Jan Ree

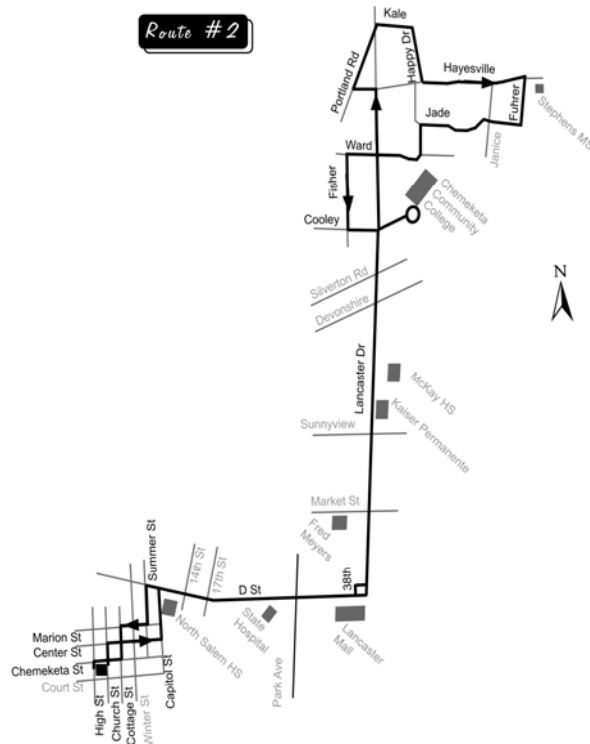
*Type of route:* Major corridor

*Frequency:* 30 minutes

*Ridership:* Highest in the system

*Analysis:*

The Jan Ree route is the most heavily used route in the Cherriots system. Route 2 averages 3,875 trips per weekday, over double the average of the next-highest routes. The Jan Ree service is provided on 15-minute frequency, from the first trip in the morning until 6:45 pm, at which time the service drops to 30-minutes through the end of the operating day at 9:45 pm. There are a total of 64 round trips per weekday on the Jan Ree route.



This route accesses a large number of popular destinations along its course, including Parrish Middle School, North Salem High School, Lancaster Mall, McKay High School, Kaiser Permanente, Adult & Family Services, and Chemeketa Community College. It is this variety of destinations, combined with the lower and middle income demographics and higher density housing which characterizes the route, which generates the unusually high volume of ridership experienced on Jan Ree.

Along with frequent overcrowding, a number of factors have combined to degrade the schedule reliability on route 2. The combination of high ridership, route length, street congestion, and high turnover rate of passengers (a result of the multiple destinations) has lengthened the schedule time to 90 minutes (the longest in the system). Although

frequently adjusted, it has been very difficult to keep Jan Ree on a consistent schedule with a reliable arrival time to meet other buses on the Courthouse Square pulse.

In September 2003, corrective changes were made to the Jan Ree schedule to improve its capacity and schedule performance. These changes have been reasonably effective in improving the on-time arrivals at Courthouse Square. Combined with better timing of overload trippers, excessively crowded conditions on the route have been minimized.

Staff will continue to monitor passenger loads and schedule adherence on route 2. Short range strategies to keep the route at an acceptable service level might include more targeted trippers, running time adjustments, or routing revisions/added buses. Adjustments that have been made on route 2 will have a limited duration of effectiveness—growing ridership and congestion on Lancaster Drive will require more substantive changes in the future. A service addition planned in early FY'06 on route 11, Lancaster Drive, may help the overcrowding on route 2.

### **Route 3, Capitola**

*Type of route:* Corridor

*Frequency:* 30 minutes

*Ridership:* High

*Analysis:*

Capitola is a strong route, with growing ridership. With more convenient service, there is potential for higher ridership along this gateway corridor.

The route is scheduled for improvement to 15-minute peak hour frequency in FY '06. The Portland Rd. corridor has been the target of a significant redevelopment effort, which is just getting underway. A denser, mixed use pattern is planned along a portion of Portland Rd., and the Capitola will serve this new area very well. The 15-minute service scheduled for 2006 should provide a strong incentive for new ridership to build up along the route as redevelopment occurs.

## **Route 4, Keizer East**

*Type of route:* Neighborhood

*Frequency:* 30 minutes peak, 60 minutes midday

*Ridership:* Medium

*Analysis:*

The Keizer East route has maintained stable ridership over a long period of time. The service level seems well-balanced to the need. As ridership grows, the route may become a candidate for frequency improvement, to 30 minutes all day. This would have the benefit of increasing the level of service between the Courthouse Square transit station and the Del Webb transit facilities.

The Keizer portion of the route will break off and become a neighborhood circulator, once the Keizer transit station is functional. The Salem piece will continue to connect the Cherry Ave. light industrial area, and the Highland neighborhood, into the downtown core area, and that may present a good opportunity to institute a 30-minute service level.

## **Route 5, Royal Oaks**

*Type of route:* Corridor

*Frequency:* 15 minutes

*Ridership:* High

*Analysis:*

Route 5/5A has 15 minute service available, and is currently a stable route. No changes are anticipated in the short term. Route 5 will become the main corridor route when the East Salem transit center is developed. The portions of 5 and 5A that currently operate east of Lancaster Drive will be covered by a neighborhood circulator that feeds into the center, and the portion from Lancaster Mall into downtown Salem will be corridor service, with 10 to 15 minute frequencies. The density of the corridor and its demographics make it a good candidate for the shorter frequency.

One of the challenges ahead for this route has to do with how it accesses Lancaster Mall and/or the east transit center. Congestion at these locations will make it difficult to operate short schedules efficiently.

## **Route 6, 12th & Sunnyside**

*Type of route:* Neighborhood

*Frequency:* 30 minutes

*Ridership:* Medium

*Analysis:*

The 12<sup>th</sup> & Sunnyside route does not have any outstanding problems to address. Ridership is strong, around 740 trips daily, and the schedule is sound. The route may start to fall behind schedule as traffic congestion increases, but, as circuitous as the route is, there should be options for straightening the route somewhat to gain some schedule time.

As a neighborhood circulator route in the future, route 6 will feed into the south Salem transit station at Madrona Street. The northerly portion of the route, closer to downtown, will continue to serve the 12<sup>th</sup> St. and Salem Hospital area, connecting into the downtown area.

## **Route 7, State & Fairview**

*Type of route:* Neighborhood

*Frequency:* 30 minutes

*Ridership:* High

*Analysis:*

Reports from operators and transit riders indicate that the State and Fairview route is having difficulty maintaining a reliable schedule. Route 7 has been adjusted several times over the past decade, as increasing ridership and traffic congestion have impacted travel times.

The route connects the Fairview industrial park to a major lower income, high-density residential area, a cannery, Mission Mill and Amtrak station, and through the Willamette University area to downtown Salem. For a good portion of its route, it operates over narrow residential streets, with frequent turns, which have the effect of slowing the operating speed.

Route 7 will likely remain largely intact after the conversion to the 3C operating system. The route stays relatively close to the downtown area, and is isolated from the nearest transit center developments. Once it is adjusted for schedule purposes and has improved frequency, it should be a solid route for the foreseeable future.

## **Route 8, Liberty Road**

*Type of route:* Neighborhood

*Frequency:* 30 minutes peak, 60 minutes midday

*Ridership:* Medium

*Analysis:*

The Liberty Road route is a stable route, carrying average ridership and offering a level of service which is adequate to meet the demand. About 556 riders a day use route 8.

Increasing congestion on arterials in south Salem raise concern about this route's ability to maintain its schedule. Although there are no consistent problems at the present, route 8 is pushing harder to meet its scheduled arrival time at Courthouse Square. Staff is reviewing the route, in concert with similar circumstances on several other south Salem routes, to consider adjustments that might help improve schedules until the south transit center is online.

When the south transit center is operational, this route will feed into the center and not proceed to downtown Salem.

## **Route 9, Keizer Central**

*Type of route:* Major corridor

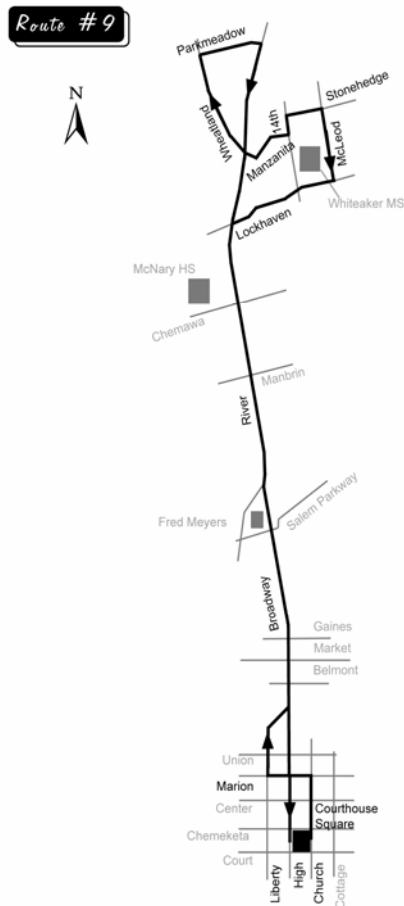
*Frequency:* 30 minutes

*Ridership:* High

*Analysis:*

The Keizer Central route is in a group with several other routes that comprise the second highest level of ridership in the Cherriots system. Route 9 carries an average of over 1530 trips per day, with newly-instituted 15-minute frequency in the peak periods, 30 minutes in the midday, and hourly in the evening. There are 40 trips per weekday on route 9.

There is a good variety of trip destinations on Keizer Central, including Whiteaker Middle School, McNary High School, the core commercial strip development of Keizer, and several major community shopping complexes. Ridership is comprised largely of students going to and from the schools on the route, and commuters to the downtown and capital mall area



Because of the heavy peak orientation of many Keizer Central trips, there has been frequent crowding on the route in both peak periods as well as afternoon school dismissal. Route 9 has been late arriving at Courthouse Square during these periods, and has also experienced overcrowding on some trips. Changes were recently made on the route, increasing service frequency to every 15 minutes in the peaks and lengthening the schedule to provide more time to cover the length of the route and accommodate the heavy loads.

These changes added a substantial amount of service to the route, and may well have resolved the problems that were being experienced on #9. The Keizer Central had been slated for 15-minute service in the near future—the recent addition of this level of service in the peaks may meet the needs until the major redesign of routes and schedules that will accompany development of the

Keizer transit center and implementation of the trunk and feeder system of operation.

Staff will track the ridership loads and schedule adherence on route 9, to ensure that the problems that had been experienced are resolved. If further changes are needed, they will be planned and developed in concert with the review process that is set to take place on route 2 Jan Ree.

## Route 10, Orchard Heights

*Type of route:* Neighborhood circulator

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

Orchard Heights is the most-utilized of the several West Salem neighborhood circulator routes, but is still somewhat deficient compared to other routes in the system, averaging about 215 riders daily. It is a short route, however, and has a small

area from which to develop its ridership. The route is primarily residential in character, but the opening of West Salem High School added a trip attractor and gave a boost to ridership. Several heavier trips at school startup and release make the Orchard Heights route a less likely candidate for smaller buses.

The route is set to be reviewed as part of a comprehensive West Salem service analysis. There is potential for growth in ridership on #10, and no significant changes in service are anticipated by staff at this time.

### **Route 11, Lancaster Drive**

*Type of route:* Crosstown connector

*Frequency:* 60 minutes

*Ridership:* Medium

*Analysis:*

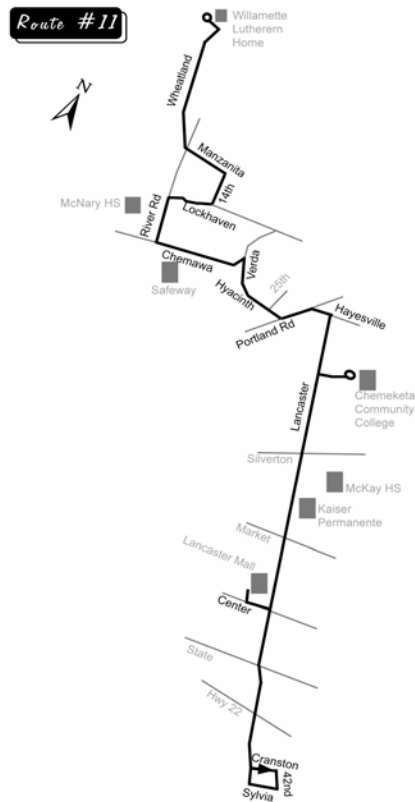
The Lancaster Drive route is unique in the Cherriots system. It is the only “cross-town” route—a route which is designed to connect several destinations in the outlying areas of Salem/Keizer, without coming into downtown Salem. Route 11 originates at the northern tip of Keizer, connects across Chemawa Rd. to Lancaster Drive, and heads south on Lancaster Drive all the way to the mobile home parks south of Highway 22. At 27.2 miles, this is the longest route in the Cherriots system.

Rider surveys show that most of route 11’s patronage comes in the northern portion of the route, between Keizer and Lancaster Mall. Along this stretch, the route serves Willamette Lutheran Home, the central business area of Keizer, the city hall, Chemeketa Community College, Kaiser Permanente clinic, McKay High School, and Lancaster Mall. Due to the length of the route, it requires two buses to provide hourly service. The ratio of ridership on the north portion, compared to the south leg from Lancaster Mall to the end point at Sylvia/Cranston, is approximately 3 to 1.

Staff is evaluating route 11 in context with possible routing adjustments on two other routes, 16 Four Corners and 2 Jan Ree. The general concept includes using the two route 11 buses on the north portion only, between Keizer and Lancaster Mall, to provide half-hour service on this portion of the route. One bus would be assigned to the south portion, and the route extended to the Marion County corrections facility on Aumsville Highway. In this event, route 16 Four Corners

could be shortened (see Route 16 below), which would provide schedule relief that is needed on that route. The 30-minute service on Lancaster Drive north of the mall, up past McKay HS to Chemeketa, would provide local relief to the very heavy loads on route 2 Jan Ree, which may help some the route changes that are under consideration for that route.

If two buses are allocated to the north portion of route 11, the route should also be reviewed for extension along Lancaster to Chemawa Rd., to provide service to mobile home parks in that area. There have been requests for service from two parks that are within a quarter-mile of Lancaster/Chemawa/Hazelgreen intersection. Safe access to a bus stop, from the parks to the route in the southbound direction, is an issue that need specific attention, as the high speed traffic on Lancaster Drive in this area makes it difficult to access a bus stop.



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An extension to Chemawa also provides an opportunity to offer better transit access to the Chemawa Indian School campus. The school facilities and medical clinic on the campus, south off of Chemawa Rd. between Lancaster Drive and I-5, serve Indian students and clients in need of medical services from across the Salem/Keizer region. There have been several requests in the past from the school administration to provide service to the school.

There are some difficulties associated with providing good quality service to the Indian school campus. The clinic and school buildings are located a quarter mile or more down an entry driveway, with no pedestrian provisions. In past planning efforts to serve the area, there has not been sufficient time in the route 11 schedule to enter the campus and directly access the facilities. Future planning efforts should consider what pedestrian facilities might be needed to serve the campus from Chemawa Rd.

**Route 12, Salemtowne**

*Type of route:* Neighborhood circulator

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

The Salemtowne route is a neighborhood circulator that carries riders from a senior citizen community and fairly low density neighborhoods to the Glen Creek Station in West Salem. While ridership is lower than many other routes in the system, the route is quite short and the frequency is more than it needs to be to meet the demands.

Route 12 is one of the several West Salem neighborhood routes that will be the subject of a performance review that staff will complete later in 2004. There may be opportunities to combine some services, reduce frequencies to better match demands, and conserve some resources.

Route 12 shouldn't require much in the way of changes in the future. There may be some new housing developments arise along the route, as infill occurs in West Salem, and this could boost ridership on the route. If frequency is removed in the short-term, it may well be restored later, as the new developments occur.

### **Route 13, Lansing & Claxter**

*Type of route:* Neighborhood

*Frequency:* 30 minutes peak, 60 minutes midday

*Ridership:* Medium

*Analysis:*

Lansing & Claxter is a neighborhood route serving some of Salem's older residential areas. The location of the route, in NE Salem just west of the I-5 freeway, makes it a difficult route to bring into any of the future transit centers. In the short-term, the route will likely stay intact. Its ridership is stable around 550 trips daily, and the current level of service seems well suited to the demand.

An adjacent route, #3 Capitola, will very likely become more of a corridor route in the future, with frequent service along Portland Rd. It may work well at some point in the future to connect the Lansing & Claxter route at a convenient transfer point on Portland Rd., and not bring it all the way to downtown. This shortening of route 13 would enable it to provide 30-minute frequency all day along the neighborhood stretches of the route.

### **Route 14, Sunnyridge**

*Type of route:* Neighborhood

*Frequency:* 30 minutes peak, 60 minutes midday

*Ridership:* Medium

*Analysis:*

While the level of service on the Sunnyridge route appears to be adequate for the present, it is long, circuitous and beginning to experience schedule problems. Sunnyridge operates slowly through neighborhoods in south Salem, and then along arterials which are experiencing increased congestion. Schedule corrections to the route can't wait for the routing changes that will accompany the development of the south transit center, which is several years off. It is currently under review by the District's Service Advisory Committee. Some shortening of the route, coordinated with possible changes to other south Salem routes, wmay be needed.

Route 14 also overlaps service with route 22 along a portion of High Street, south of the downtown area. The overlap runs for 20 blocks, between the Courthouse Square transit mall and Hoyt Street. Route 14 is on 30-minute frequency in the peak periods, and hourly in the midday between 9:15 am and 3:15 pm. Route 22 is on 60-minute frequency all day.

There is an opportunity to improve service along the duplicated area on High Street, by shifting the schedule on route 14. Currently, both route 14 and 22 are on the “:15” pulse in the midday portion of service, when both are operating on hourly frequency. This means that the two buses are leaving Courthouse Square at :15-after the hour, between 9:15 am and 3:15 pm, and proceeding south on High St. together, to the point where they separate at High and Hoyt. By changing the route 14 schedule 30 minutes—putting the route on the :45 pulse leaving Courthouse Square—the residents along High Street can have their service frequency effectively doubled, from every hour to every half hour, during the midday period.

There is no significant negative impact on route 14 users that would result from this change. Arriving with other routes at the :45 pulse, instead of the :15, will still allow Sunnyridge riders to transfer to all of the major routes in the system. Staff will review the schedule adjustments needed to effect the change to the route 14 schedule, with the goal of implementing the new schedule in September 2004. Route 14 will feed directly into the south Salem transit station in the future. There seems to be higher ridership potential on the route, and it should benefit from having 30-minute frequency throughout the day.



few “route-straightening” opportunities to save time. The best option for putting this heavily used route on schedule would be to shorten it.

A portion of route 16 overlaps service on route 11, along Lancaster Drive from Macleay Rd. to Sylvia St. It would be a relatively simple change to route 16 to shorten it from the correctional facility back to Sylvia, if changes to other routes can maintain adequate service to the jail facility. Such an adjustment would save about nine minutes on the Four Corners route, which would provide sufficient time to correct the current schedule.

Staff is in the process of evaluating changes to route 11 that would allow the proposed shortening of Four Corners. Route 11, Lancaster Drive, would be split into a northern and southern piece, and the latter would be extended from its Sylvia/Cranston terminus to the Correctional Facility. Preliminary schedule checks indicate that there should be sufficient time in the southern section to allow the extension.

There would be a modest reduction in service to the jail if route 16 was replaced by route 11—Four Corners is on 30-minute frequency, while the Lancaster Drive route is projected to be only hourly. In addition, the Four Corners connects the jail complex to downtown Salem, while the Lancaster route would only go as far as Lancaster Mall, where a rider would need to transfer to another route to reach the downtown. There would, however, still be direct service from the jail to downtown on route 21 Turner Road, which is on hourly frequency.

While the hourly service to downtown might be a detriment to persons headed to that destination, the change would be a positive one for those wishing to go to Lancaster Mall or destinations along Lancaster Drive. The connection to the Mall should also prove fruitful in the future, when a transit center is developed in that area and connections open up to all of the east Salem routes that will connect there.

Route 11 is programmed for service adjustments, which could include extension to the jail facility, in FY '06. Staff will complete an analysis of service options concurrent with that planning work.

In the future, route 16 will likely be a good candidate to improve frequency from its current 30-minute schedule to every 15 minutes. As housing densities grow in the area covered by the route, and commercial development fills in the vacant lands along State St., it is likely that ridership demand in the Four Corners area will warrant an improvement in service. Once route 16 is shortened and placed on 15-minute service,

staff doesn't foresee a need for further changes. When the east Salem transit station opens, some minor changes may be indicated to adjust service to optimize

### **Route 17, Hayesville**

*Type of route:* Neighborhood

*Frequency:* 30 minutes peak, 60 minutes midday

*Ridership:* Medium

*Analysis:*

Hayesville connects the neighborhood area east of Chemeketa College and Lancaster to downtown Salem along the Market St. corridor. It is beginning to experience some schedule problems, but is a sound route with good ridership.

The schedule problems experienced by the route have to do with its length and late arrivals into the downtown transit center. The route is fairly straight, and does not present many opportunities to pick up time to correct the schedule. It will be reviewed prior to the end of 2004, and may need some timepoint corrections or a slight shortening in order to correct the schedule.

The Hayesville route will be shortened substantially when the east transit center is constructed and operational. At that time, the route will connect the neighborhood east of Chemeketa Community College to the center in the area of Lancaster Mall, and will terminate at that point.

### **Route 18, Keizer West**

*Type of route:* Neighborhood

*Frequency:* 30 minutes peak, 60 minutes midday

*Ridership:* Medium

*Analysis:*

The Keizer West route connects mostly residential areas to River Rd. and downtown Salem. Ridership is light to medium, averaging 513 trips per weekday. There are no capacity issues with any trips, and no schedule problems.

Route 18 will be reconfigured when the Keizer transit station is developed. The portion of the route north of Chemawa will terminate at the new station. The neighborhood south of Chemawa will either connect into a smaller transfer point around the Salem Parkway, or may continue into downtown Salem.

## **Route 19, Glen Creek**

*Type of route:* Neighborhood circulator

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

Glen Creek is one of the lowest ridership routes in the system. It is short in length, and immediately after departing the Glen Creek Transit Station and Wallace Rd. area it becomes purely residential in character, not connecting to any secondary schools, employment centers, or shopping. The demographics of the area it serves are not transit-supportive: low density, single-family housing, on the higher side of income and auto ownership scales. The route averages about 85 trips daily, mostly commuters going to work in the downtown/Capital Mall area and some high school students who use the service to get to school.

Because of its short length, the route is on 30-minute frequencies using just one bus. It may be a good candidate for reduction to 60-minute service, if the schedule times can be set to meet school and employment start times. It is also a very good candidate for assignment of a smaller bus. The route is set to be reviewed as part of a comprehensive West Salem service analysis.

## **Route 20, Airport Road P&R**

*Type of route:* Park & Ride

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

Route 20 is unique in the Cherriot system. It was developed as a contracted service with the State of Oregon, to shuttle their employees from the State lot on Airport Rd. to the Capital Mall buildings. The cost of the service is 100% subsidized by the State. Ridership fluctuates, averaging about 365 trips a day, increasing by about 100 during the legislative sessions.

In mid-2003, the route was extended to Hawthorne St. to provide service to new businesses in a developing area. This added several minutes to the trip going to the State lot. Higher ridership was expected on route 20 as a result of the extension, but it is not clear that there has been an increase. Ridership numbers in the first quarter of

2004, in fact, indicated a possible decrease in use, and staff is analyzing the route to evaluate its productivity and the impact of the extension of service.

### **Route 21, Turner Road**

*Type of route:* Rural

*Frequency:* 60 minutes

*Ridership:* Low

*Analysis:*

The Turner Road route is one of the newer routes in the system, implemented in 2000. Ridership has grown slowly on Turner Road, and at 198 trips per day it is among the lowest utilized. Route 21 was established primarily in response to requests from two large mobile home parks at the fringe of the urbanized area, and over half of the route operates in a rural setting with few trip generators or attractions. Beyond the parks, the route serves Western Baptist College and the Marion County jail.

Turner Road is on hourly frequency, using one bus. There are few options for reducing the service level. Staff is analyzing service changes that might result in removal of route 16, Four Corners, from service to the jail, and if that happens the Turner Road route may be in a position to absorb a large number of new trips from the previous route 16 service.

### **Route 22, Battlecreek**

*Type of route:* Neighborhood

*Frequency:* 60 minutes

*Ridership:* Low

*Analysis:*

Battlecreek was implemented at the same time as route 21, Turner Road. Ridership on the route is low, at 267 daily trips, but it has been slowly increasing since its inception. About half of the route's length operates in low density and rural settings. The hourly frequency on the route is consistent with the low population density and ridership levels.

When the south Salem transit center is implemented, most of the Battlecreek route will be diverted to the new station, as a neighborhood circulator. Portions of the route closer to downtown currently duplicate route 6, and will be discontinued.

## **Route 23, Eola**

*Type of route:* Neighborhood circulator

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

The Eola route is a new service that was developed when Glen Creek Station was opened and the West Salem routes were converted to the 3C pattern. Like other newer routes in the system, much of #23 is operating in lower density residential area. Ridership is low, at 204 trips per day, but it has been growing gradually.

This route is a candidate for reduction to 60 minute frequencies, and may also be suitable for service using a smaller bus.

## **Route 24, West Salem Loop**

*Type of route:* Neighborhood circulator

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

Route 24 is a loop route which serves multiple purposes in the West Salem community. The route takes riders from the residential areas to the commercial activity along Wallace Rd., and it also shuttles commuters to the Glen Creek station to connect to downtown and the Capital Mall. Two major senior citizen complexes are located on the route. Average daily ridership is 225 trips, on the low side compared to other routes in the system, but not unreasonable considering the short length of the route. The West Salem Loop fills a need in the area it serves, which includes the senior complexes, a middle school, as well as some lower income residential neighborhood areas. Ridership on route 24 can be expected to continue to increase, albeit at a slow rate.

## **Route 25, West Salem Shuttle**

*Type of route:* Corridor

*Frequency:* 30 minutes

*Ridership:* High

*Analysis:*

The West Salem Shuttle is the first corridor route in the Cherriot system, established when the Glen Creek Station was completed. Now, instead of three or four routes coming into downtown Salem from the west, the Shuttle is the only route crossing the bridge, taking riders from the other five routes who transfer onto #25 at the station. The route also picks up some riders who walk to it from Pioneer Village or from the Edgewater neighborhood area.

The Shuttle is considered as part of the Salem downtown free zone, and is fare-free. Most of its riders pay a fare before transferring from one of the other connecting neighborhood routes. The Shuttle averages around 1130 trips per weekday, but that number has jumped as high as 1500 on busy days.

Most trips in the peaks have a full seated load, and some trips on the route are overcrowded, with many standees. As ridership increases on other West Salem routes, the Shuttle will become a weak link in the circulator-corridor operation. As part of the West Salem service analysis, staff will look at increased frequencies on #25, perhaps adding another bus to provide 15-minute service. In the future, this route may be one of the better candidates for use of an articulated bus, with its higher capacity, to serve the corridor.

### **Route 81, Northeast P&R**

*Type of route:* Park & Ride

*Frequency:* 30 minutes

*Ridership:* Low

*Analysis:*

Like the South Commercial P&R route, the Northeast park & ride has struggled for riders. It is averaging about 50 trips daily, between its two a.m. and two p.m. trips. The same analysis applies to the Northeast route as applies to route 81.

The two park & ride routes, #81 and 82, need to be evaluated in detail by staff. If there is a flaw in the service delivery that can be identified, it should be fixed and the improved service marketed effectively to the State, with an expectation of ridership several times higher than that observed to date. If there is simply no market for the routes—a possibility, if State employees are finding parking around their work locations in easy supply and the price manageable—then the service should be considered for elimination.

## **Route 82, South Commercial P&R**

*Type of route:* Park & Ride

*Frequency:* approx. 35 minutes

*Ridership:* Low

*Analysis:*

The South Commercial park & ride route has been struggling with low ridership since its inception at the end of 1999. The original four trips in the morning and afternoon peaks were reduced to two in September 2001, in response to low usage. Currently, the route averages 30 riders daily between the two a.m. and two p.m. trips. Ridership has not been growing.

The park & ride service should be performing significantly better than it is. The service is free to State employees, it is quick and direct from the two lots served by the route to the Capital Mall, and its schedules are coordinated with commuter hours. The service is periodically marketed to State employees through designated transportation coordinators in most of the Mall office buildings. General awareness of the service, however, appears to be low.

## **Route 91, Garten Trippers / Route 92, Rockwest Trippers**

*Type of route:* Special trippers

*Frequency:* Single trips

*Ridership:* Variable

*Analysis:*

These special trippers are targeted to meet the needs of some of our disabled riders who work daily at sheltered workshops in the Salem area. Ridership varies based on how the workers are assigned, but the tripper buses are usually close to full capacity. On the average, about 120 trips per day are provided on the morning and afternoon trips.

Cost to provide this tripper service is relatively low, as the trips are tagged onto the schedule of other route services provided by the district. Operating the trippers helps prevent overloading that would be caused by large groups of workshop riders, beginning or ending work at the same time and going to the same bus stop, accessing other routes that may already have partial or full loads aboard.

## **Route 1X, Wilsonville**

*Type of route:* Commuter

*Frequency:* 30 minutes

*Ridership:* High

*Analysis:*

This is the district's newest route, and the only regional commuter route in the system. It is operated in conjunction with, and over the same route as, the city of Wilsonville's "SMART" commuter service. Cherriots operates seven trips per day to and from Wilsonville, over the Salem Parkway and I-5. Fares are free to the riders, per the city's agreement with the Wilsonville business community. Ridership was moderate for the first few months of the Cherriot trip additions, but has grown to higher levels over the past six months.

The 1X commuter route is doing well in ridership, averaging around 150 trips per weekday. It appears to meet the needs of commuters to and from Wilsonville, but there is potential to improve the service for riders who wish to connect to TriMet services to continue to the Portland area.

An addition to be made to the service is the replacement of older 40-foot buses with new commuter coaches, which have such amenities as more comfortable seating, reading lights, and overhead racks. The new buses should begin service by Fall 2004, and are expected to be a popular addition. Ridership will be tracked closely to see if the buses attract new riders.

This route is a prototype for future commuter service to other communities in the Willamette Valley. The service is currently supported by a 50% jobs access grant. Ridership will need to continue to develop, and be able to sustain itself, to secure the provision of services after the grant ceases.

# **APPENDIX C.**

## **PUBLIC INPUT PROCESS**

**(NOT YET READY FOR PRINTING)**

*The Public Input Process*

Salem/Keizer Transit (SKT) is committed to meaningful public involvement in its planning process. We believed that it was very important to engage as much of the Salem and Keizer communities as possible in the development of the SKT Strategic Business Plan (SBP). In the effort to develop a public process that would be used to assist SKT in identifying issues, evaluating alternatives and making recommendations, SKT included the business community, both public and private, the neighborhood associations, and citizens at large, a mix of transit riders and non-riders.

This appendix summarizes the public involvement process, the meetings (dates times and locations), the agenda items and the conclusions of the process. The public process used in the development of the Strategic Business Plan consisted of:

- Meetings with Salem and Keizer Neighborhood Associations to describe the study and process and invite all to participate.
- Setting up a Stakeholders Committee to guide the process.
- Setting up six sub-regional groups throughout the Salem-Keizer area to provide a major part of the input related to issues, needs, and priorities.
- Two public forums and a public hearing to further enhance the process.

Though each step of the process, meeting with the Neighborhood Associations, the sub-regional groups, the public forums, and the public hearing SKT kept the community informed through a variety of sources i.e., newspaper articles, public advertisements in local papers, the Cherriots web site, flyers and handouts in the Cherriots lobby and on the buses, and emails.

The Public Input Process for the Strategic Business Plan began with staff and Board members attending 14 Neighborhood Association meetings from March 22, 2001 through May 15, 2001. In addition to the Neighborhood Association meetings SKT held a Public Forum held on April 24, 2001. This outreach process had two primary purposes 1) to describe the Strategic Business Plan, the purpose and the process, and 2) to invite the public to participate in the development of the SBP. This outreach was successful, resulting in 45 motivated participants that attended three meetings in their sub-regional areas and was very helpful in developing the SBP. Table 1-A below lists the Neighborhood Association meeting times, dates, and locations, the SKT Director representing that neighborhood area, and the staff making the presentation.

**Table 1-A**

<b><u>"SALEM AND KEIZER NEIGHBORHOOD ASSOCIATION MEETINGS"</u></b>				
<b>DATE AND TIME</b>	<b>NEIGH. ASSOC.</b>	<b>ADDRESS</b>	<b>AREAS DIRECTOR</b>	<b>SKT STAFF</b>
April 10 - 7 pm	Northgate	OR State Police 3710 Portland Rd	Dennis Koho, Sonny Ortiz	Glen
April 11 - 6 pm	SCAN	South High School. Library/Computer Ctr	Lloyd Chapman, Marcia Kelley	Jeff

April 11 - 7 pm	Morningside	Leslie MS 3850 Pringle SE	Lloyd Chapman	John
April 12 - 7 pm	S. Gateway	Pringle School 5500 Reed LN SE	Marcia Kelley, Lloyd Chapman	Jeff
April 17 - 7 pm	NESCA	Hoover School (in Portable) 1104 Savage Rd NE	George Bell, Jerry Thompson	John
April 24 – 7 to 9 pm	<b>PUBLIC FORUM</b>	Senator Hearing Room 555 Court Street NE	All	All
April 30 - 7 pm	KNAG	Keizer City Hall	Dennis Koho	Glen
May 3 – 6:15 pm	Grant	Grant School 725 Market St NE	George Bell, Nancy Horn	John
May 3 - 7 pm	ELNA	Swegle School 4485 Market St NE	Sonny Ortiz	Glen
May 3 - 7 pm	S. Salem	Candalaria School 935 Hansen S	Marcia Kelley	Jeff
May 9 - 7 pm	ESSNA	MAR Co Fire Dist. 300 Cordon Rd NE	Jerry Thompson	Glen
May 10 - 7 pm	SESNA,	Capitol Park Church 410 19 <sup>th</sup> SE	Jerry Thompson, Lloyd Chapman	John
May 15 -	Sunnyslope	Schirle School 4875 Justice Way S	Marcia Kelley	Glen
June 13 - 4 pm	CANDO	Old Cherriots waiting room	Nancy Horn	John
April 16 – 6:30 pm	NOLA		Sonny Ortiz	John

Following the outreach process described above staff divided the Salem/Keizer Transit service area into six sub-regions primarily along neighborhood boundaries, created sub-regional maps, developed informational and exercise materials for the meeting. Table 1-B below lists the six sub-regions and the meeting locations;

**Table 1-B**

<b>Sub-Region</b>	<b>Meeting Location</b>
NORTH	Keizer City Hall, Conference Room B 930 Chemawa Road NE Keizer
WEST	Roth's Market, Glen Creek Room 1130 Wallace Road NW Salem
CENTRAL	Courthouse Square, Senator Hearing Room 555 Court Street NE Salem
SOUTH	Faye Wright Elementary School, Media Room 4060 Lone Oak Street SE Salem
SOUTHEAST	Houck Middle School, Media Room 1155 Connecticut Street SE Salem
NORTHEAST	McKay High School, Library

2440 Lancaster Drive NE Salem

In January 2003 SKT setup a Stakeholders Committee to review materials, the results of the public input process and draft documents. The 34 person committee consisted of representatives from private businesses, education, state, county, and local governments. Table 1-C below lists the Stakeholder Committee members and the business they represent.

**Table 1-C**

<b>List of Stakeholders</b>					
<b>NAME</b>	<b>BUSINESS</b>	<b>ADDRESS</b>	<b>CITY</b>	<b>PHONE</b>	<b>EMAIL</b>
Julie Warncke	City of Salem, Public Works	555 Liberty St SE #325	Salem OR 97301-3513	503-588-6211	jwarncke@mail.open.org
Bob Ransom	City of Salem, MVRideshare	555 Liberty St SE #325	Salem OR 97301-3513	503-588-6211	bransom@mail.open.org
Mark Becktel	City of Salem, Public Works	555 Liberty St SE #325	Salem OR 97301-3513	503-588-6211	mbecktel@mail.open.org
Marjorie Mattson	City of Salem Comm. Dev.	555 Liberty St SE	Salem OR 97301-3513	503-588-6173 X7511	mmattson@open.org
David Pratt	City of Salem, Comm. Dev.	555 Liberty St SE #305	Salem OR 97301-3513	503-588-6173	dpratt@open.org
Cecilia DeSantis Urbani	City of Salem, Planning Div.	555 Liberty ST SE #305	Salem OR 97301-3513	503-588-6173 X7508	curbani@mail.open.org
Nate Brown	City of Keizer, Community Dev.	930 Chemawa Rd NE	Keizer OR 97303-3716	503-390-3700	brownn@keizer.org
Cheryl Vafakos	City of Keizer	930 Chemawa Rd NE	Keizer OR 97303-3716	503-390-3700	cvafakos@keizer.org
Rob Kissler	City of Keizer, Public Works	930 Chemawa Rd NE	Keizer OR 97303-3716	503-390-3700	kisslerr@keizer.org
Christopher Eppley	City of Keizer, Manager	930 Chemawa Rd NE	Keizer OR 97303-3716	503-390-3700	eppleyc@keizer.org
Lester Sasaki	Marion County, Comm. Dev.	PO Box 14500	Salem OR 97309-5036	503-588-5038	lsasaki@co.marion.or.us
Brandon Reich	Marion County, Planning	PO Box 14500	Salem OR 97309-5036	503-588-5038	breich@co.marion.or.us
Mike McCarthy	Marion County, Public Works	5155 Silverton Rd NE	Salem OR 97305-	503-588-5036	mmccarthy@co.marion.or.us
Cindy Schmitt	Marion County, Public Works	5155 Silverton Rd NE	Salem OR 97305-	503-588-5036	cschmitt@co.marion.or.us
Jim Allen	Polk County, Planning	850 Main St	Dallas OR 97338-3128	503-623-9237	allen.james@co.polk.or.us
Aaron Geisler	Polk County, Public Works				geisler.aaron@co.polk.or.us
Richard Schmid	Council of Governments			503-588-6177	rschmid@open.org
James Gieseking	SKATS	105 High St SE	Salem OR 97302-3609	503-588-6177	jgieseking@open.org
Ray Jackson	SKATS	105 High St SE	Salem OR 97302-3609	503-588-6177	rjackson@open.org
Sherrin Coleman	State of OR, Dept. of Trans.	555 13th St NE	Salem OR 97301-4178	503-986-4305	sherrin.k.coleman@odot.state.or.us
Steve Oulman	State of OR, Dept. of Land	635 Capitol NE #150	Salem OR 97301-	503-373-0050	steve.oulman@state.or.us

Tom Hoffert	Salem Chamber of Commerce	110 Commercial St NE	Salem OR 97301-	503-581-1466	tom@salemchamber.org
Richard Walsh	Keizer City Council	980 Chemawa Rd NE	Salem OR 97303-3716	503-304-4886	walsh-associates@qwest.net
Christine Jones	Keizer Chamber of Commerce	980 Chemawa Rd NE	Salem OR 97303-3716	503-393-9111	christine@keizerchamber.com
Dennis Curtis	Salem Downtown Association			503-371-4000	dennia.curtis@generalgrowth.com
Valerie Sovern	Salem Downtown Association	189 Liberty St NE #808	Salem OR 97301-3682	503-373-3848	valerieatsda@aol.com
Michael Shields	Salem/Keizer School Dist. Trans.	998 Hawthorne Ave NE	Salem OR 97301-	503-399-3108	shields_michael@salkeiz.k12.or.us
David Sasser	W.U., Campus Safety			503-370-6300	dsasser@willamette.edu
Russ Stout	W.U., Campus Safety			503-370-6300	rstout@willamette.edu
Jerry Viselo	Chemeketa CC, Facility Dir.	4000 Lancaster Dr NE	Salem OR 97305-1453	503-399-5157	<a href="mailto:jerryv@chemeketa.edu">jerryv@chemeketa.edu</a>
Bill Foster	State of OR, DAS	900 Court St NE #431	Salem OR 97301-4142	503-378-2865	<a href="mailto:bill.i.foster@state.or.us">bill.i.foster@state.or.us</a>
Terry Brooks	State of OR, DAS Facilities Parking	1225 Ferry St SE	Salem OR 97301	503-378-2865 X235	t.brooks.l@state.or.us
Evelyn Burke	State of OR, DAS Facilities Parking	1225 Ferry St SE	Salem OR 97301	503-378-2865 X234	evelyn.l.burke@state.or.us
Rick Roemer	(prior) Keizer Chamber			503-390-8011	

The Stakeholder committee held three meetings over the next thirteen months. Their first meeting was February 4<sup>th</sup> 2003, where they;

- discussed the “Elements” of a Strategic Business Plan; (-Short range, -Long range, -Capital improvement, -Financial, and -Evaluation).
- Reviewed SKT’s current transit system, a “Radial Pulse” system.
- received a list of terms and definitions for the purposes of developing the SPB.
- discussed a questionnaire to be used in the first sub-regional group meetings to find out what people liked about their transit system, what makes it difficult to use or use more often, and what suggestions they had to improvement the system.
- discussion of an exercise for the second sub-regional group meetings to engage participants in an effort to priorities the list of needs\suggestions developed from the first set of sub-regional meeting.
- reviewed the June 2002 ridership study.
- and committee members reported on items or plans their jurisdiction had that had implications for SKT.

Following the February 4<sup>th</sup> 2003 stakeholder meeting, first set of sub-regional meetings was held, from February 11<sup>th</sup> 2003 through February 20<sup>th</sup> 2003. The agenda had four main items:

- 1) a dialogue on what the “Strategic Business Plan” was and a hand out of the “Terms and Definitions” that would be used in this planning process.
- 2) an overview of the current transit system “the Radial Pulse” along with a review of the June 2002 Ridership Study.

- 3) to find out what the public thought about their public transit system, what they liked about it, what prevented or limited their use of the system and what new things would they like to see transit provide in the future.
- 4) a discussion of “Transit for the Future”, the public’s vision of what the future Salem-Keizer Transit system might look like. Did they want to see no change, more of the same (radial pulse), a trunk and feeder type system, or something else?

As stated above a primary objective of these meeting was to find out what people were thinking about the Salem-Keizer public transit system. To engage the public in this effort SKT developed a three part exercise that asked participants to;

- 1) List three “Positives”, things they liked about Salem-Keizer Transit.
- 2) List three “Preventions”, things that make transit difficult to use or use more often.
- 3) List three “Suggestions”, three things that you feel would be the most important improvements SKT could make to the system.

The combined responses from all six sub-regions for the first part of the exercise, where participants were asked to list three things that they liked (Positives) about the local transit system, is shown below in Table 1-D.

**Table 1-D**

<b>“POSITIVE”</b>			
<b>All Sub-Regions</b>			
Friendly/Nice, Etc. Drivers	15	Good For Environment	2
No Response	13	15 Minute Service On Rt. 2	2
Bus Circulation/Routes	10	1/2 Hour Service	2
Buses In General	9	Schedules In General	2
Price/Fares In General	8	Shuttles	2
Mall In General	7	W. Salem Hub	1
Well-Trained Drivers	7	Extended Hours	1
Free Buses	5	30 Minute Schedules	1
Convenient In General	6	Downtown Hub	1
Operation/Service At Mall	5	Pulse System	1
Bike Accommodations	4	Able To Be Independent	1
System In General	4	Pioneer Village Loop	1
Arrival/Departure On Time	3	Park & Rides	1
Availability	3	Predictable Stops	1
Convenient Stops	3	New Buses	1
Frequency	3	Does Not Interfere	1
Good For Traffic	3	W/Other Modes	
Accommodations/User Friendly	2	Citizens Are Aware Of Transit	1
Total		132	

The combined responses of all six sub-regions for the second part of the exercise, where participants were asked to list three things that made it difficult or keep them from using public transportation, is shown below in Table 1-E.

**Table 1-E**

<b>PREVENTIONS</b>			
<b>All Sub-Regions</b>			
No Response	28	Understanding System	2
No Sunday Service	15	Use Of Bus Not Foremost On My Mind	2
None	8	More Direct Routes (Express)	2
Too Long Of Walk To Nearest Stop (Tough Terrain)	6	Frequency Of Service In General	2
Having To Transfer Downtown	5	Bike/Walk Is Cheaper/Faster	1
Don't Have Time To Waste (Time To Get There & Back)	4	Concerns Of Other Riders (Health (Riders Coughing) & Safety)	1
I Drive	4	Destin. Close Enough To Walk	1
I Walk/Bike	3	Double Transfer From W.Salem To Anywhere (Other Than Downtown)	1
No Evening Service	3	Filthy, Loud, Smelly Riders	1
Routes Don't Go Where Needed Nor when	3	Harmful Diesel Exhaust	1
The Weather	3	Having Convenient Routes (Scheduling Is Not Convenient)	1
Times Don't Suit My Needs (Hours Of Travel)	3	My Health	1
Too Little Hourly Service	3	Access For Errands Downtown	1
Awkward To Carry Purch. On Bus	2	No Hourly Service To Dallas/Monmouth	1
Cross Town Transfer Too Long (Beyond Downtown)	2	No Service Outside UGB	1
Need Flexibility In Scheduling		No Schedules Posted At Stops	1
No Bus Service To Portland	2	Several Stops Several Miles Apart	1
Not Enough Frequency	2	Stops Too Far From Entrances	1
Physical Comfort Of Bus (Rough Driving) (Crowded Buses-Rt 25)	2	Too Much Hourly Sat. Service	1
Retired (Don't Go Downtown)	2	Unpredictable Travel (Job/Emergencies)	1
		Wilsonville model For Other Cities	1
		Windows Don't Open	1
		My Other Trans. Is Better	1
Total		129	

Part three of the exercise asked participants to think about their list of “Positives” and “Preventives” and other thoughts around improving the system, and list suggestions that would improve the Salem-Keizer Transit system. The combined results of all six sub-regions are shown below in Table 1-F.

**Table 1-F**

<b>SUGGESTIONS</b>		<b>SUGGESTIONS</b>	
<b>All Sub-Regions</b>		<b>All Sub-Regions</b>	
Sunday Service	23	Faster Routes	1
More Frequent (15 Min) Service	11	Get More State Workers Interested	1
On Key routes (1, 9, 25, 2, 5A)		Help W/Unruly, Smelly Riders	1
(10 Min-Commuter, 20 Min-Non)		Keep Loop At Pioneer Village	1
Start Express Bus W/Fewer Stops	4	Lancaster Needs 20 Min Runs	1
(Tram/Monorail),(Bus Rapid Transit)		(Loop In Keizer & S.Salem)	
(Rt. 2 - Rees Hill To Park Meadow)		Less Time On Routes	1
More Community Involvement/	3	Lighting For Unlit/Under lit Stops	1
Better Communication		Long-Range Planning For Pop. Growth	1
More Routes In East, South & NE	3	Lower Cash Fare	1
Smaller Buses On Less Used Rt.	3	More Convenient Inter-Modal Usage (Bike-Bus)	1
Express Lane For Buses, No Hubs,	2	More Family User-Friendly Service (Children)	1
Extended Green phase for buses		More Half-Hourly Saturday Service	1
(Combine 1&9, 25&2, 25&5, Etc.)		More Half-Hourly Service (4,17,18)	1
Extended Service (Day&Night)	2	More Shelters	1
Feeder Stations (3 More) (East Side)	2	More System Info. To Seniors	1
More Nat. Gas Eng./Less Pollut. Buses	2	Multiple Transfer Points	1
Secure P&R Parking/More P&Rs	2	Passenger Pick-Up At Home (Radios)	1
More Shelters/more Comfort./Cleaner Stops	2	Post Schedules At Bus Stops	1
More 30 Min Routes/Less Hour Stops	2	Quicker Transfer W.Salem (By-Pass Downtown)	1
Trolley/Streetcar To Downtown (Circulator)	2	Reduce Garish/Demeaning Use Of Bus Exterior	1
Improved Coordin. of Transit Planning/Dev.	2	Re-Work Schedules That Miss Connections	1
(Salem,Marion,Keizer,Polk,Etc.)		(Inbound Switch 1 to 8 To Stop At Civic Center)	
Add/Change Rts.-To Better Cover	1	Riders-Be Able To Go To T.M. Behind Roth's	1
Under-Serviced Areas		Run Frequently On Weekends	1
Add Stop At Salem Mobile Estates	1	Run Rt. 14-Skyline, Loop on Hill, Pass K. Perm.	1
Alter Fare (Always Pay When Get On)	1	Saturday Service More Like Weekdays	1
Better Commuter Service	1	Schedules Should Reflect Business Hours	1
(Dial-A-Ride For Repeat/Daily Riders)		Service To Brooks Park	1
Better Transit Mall Seating For Elderly	1	Shuttle Service To Woodburn	1
Bring Wednesday Market Back	1	Significantly Lower Student (College) Pass Cost	1
Bus Stops Too Far Away	1	Smaller, More Comfortable, Modern Buses	1
Change Route 15 To 15 Min During Peaks	1	Snack Bar At W. Salem Station	1
City Add More Left Turn To Reduce Traffic	1	Spec. Service To Accommod. Elsinore Perform.	1
Employee Groups Bus-Pool	1	Stop Pioneer Village Loop	1
Estab. Increased, Stable Funding Source	1	Tourist/New Res Or Bus., Sports, Lunch Buses	1
Faster More Direct Routes W/Out Hubs	1	Travel Luggage Capacity	1
<b>Total 112</b>			

Following this set of sub-regional meetings staff analyzed the information and sorted the suggestions/improvements into categories that were representative of the responses. The list of 112 improvements was sorted into 14 categories which are shown in the table 1-G below. It should be noted that these categories were not in any priority order.

**Table 1-G**

Sunday Service	Improve Travel Times
More Frequent Service	Improvements To Safety, The Enviro. & Quality Life Issues
Expand Coverage / Add Routes	
Expand Service Hours	Provide More Service Beyond The Salem/Keizer Area
Make Changes To The System	
New & Expanded Commuter Serv.	Make Changes To Fares
Add Transit Amenities	More Bus Pass Programs
Communication / Advertisement And Coordination	Trolleys / Shuttles / Circulators

The second set of six sub-regional meetings was held from March 4<sup>th</sup>, 2003 through March 13<sup>th</sup>, 2003. The agenda for these meeting had two main focuses:

- 1) to discuss and review the results of the three part "Questionnaire" from the first set of meeting.
- 2) prioritize the list of fourteen suggested improvements. To prioritize the 14 suggested improvements, participants were given a set of four "ranking" labels (1-"Urgent", 1-"Not Now but Next", 1-"Long Range" and 1-Least Necessary/No Opinion") one set for each of the 14 category. They were instructed to choose only one label from the set of four and place it next to a category and to repeat this for each of the fourteen categories.

Table 1-H below shows the results of the of the prioritization exercise.

**Table 1-H**

<b>ALL (Sub-Region/Stakeholder)</b>	<b>Urgent</b>	<b>Not Now But Next</b>	<b>Long Range</b>	<b><u>Least Nec.</u> No Opinion</b>
Sunday Service	16	15	11	4
More Frequent Service	21	20	5	0
Expand Coverage / Add Routes	25	10	12	0
Expand Service Hours	6	19	10	11
Make Changes To The System	17	6	4	12
New & Expanded Commuter Serv.	13	13	15	3
Add Transit Amenities	6	20	18	3
Communication/Advertise./ Coordination	4	11	9	17
Improve Travel Times	7	16	7	2
Improvements To Safety, The Enviro. & Quality Life Issues	6	14	17	10
Provide More Serv. Beyond The SKT Area	3	3	26	13
Make Changes To Fares	4	8	14	14
More Bus Pass Programs	9	21	11	1
Trolleys / Shuttles / Circulators	2	10	17	17
<b>Totals</b>	<b>139</b>	<b>186</b>	<b>176</b>	<b>107</b>

The second Stakeholder meeting was April 17<sup>th</sup> 2003. The committee;

- reviewed the results of the questionnaire used in the first set of sub-regional meetings to tell us their likes, difficulties and suggestion for Salem-Keizer Transit.
- prior to reviewing the results of the prioritization exercise, given to the participants in the second set of sub-regional meeting, the stakeholder committee went through the exercise and gave their ranking for the fourteen categories.
- reviewed the results of both the second sub-regional meetings and their responses to the priorities exercise.
- discussed the pros and cons of different transit systems, i.e. expand the existing “Radial Pulse” system, convert the existing system to a “Trunk and Feeder” System and leave thing as they are, a “Steady State” system.
- discussed Salem Futures and how its concepts of “Centers” and “Transit Hubs” could benefit public transit.

Staff analyzed the ranking data collected from the six sub-regional meetings and the stakeholder committee to establish a one through fourteen prioritization list. Table 1-I below shows the priority order of the fourteen categories of suggested improvement

**Table 1-I**

1	Expand Coverage / Add Routes
2	More Frequent Service
3	Make Changes To The System
4	Sunday Service
5	Improve Travel Times
6	More Bus Pass Programs
7	New & Expanded Commuter Services
8	Add Transit Amenities
9	Improvements to Safety, the Environment. & Quality of Life Issues
10	Expand Service Hours
11	The Communication / Advertisement And Coordination
12	Provide More Service Beyond The Salem/Keizer Area
13	Make Changes To Fares
14	Trolleys / Shuttles / Circulators

Below are the 14 suggestion categories in priority order with a short description of each.

**1. Expand Coverage / Add Routes** – This message was oriented toward keeping geographic coverage, and not leaving areas unserved, areas such as Kale Rd./Hazelgreen, South River Rd. Fisher Rd. and Orchard Hts. Rd.

**2. More Frequent Service** – Participants want buses on routes more frequently...30 minutes where now hourly and 15 minutes or better on the heavier routes. Mentioned were Route 1 South Commercial, Route 7 State and Fairview, Route 9 Keizer Central all to 15 minutes and Route 16 to 15 minutes in the peaks.

**3. Make Changes To The System** – The work groups liked the idea of the trunk and feeder system, and doing things such as more cross-town service and express service. The trunk and feeder style of service was later termed “The 3 C” (Centers, Corridors, and Circulators)

**4. Sunday Service** – The work groups saw this as a limited amount of service, e.g. from 8 or 9 a.m. to around 6 p.m. or so. This service was looked at more as a premium service that would give access to church services and operate through retail/mall hours.

**5. Improve Travel Times** – The message we received here was that buses take too long compared to the car...P&R and express service would address these concerns.

**6. More Bus Pass Programs** – The groups liked the idea of our discounted group pass programs, and thought they should be expanded.

**7. New & Expanded Commuter Services** – Related to improved travel times, these are such services as P&R and express services.

**8. Add Transit Amenities** – These were items such as bus stops and shelters, pedestrian connections, lighting, information at stops, etc. They were viewed as favorable, but not as much as improved service.

**9. Improvements To Safety, The Environment & Quality of Life Issues** – Safety on board the buses, continued CNG purchases, etc., these were not a highest-level concern as were the more service-oriented items.

**10. Expand Service Hours** – New trips earlier in the a.m. (before 6 a.m.) and later in the p.m. (after 10 p.m.)...not a priority.

**11. Communication / Advertisement And Coordination** – More work sessions and focus groups with the public, not viewed as a high need...perhaps because we were already engaged in our work group sessions.

**12. Provide More Service Beyond The Salem/Keizer Area** – Described as more regional services, e.g. to outlying communities such as Stayton, Sublimity, Dallas, Monmouth, Albany, etc., and a higher degree of regional coordination of such services...surprisingly, viewed by our work groups as a lower priority.

**13. Make Changes To Fares** – The work groups did not generally favor raising fares to provide money to expand services, or lowering fares to make riding easier for lower income riders...thought the fares were about right as is.

**14. Trolleys / Shuttles / Circulators** – These were very clearly a low priority with the work groups. The groups represented multiple neighborhood areas, and these services were seen as a highly localized, downtown issue.

The third set of sub-regional meetings were combined bringing all six sub-regional groups together with a public forum meeting on April 29<sup>th</sup> 2003. The agenda items for this combined group consisted of:

- a review and discussion of the prioritization for the fourteen categories and look at which categories would be short term issues, those items which would be programmed over the next five years, and those items which would be long term issues, programmed beyond five years
- a review and discussion of what the future district wide transit system should be, a “Trunk and Feeder” system, an “Expansion of the existing System (Radial Pulse), or no change (Steady State)
- a discussion of policy issues. After the input from the April 29<sup>th</sup> 2003 meeting was analyzed and combined with all previous input, staff began organizing it for incorporation into the SBP.

Over the next several months staff and the SKT Board completed work on the “Guiding Principles’ and ‘Action Statements”, a set of declarations about how SKT plans to develop transit services, and to relate to its regional partners in the process, as well as a draft of the Strategic Business Plan.

The last Stakeholder meeting was held on February 22<sup>nd</sup> 2004 in which the committee reviewed and provided feed back on;

- The “Guiding Principles” and “Action Statements”.
- The draft “Short Range Strategic Business Plan”.

The SBP was adopted by the SKT Board of Directors on October 28, 2004. A major component of the plan is a shift in the type of system SKT operates, moving from the current “Radial Pulse” system to what is described as the “3C” system. The “3C” system is similar to the more commonly known “Trunk and Feeder” system where smaller neighborhood routes (feeders) bring riders to higher capacity routes (trunks). In the “3C” system the Cs stand for Circulators, Centers, and Corridors, where Circulators buses move through the neighborhoods and surrounding area of one part of the service area connecting riders to a Center an area with a good mix of services and others uses, and a transit station. It is at the Centers where riders can transfer on another Circulator bus to make trips throughout that section of the service area or transfer onto a Corridor bus that would take them to another Center in a different section of the service area.

This concept and many of the issues and ideas brought up and developed through the public involvement process were integrated into the SKT plan. Throughout the plan there is discussion of these issues, starting with Section II and the discussion of the “3C” system, and the discussion of; service and frequency, Sunday service, adding routes, with many of items showing up as projects in section III, Project List - Table 2, the “Five-Year Program of Projects.”

Through the efforts of many people attending several meeting, the Strategic Business Plan has become a very useful document which will help guide the future of Salem-Keizer

Transit. The Transit District and staff wish to thank all those who participated in the public involvement process for their contributions to the plan.

# **APPENDIX D.**

## **FIVE-YEAR FINANCIAL PLAN**

**(To be added)**

# **APPENDIX E.**

## **ROUTE AND SYSTEM EVALUATION**

**(To be added)**

# **APPENDIX F.**

**“Major Stops”**

**(To be added)**