



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING AGENDA PACKET

Thursday, February 27, 2025 at 5:30 p.m.

Directors: Joaquín Lara Midkiff | Ramiro Navarro Jr. | Sadie Carney | Maria Hinojos Pressey |
Ian Davidson | Sara Duncan | Bill Holmstrom

Available meeting formats:

In Person: *Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301*

Zoom Gov: **Meeting ID:** 161 115 6964 | **Passcode:** 680098

Link: <https://cherriots-org.zoomgov.com/j/1611156964?pwd=T0VPaXp3eVJpc0NJWWkxeXJSNnE5dz09>

One Tap Mobile: +16692545252,,1611156964#,,,,*680098# US

Landline Phone: +1 669 254 5252 US

Live Stream: <https://www.capitalcommunitymedia.org/all>

Comcast Channel 21

Public Comment: Community members may provide comments on transit-related matters during the meeting, with a three-minute time limit per speaker. Comments can be submitted in writing, by email, in person, or via ZoomGov. Written comments received by 12:00 P.M. on the meeting day will be included in the official record.

Email: Board@cherriots.org

Mail: Attn: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Consent Calendar: Routine items are adopted collectively through a single motion unless a Director requests to remove an item. Any item withdrawn for discussion will be addressed after the Consent Calendar is approved.

Board of Director Report: Board members report on transit-related issues, including committee participation, community outreach, and special projects representing the District.

Closed Captioning (CC): ZoomGov's live streaming platform offers Closed Captioning (CC) to enhance viewer participation, though translations may not always be accurate.

Alternative Formats: ASL services and alternate formats for individuals with limited English proficiency are available with 48 hours' notice. Requests can be made by contacting the Clerk at 503-588-2424 or through TTY via Oregon Relay Services at 1-800-735-2900 (or 711). Office hours are Monday–Friday, 8:00 AM to 5:00 PM.

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Formatos de reunión disponibles:

En persona: Senator Hearing Room, 555 Court Street NE, Salem, Oregón 97301

Zoom Gov: Meeting ID: 161 115 6964 | Código de acceso: 680098

Link: <https://cherrriots-org.zoomgov.com/j/1611156964?pwd=T0VPaXp3eVJpc0NjWWkxeXJSNnE5dz09>

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Comcast Canal 21

Comentarios del público: Los miembros de la comunidad pueden hacer comentarios sobre asuntos relacionados con el tránsito durante la reunión, con un límite de tiempo de tres minutos por orador. Los comentarios pueden presentarse por escrito, por correo electrónico, en persona o a través de ZoomGov. Los comentarios por escrito recibidos antes de las 12:00 p.m. del día de la reunión se incluirán en el acta oficial.

Correo electrónico: Board@cherrriots.org

Correo postal: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Calendario de Consentimiento: Los puntos de rutina se adoptan colectivamente mediante una sola moción, a menos que un Director solicite retirar un punto. Cualquier punto retirado para ser debatido se tratará después de la aprobación del Calendario de Consentimiento.

Informe del Consejo de Administración: Los miembros de la Junta Directiva informan sobre temas relacionados con el tránsito, incluida la participación en comités, la extensión a la comunidad y los proyectos especiales que representan al Distrito.

Subtítulos (CC): La plataforma de retransmisión en directo de ZoomGov ofrece subtítulos (CC) para mejorar la participación de los espectadores, aunque es posible que las traducciones no siempre sean precisas.

Formatos alternativos: Los servicios de ASL y formatos alternativos para personas con dominio limitado del inglés están disponibles con 48 horas de antelación. Las solicitudes se pueden hacer poniéndose en contacto con el Secretario en el 503-588-2424 o a través de TTY a través de Oregon Relay Services en el 1-800-735-2900 (o 711). El horario de oficina es de lunes a viernes, de 8 de la mañana a 5 de la tarde.

Copias electrónicas: Los paquetes del orden del día están disponibles en <https://www.cherrriots.org/meetings/>.

Lista de distribución por correo electrónico: Para inscribirse en la lista de distribución de reuniones públicas del Distrito, envíe un correo electrónico al Secretario de la Junta a publictestimony@cherrriots.org.



AGENDA

- 1. CALL TO ORDER**
 - A. Note of Attendance for a Quorum
 - B. Safety Minute
 - C. Announcements | Changes to Agenda

- 2. PRESENTATIONS - None**

- 3. PUBLIC COMMENT**

- 4. CONSENT CALENDAR**
 - A. Approval of Minutes
 - i. January 23, 2024 Board Meeting 04
 - B. Routine Business Items
 - i. Fiscal year 2025 Quarter 2 (FY25 Q2) NTD Reportable Assault Data 09
 - ii. Authorize Contract for a Network Lifecycle Replacement Solution 14

- 5. ITEMS DEFERRED FROM CONSENT CALENDAR**

- 6. ACTION ITEMS**
 - A. Adopt Resolution 2025-01, Amending TAM Plan & Policy 119 16
 - B. Adopt Resolution 2025-02, Rider and Employee Safety with Regard to Immigration Status 25
 - C. Adopt Resolution 2025-03, Amending the FY2024-2025 Budget 29
 - D. Adopt Resolution 2025-04, Providing Authorization to Apply For, Commit, and Comply With Terms of Federal Awards 33

- 7. INFORMATIONAL REPORTS**
 - A. FY25 Q2 Strategic Plan Report 36
 - B. FY25 Q2 Performance Report 41
 - C. FY25 Q2 Finance Report 79
 - D. Mobility Reimagined Outreach Update

- 8. REPORTS**
 - A. General Manager
 - B. Board of Directors 86

- 9. ADJOURN**

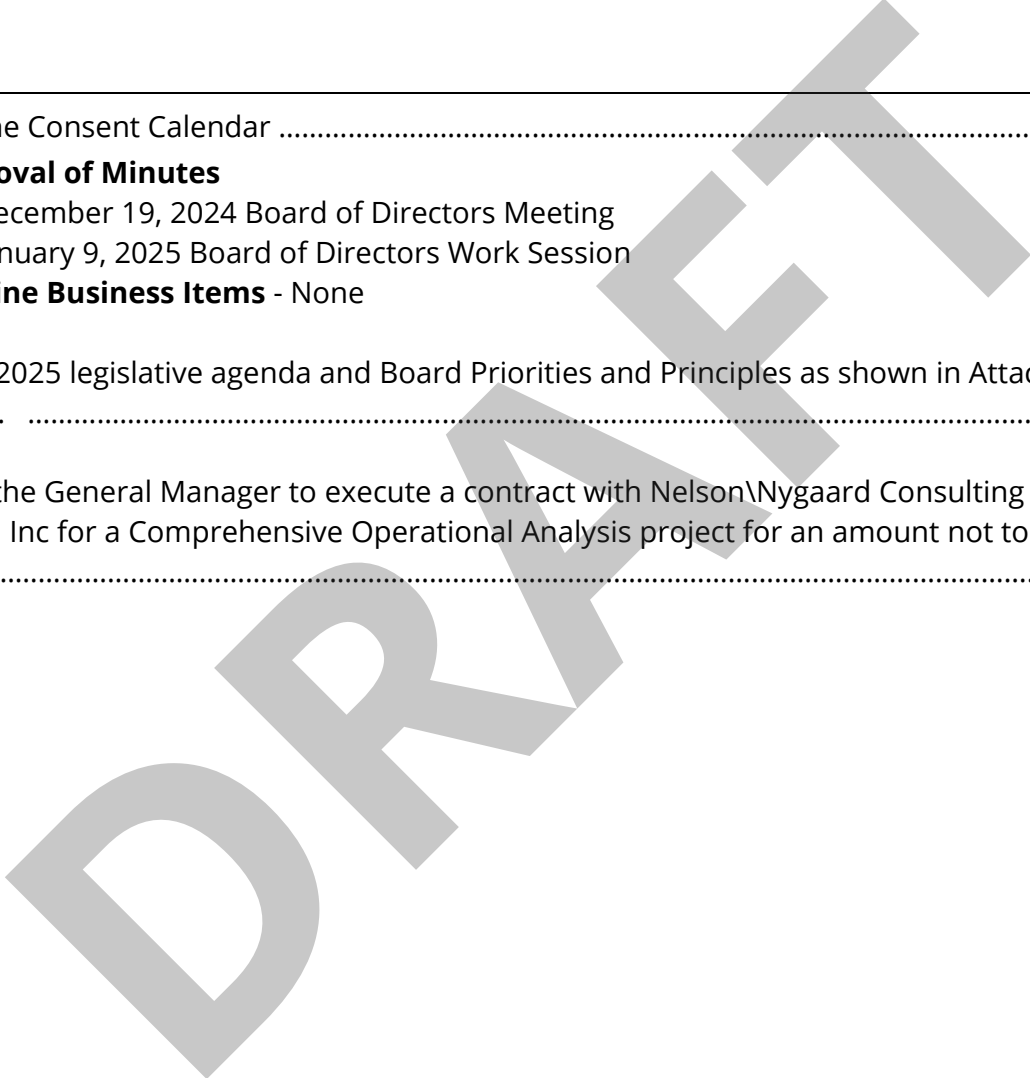
NEXT MEETING: MARCH 27, 2025 at 5:30 p.m.



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Thursday, January 23, 2025

Index of Board Actions

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Approve the Consent Calendar	3
A. Approval of Minutes	
1. December 19, 2024 Board of Directors Meeting	
2. January 9, 2025 Board of Directors Work Session	
B. Routine Business Items - None	
Adopt the 2025 legislative agenda and Board Priorities and Principles as shown in Attachment A, B, and C.	4
Authorize the General Manager to execute a contract with Nelson\Nygaard Consulting Associates, Inc for a Comprehensive Operational Analysis project for an amount not to exceed \$339,722.	4





SALEM AREA MASS TRANSIT DISTRICT
BOARD MEETING MINUTES

Thursday, January 23, 2025 at 5:30 p.m.

ATTENDEES: President Hinojos Pressey | Directors Joaquín Lara Midkiff | Ramiro Navarro Jr. | Sadie Carney (Virtual) | Ian Davidson | Sara Duncan | Bill Holmstrom

ABSENT: None

STAFF: GM Allan Pollock | DGM David Trimble | CSO Cliff Carpentier | CFO Denise LaRue | CELRO Jaél Rose | CCO Patricia Feeny | COO Tom Dietz | CPDO Shofi Ull Azum | Planning Manager Chris French | Security and Emergency Management Manager Karen Garcia | Executive Assistants Crisandra Williams | Kirra Pressey

GUEST: Legal Counsel Sara Sayles | CFM State Affairs Partner Dale Penn | CFM Federal Affairs Partner Kirby J. Garrett (Virtual) | CFM State Affairs Counsel Waylon Buchan (Virtual) | ETC Institute CEO Chris Tatham (Virtual) | Turell Group President Dana Turell

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:30 p.m. Attendance was noted and a quorum was present.

B. Safety Minute

GM Pollock addressed a tragic incident involving a Cherriots bus that resulted in the loss of Mr. Chandler's life. He expressed condolences to Mr. Chandler's family, friends, and the Salem community. GM Pollock also extended thoughts to the involved transit operator, who is receiving support during this difficult time. He acknowledged the impact of the incident on riders, employees, emergency responders, and witnesses. GM Pollock thanked the Salem Police Department and other emergency personnel for their swift response. Moving forward, Cherriots remains committed to safety and open communication with the Board and the public while respecting the ongoing investigation.

C. Announcements | Changes to Agenda: None

2. PRESENTATIONS

A. Customer Satisfaction and Community Value Survey Presentations

Presenter: CCO Patricia Feeny and ETC Institute CEO Chris Tatham
Agenda Packet: Pg. 4-32

CCO Feeny introduced ETC Institute CEO Tatham, who presented the results of the Customer Satisfaction and Community Value Surveys. The findings highlighted that most Salem-area residents view Cherriots as a valuable community resource, with customer satisfaction ratings surpassing national averages across the board. Key takeaways included strong public support for increased funding over the next five years, recognition of Cherriots' role in improving access to jobs and essential services, and high marks for safety, cleanliness, and service reliability.



3. PUBLIC COMMENT:

Public Comment was received from Josiah regarding the Mobility Reimagined Initiative for Board review. He also offered condolences to the Chandler family.

4. CONSENT CALENDAR

A. Approval of Minutes

1. December 19, 2024 Board of Directors Meeting
2. January 9, 2025 Board of Directors Work Session

B. Routine Business Items - None

Action			
Motion:	Approve Consent Calendar with the exception of B.6		
Motion by:	Director Ian Davidson	Second:	Director Bill Holmstrom
Vote			
Aye:	President Hinojos Pressey, Directors Lara Midkiff, Navarro Jr., Carney, Davidson, Duncan, and Holmstrom		
Motion passes unanimously 7-0			

5. ITEMS DEFERRED FROM CONSENT CALENDAR: None

6. ACTION ITEMS

A. Approve 2025 Legislative Agenda

Presenter: GM Allan Pollock, CFM State Affairs Partner Dale Penn, CFM Federal Affairs Partner Kirby J. Garrett (Virtual), CFM State Affairs Counsel Waylon Buchan (Virtual)

Agenda Packet: Pg. 42-46

GM Pollock reviewed the Board's legislative agenda, highlighting its role in guiding activities and communication. He summarized recent meetings and introduced CFM representatives, who presented updates on federal funding successes, 2025 funding requests, policy priorities, and a preview of the 2025 legislative session.

Action			
Motion:	Adopt the 2025 legislative agenda and Board Priorities and Principles as shown in Attachment A, B, and C.		
Motion by:	Director Ian Davidson	Second:	Director Sadie Carney
Vote			
Aye:	President Hinojos Pressey, Directors Lara Midkiff, Navarro Jr., Carney, Davidson, Duncan, and Holmstrom		
Motion passes unanimously 7-0			



B. Award of Contract for Comprehensive Operational Analysis (COA) Project

Presenter: Service Planning Manager Chris French

Agenda Packet: Pg. 47-48

Service Planning Manager French provided an overview of the Comprehensive Operational Analysis (COA), a 12-month project aimed at improving the District’s transit system through data analysis, stakeholder input, and strategic planning. Following an RFP process, Nelson\Nygaard Consulting Associates, Inc. was selected as the consultant. The project is funded by \$250,000 from the STIF Formula Plan and \$89,722 from the General Fund, with remaining funds carried into FY26.

Action			
Motion:	Authorize the General Manager to execute a contract with Nelson\Nygaard Consulting Associates, Inc for a Comprehensive Operational Analysis project for an amount not to exceed \$339,722.		
Motion by:	President Maria Hinojos Pressey	Second:	Director Bill Holmstrom
Discussion:	Director Davidson made special note he does work for ODOT, though he does not directly work with the program.		
Vote			
Aye:	President Hinojos Pressey, Directors Lara Midkiff, Navarro Jr., Carney, Davidson, Duncan, and Holmstrom		
Motion passes unanimously 7-0			

7. **INFORMATIONAL REPORTS**

A. Mobility Reimagined Outreach Brief

Presenter: CCO Patricia Feeny

Agenda Packet: Pg. 49-50

CCO Feeny and CPDO Azum outlined the **Mobility Reimagined** outreach initiative, including open houses starting in February to gather public feedback on transit enhancements. Events will feature interactive stations, outreach via social media and community partnerships, and aim to boost awareness and stakeholder engagement. Board members emphasized leveraging existing community meetings, with President Hinojos Pressey requesting outreach in underserved areas. Turell Group’s President Dana Turell provided an overview of the firm and its three key strategies for building community support for service enhancements.



8. GENERAL MANAGER'S REPORT

GM Pollock noted that the Joint Commission on Transportation will meet twice a week, with CFM attending all meetings and his participation depending on the agenda. Additionally, he will take part in the OTA's weekly advocacy meetings.

He reminded the Board that April 1 is Transit Day at the Capitol and encouraged participation if schedules allow. He also highlighted the results of the fourth wave of surveys, emphasizing that the consistency reflects the high quality of Cherrlots employees and their dedication to excellence.

9. BOARD OF DIRECTORS REPORT

President Hinojos Pressey and Directors provided reports on committees and activities in which they represent the District.

10. ADJOURN

President Hinojos Pressey adjourned the meeting at 8:17 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President

DRAFT



To: Board of Directors

From: Karen Garcia, Security and Emergency Management Manager
Cliff Carpentier, Chief Safety Officer

Thru: Allan Pollock, General Manager

Date: February 27, 2025

Subject: Fiscal Year 2025 Quarter 2 (FY25 Q2) National Transit Database (NTD) Reportable Assault Data

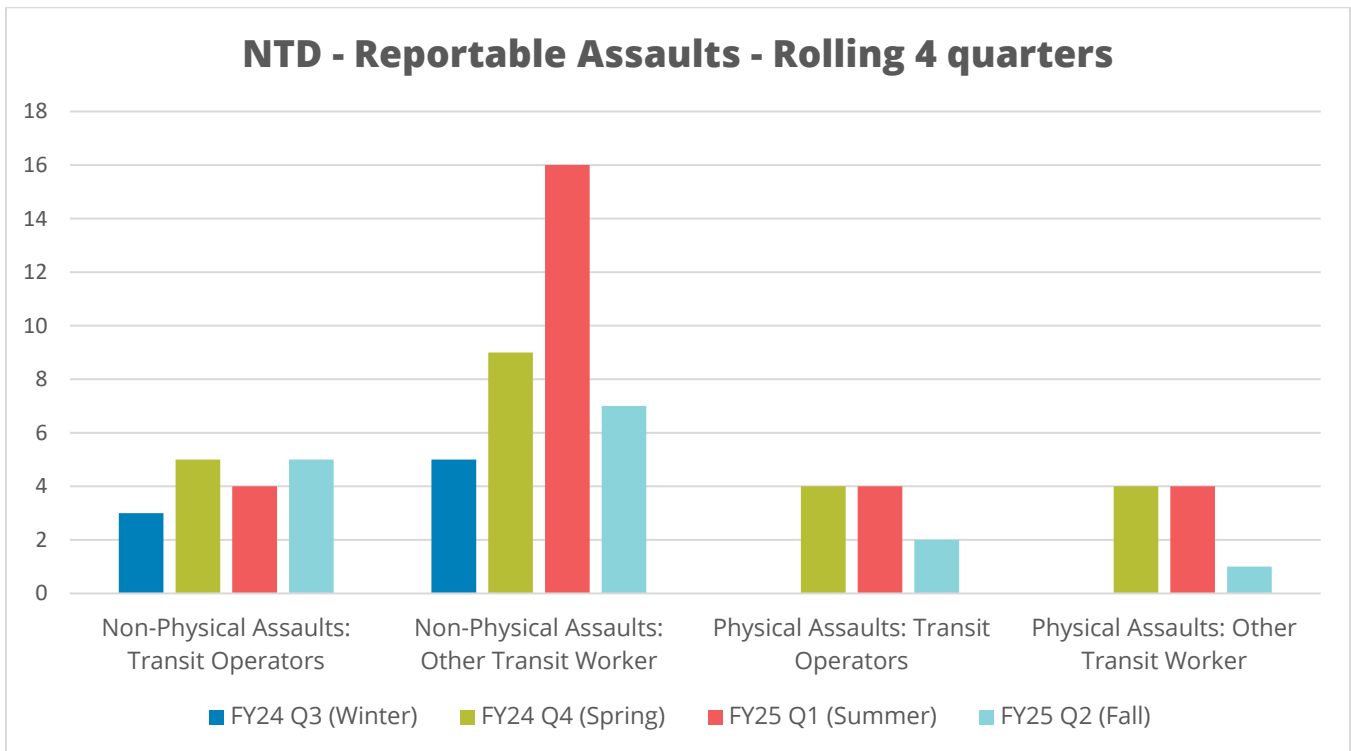
ISSUE

Shall the Board receive the FY25 Q2 NTD reportable assault data?

BACKGROUND AND FINDINGS

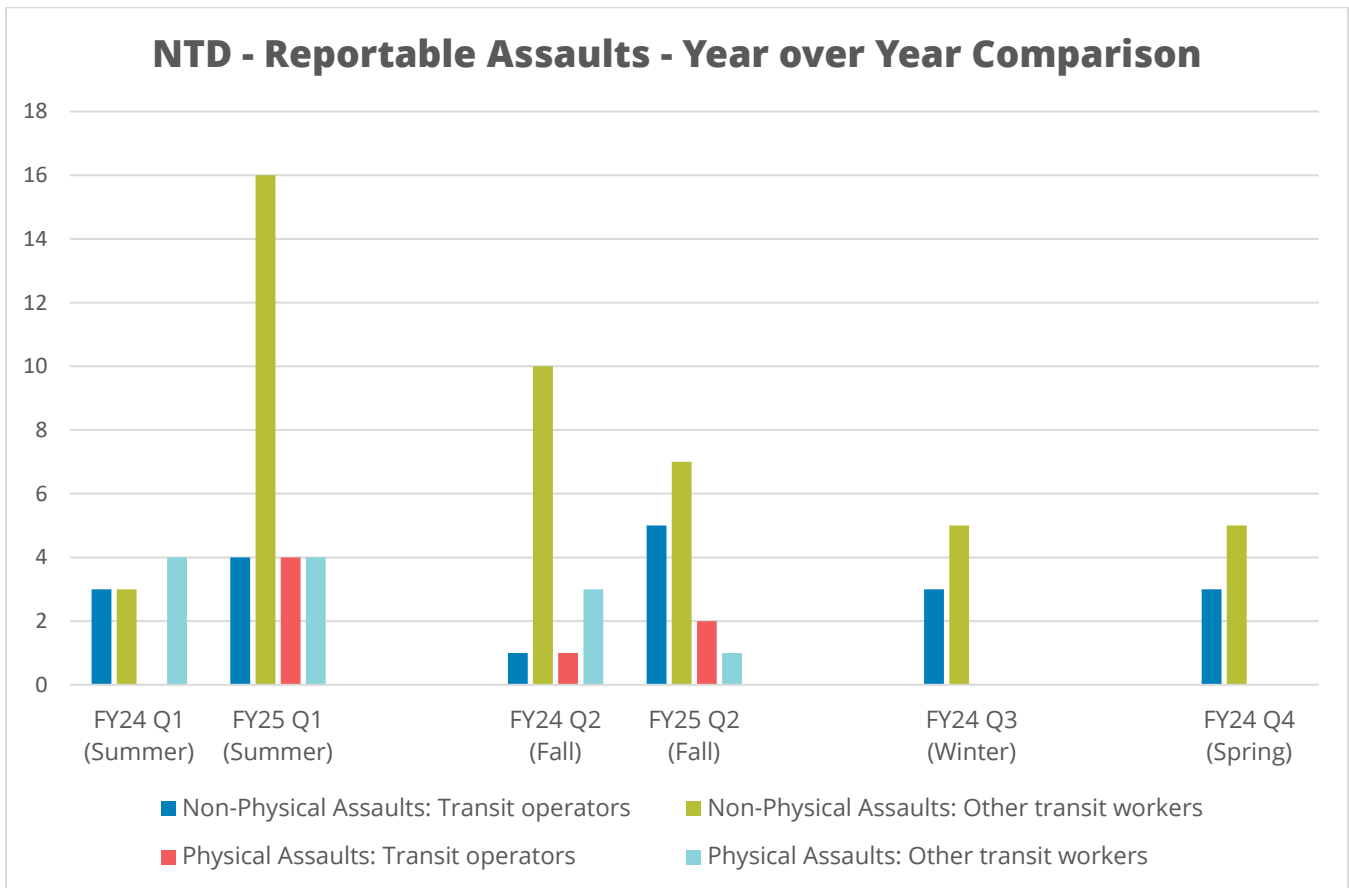
The chart below shows reportable non-physical and physical assaults on transit operators and other transit workers for the last four quarters.

Rolling four quarters	Non-Physical Assaults: Transit operators	Non-Physical Assaults: Other transit workers	Physical Assaults: Transit operators	Physical Assaults: Other transit workers	Total
FY24 Q3 (Jan-Mar)	3	5	0	0	8
FY24 Q4 (Apr-Jun)	5	9	4	4	22
FY25 Q1 (Jul-Sep)	4	16	4	4	28
FY25 Q2 (Oct-Dec)	5	7	2	1	15
Total	17	37	10	9	73



The below chart shows reportable non-physical and physical assaults on transit operators and other transit workers comparing each quarter of FY2024 to the same quarter of FY2025.

FY2024 compared to FY2025	Non-Physical Assaults: Transit operators	Non-Physical Assaults: Other transit workers	Physical Assaults: Transit operators	Physical Assaults: Other transit workers	Total
FY24 Q1 (Jul-Sep)	3	3	0	4	10
FY25 Q1 (Jul-Sep)	4	16	4	4	28
FY24 Q2 (Oct-Dec)	1	10	1	3	15
FY25 Q2 (Oct-Dec)	5	7	2	1	15
FY24 Q3 (Jan-Mar)	3	5	0	0	8
FY24 Q4 (Apr-Jun)	5	9	4	4	22



Summary of reportable events for FY2024-2025 Quarter 2.

Cherriots Local:

- Non-Physical Assaults: Transit Operators
 - 10/9: The rider told the operator he was going to remain on the bus as long as possible. The rider then said they were feeling sick. The operator asked them to exit the bus if they were sick. The rider became aggressive and threatening toward the operator.
 - 10/24: The operator asked a rider to watch his language. The rider became disorderly by yelling, name calling and threatening the operator.
 - 12/18: A rider filed a complaint, saying they was passed up by a bus while waiting at a stop. The rider then made threats saying they would be a “real problem” for the operator who was driving the bus at the time.
 - 12/23: An operator reported that a rider used foul language and threatened the operator while exiting the bus at the transit center.

- 12/29: A rider came forward of the yellow line while the bus was in motion. The operator told the rider to have a seat. When the rider exited the bus at the next stop, they told the operator “next time I will shoot you.”
- Non-Physical Assaults: Other Transit Workers
 - 10/1: A security officer approached a rider who was trying to instigate a fight with other riders. When told to leave the property, they told the security officer “I will beat your ass.”
 - 10/08: A security officer approached a rider and asked them to clear the bench of their property so others could also use the bench. In return, the rider said “if you touch my things, death is permanent.”
 - 10/17: Security officers requested a rider put shoes on while on the property. The rider threatened the officers by saying “I’ll f... you up.” The rider left the property only to return moments later and refused to leave. 911 was called. While awaiting law enforcement response, the rider physically charged at the security officers and said “I will kick your asses.” (This event was counted as two non-physical assaults)
 - 11/6: Security officers were dispatched to meet an inbound bus due to a disorderly rider onboard. The security officer asked the rider if they were alright and was immediately met with verbal aggression. Throughout the interaction, the rider yelled profanities, threatened to “f... up” security, accused the officer of being racist, name called, said “if you touch me, it will be the last thing you ever do” and made multiple other verbal threats. (Also involved a physical assault on other transit worker)
 - 12/10: A security officer was conducting a security bus ride on route 11. When the bus made a service stop, the security officer noticed two individuals who were smoking in the shelter. The security officer called to them from the bus asking them to not smoke in the shelter. One of the individuals replied “If you want to live, get back in the bus right now.”
 - 12/18: Security officers contacted a rider at the transit center and asked that they smoke in the designated area. The rider became verbally confrontational and refused to comply. Security directed the rider to leave the property. The rider proceeded to the city sidewalk, then turned to the security officer, opened his coat flap and said, “I have a gun so you better back off or else.”

- 12/30: A security officer was contacted by a rider about lost property. The rider became upset with the security officer and used racial slurs toward them. The security officer told the rider the racial name calling was inappropriate. The rider responded by saying "I can say and do what I want, N***a. I'll be back." The security officer took the statement to be a threat.
- Physical Assaults: Transit Operators
 - 11/27: A security officer was interacting with an excluded rider at Keizer Transit Center. The rider escalated. An operator involved themselves in the conflict, even after multiple attempts by the security officer to get the operator to disengage. An argument occurred between the operator and excluded rider, during which the rider pushed the operator.
- Physical Assaults: Other transit workers
 - 11/6: A security officer directed a rider to leave the property due to disorderly conduct. The rider insisted they were going to board a bus. The rider tried to push past the security officer, punching the arm of the security officer during the conflict. The rider grabbed the wrist of the security officer, pushed them in the chest and made other attempts to strike security. Security grabbed the rider and took them to the ground to stop the assault. The rider was handcuffed until law enforcement arrived and took custody. (Also involved a non-physical assault on other transit worker)

Cherriots Lift:

- Physical Assaults: Transit Operators
 - 12/18: A LIFT driver was loading a rider and stowed the rider's portable chair toward the rear of the bus. The rider got upset and started hitting the driver. The rider's staff removed them from the bus.

FINANCIAL IMPACT

None

RECOMMENDATION

For information only.

PROPOSED MOTION

None



To: Board of Directors

From: Ross Aguilar, IT Manager
David Trimble, Deputy General Manager

Thru: Allan Pollock, General Manager

Date: February 27, 2025

Subject: Authorize the General Manager to Execute a Contract with CDW-Government, LLC for the Purchase of a Network Lifecycle Replacement Solution

ISSUE

Shall the Board authorize the General Manager to execute a contract with CDW-Government, LLC for the amount of \$154,932 to purchase a Network Lifecycle Replacement (Hyperconverged Infrastructure) Solution for the Del Webb Operations Headquarters.

BACKGROUND AND FINDINGS

On a routine basis and in conjunction with useful life benchmark guidelines, the District must replace its aging and obsolete technology equipment. In an effort to optimize operational efficiency, improve security, and reduce costs, the District has chosen to transition from a traditional three-tier architecture to a more efficient Hyperconverged Infrastructure (HCI) solution. The HCI integrates the components of a three-tier architecture, storage, compute, and networking into a unified system which simplifies management and improves resource utilization across our systems. This solution will replace four (4) servers, two (2) network switches, and a storage array. Some equipment will be repurposed for short-term usage.

This contract is authorized through the Oregon State Price Agreement, Oregon IT Hardware VAR Contract (5603).

FINANCIAL IMPACT

Funding for this proposed contract is included in the FY25 Adopted Budget in the Capital Projects Fund and is funded through FTA 5307 grant funds with match provided by the General Fund.

FUND SOURCE	GRANT PERCENTAGE	MATCH PERCENTAGE	GRANT AMOUNT	MATCH AMOUNT	TOTAL
5307	80%	20%	\$ 123,946	\$ 30,986	\$ 154,932
Grand Total					\$ 154,932

RECOMMENDATION

Staff recommends the Board authorize the General Manager to execute a contract with CDW-Government, LLC for the purchase of a Network Lifecycle Replacement (Hyperconverged Infrastructure) Solution for an amount not to exceed of \$154,932.

PROPOSED MOTION

I move that the Board authorize the General Manager to execute a contract with CDW-Government, LLC for the purchase of a Network Lifecycle (Hyperconverged Infrastructure) Solution for an amount not to exceed \$154,932 (one hundred fifty-four thousand, nine hundred thirty-two dollars.)



To: Board of Directors
From: Tom Dietz, Chief Operations Officer
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Adopt Resolution No. 2025-01, Rescinding Resolution No. 2018-07 and Amending the Transit Asset Management (TAM) Policy (No. 119) and Plan.

ISSUE

Shall the Board adopt Resolution No. 2025-01 (Attachment A), rescinding Resolution No. 2018-07 and Amending the Transit Asset Management (TAM) Policy (No. 119) (Attachment B) and Plan (Addendum A).

BACKGROUND AND FINDINGS

In September of 2018, the Board adopted Resolution #2018-07 that put Policy #119 in place. This policy outlines the District's overall approach to asset management for both vehicles and facilities. This policy also outlines the District's adherence to federal requirements and regulations (49 U.S. Code § 5326). The revisions contained in the policy and the TAM Plan bring the document(s) up to a current state of accuracy and relevance.

The District's TAM maintains a high level of transparency and accountability and guides decisions with regard to capital investments, maintenance, and eventual disposal of federally funded assets.

FINANCIAL IMPACT

There is no financial impact with the adoption of the revised resolution.

RECOMMENDATION

Staff recommends the Board adopt Resolution No. 2025-01, rescinding Resolution No. 2018-07 and amending the Transit Asset Management (TAM) Policy (No. 119) and Plan.

I move that the Board adopt Resolution No. 2025-01, rescinding Resolution No. 2018-07 and amending the Transit Asset Management (TAM) Policy (No. 119) and Plan.



RESOLUTION NO. 2025-01

AMENDING RESOLUTION POLICY #119 FOR A TRANSIT ASSET MANAGEMENT POLICY AND PLAN

WHEREAS, the Salem Area Mass Transit District, hereafter referred to as "District," is duly established and empowered under ORS 267; and

WHEREAS, the District receives Federal funding, and is considered a Tier II reporting agency under Federal requirements set forth in Moving Ahead for Progress in the 21st Century (MAP-21), and in subsequent rulemaking, is required to adhere to a set of standards in their approach in maintaining capital assets; and by reporting annually through the National Transit Database and during the Triennial Review process.

WHEREAS, the Transit Asset Management Policy #119 outlines the District's overall asset management approach in a manner consistent with current federal regulations (49 U.S. Code § 5326) and sets the direction for establishing and following through with transit asset management strategies and plans that are achievable with available funds

WHEREAS, the Policy complies with the Federal Transit Administration (FTA) Transit Asset Management (TAM) Final Ruling on July 26, 2016.

WHEREAS, the Policy serves to communicate the Board's commitment to the District Team, and to the communities that the District serves to maintain the District's assets in a state of good repair.

WHEREAS, the Policy expresses the Board's intention to foster a culture of continuous improvement in asset management planning and performance.

WHEREAS, the Board of Directors has the authority to approve and amend the District TAM Policy, and shall review the Policy every three years.

WHEREAS, the General Manager/CEO or designee shall have overall responsibility for overseeing the development of asset management plans and procedures, in cooperation with the District Team, and shall report to the Board on the status of asset management for the District.



WHEREAS, in accordance with this Policy, implementation of the TAM Plan shall be a shared responsibility for all of the District's departments.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TRANSIT DISTRICT;

THAT, the District's TAM Policy and Plan will improve transparency and accountability, and optimizes capital investments and maintenance decisions. Additionally, the District will have the ability to make improved, data-driven decisions, and to increase the overall safety benefit to the organization.

THAT, the Board adopts Resolution #2025-01 to update the Transit Asset Management Policy #119 and TAM Plan.

ADOPTED by the Board of Directors on this 27th day of February 2025 and effective thereupon.

ATTEST:

Kirra Pressey
Clerk of the Board

Maria Hinojos Pressey
Board President



SALEM AREA MASS TRANSIT DISTRICT

POLICY: TRANSIT ASSET MANAGEMENT	ADOPTED BY:	
BOARD OF DIRECTORS POLICY NO. 119		
EFFECTIVE:	_____ President, District Board of Directors	_____ Date

119.01 PURPOSE

In keeping with the District’s mission “Creating Community Connections,” this policy serves to:

1. Communicate the Board’s commitment – to the District Team, and the Salem-Keizer communities it serves (including the surrounding rural communities) – to maintain the District’s assets in a State of Good Repair;
2. Express the Board’s intention to foster a culture of continuous improvement in asset management planning and performance;
3. Ensure accessibility to all Board members, internal staff, external stakeholders, and members of the public;
4. Outline the District’s overall asset management approach in a manner consistent with current federal regulations (49 U.S. Code § 5326) and set the direction for establishing and following through with Transit Asset Management (TAM) strategies and plans that are achievable with available funds; and
5. Comply with the Federal Transit Administration (FTA) TAM Final Ruling on July 26, 2016.

119.02 POLICY

A. DISTRICT POLICY COMMITMENT

The District is committed to:

1. The allocation of resources necessary to reach its asset management targets;
2. Financial stewardship, transparency, and collaboration with District funding partners;
3. Promoting a culture that supports optimal asset management across the organization;
4. Focusing on high-quality, data-driven decision making to provide safe, reliable, sustainable service for the communities we serve;
5. Supporting the timely implementation of projects and programs to maintain District assets in a State of Good Repair over their entire life; and
6. Continually improving its asset management strategies and plans, including setting goals, objectives, and measures to monitor and improve performance.

B. INVESTMENT PRIORITIES

1. Public and employee safety.

2. Reliable service delivery.
3. Sustainability.
4. Responsible stewardship of public funds.

C. PLAN ELEMENTS

1. The FTA regulation defines the District as a Tier II agency and, as such, requires the District to implement a TAM Plan that includes the first four (4) of the nine (9) TAM Elements listed below.
2. The District has gone above and beyond the minimum requirements by developing and implementing the additional five (5) elements of a TAM and SGR policy.
 - a. Inventory of assets: A register of capital assets and information about those assets.
 - b. Condition assessment: A rating of the asset's physical state.
 - c. Decision support tool: Analytic process or tool to assist in capital asset investment prioritization needs.
 - d. Prioritized list of investments: A prioritized list of projects or programs to manage or improve the SGR of capital assets.
 - e. TAM and SGR policy: Executive-level direction regarding expectations for TAM.
 - f. Implementation strategy: Operational actions to achieve District TAM goals and policies.
 - g. Key annual activities: Describe the key TAM activity four-year plan.
 - h. Identification of resources: List resources needed to carry out the TAM Plan.
 - i. Evaluation plan: Monitor and update to support continuous TAM improvement.

D. BOARD AUTHORITY

1. The Board of Directors shall review the TAM Policy every three (3) years.
2. The Board of Directors has the authority to approve and amend the District TAM Policy.

E. DISTRICT AUTHORITY

1. The General Manager/CEO or designee will have overall responsibility for overseeing the development of asset management plans and procedures, in cooperation with the team, and reporting to the Board on the status of asset management for the District.
2. In accordance with this policy, implementation of the TAM Plan will be a shared responsibility for all departments.

119.03 DEFINITIONS

A. ASSET MANAGEMENT

A strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces assets to manage their performance, risks, and costs over their lifecycle to provide safe, cost-effective, reliable service to current and future customers.

B. TRANSIT ASSET MANAGEMENT PLAN (TAM PLAN)

The Plan through which the District will document its asset base, asset conditions, and State of Good Repair. The TAM Plan includes the asset management policy, TAM goals and objectives, governance structure for asset management, strategy for capital asset funding and prioritization, and key priorities for asset management.

C. TRANSIT ASSET

Fixed long-life infrastructure assets (e.g., facilities and electric bus charge stations) and equipment (e.g., bus, paratransit, and non-revenue vehicles).

D. STATE OF GOOD REPAIR (SGR)

A condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a State of Good Repair when that asset:

1. Is able to perform its designed function;
2. Does not pose a known unacceptable safety risk; and
3. Its lifecycle investments must have been met or recovered.

E. TAM FINAL RULING

Federal regulations that set out minimum asset management practices for transit providers to bring all of the nation's transit assets into a State of Good Repair.

F. CAPITAL IMPROVEMENT PLAN (CIP)

A short-range plan, usually four (4) to ten (10) years, which identifies capital projects and equipment purchases. The CIP provides a planning schedule, and identifies options for funding the plan.

G. TIER II AGENCY

Agencies that operate less than 101 vehicles across all fixed route modes or operate less than 101 vehicles in one (1) non-fixed route mode.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: TRANSIT ASSET MANAGEMENT	ADOPTED BY:	
BOARD OF DIRECTORS POLICY NO. 119		
EFFECTIVE:	_____ President, District Board of Directors	_____ Date

119.01 PURPOSE

In keeping with ~~Salem Area Mass Transit~~ the District’s mission “Creating Community Connections,” this policy serves to:

1. Communicate the Board’s commitment – to the ~~District SAMTD~~ Team, and ~~to~~ the Salem-Keizer communities ~~that SAMTD it~~ serves (including the surrounding rural communities) – to maintain the District’s assets in a ~~s~~State of ~~g~~Good ~~r~~Repair;
2. Express the Board’s intention to foster a culture of continuous improvement in asset management planning and performance;
3. ~~Be made~~ Ensure accessibility to all Board members, ~~to~~ internal staff, external stakeholders, and members of the public;
4. Outline the District’s overall asset management approach in a manner consistent with current federal regulations (49 U.S. Code § 5326) and ~~sets~~ the direction for establishing and following through with ~~Transit a~~Asset ~~m~~Management (TAM) strategies and plans that are achievable with available funds; ~~and~~;
5. Comply with the Federal Transit Administration (FTA) ~~Transit Asset Management (TAM)~~ Final Ruling on July 26, 2016.

119.02 POLICY

A. ~~SAMTD~~ DISTRICT POLICY COMMITMENT

~~SAMTD~~ The District is committed to:

1. The allocation of resources necessary to reach its asset management targets;
2. Financial stewardship, transparency, and collaboration with ~~District our~~ funding partners;
3. Promoting a culture that supports optimal asset management across the organization;
4. Focusing on high-~~quality~~ data-driven decision making to provide safe, reliable, sustainable service for the communities we serve;
5. Supporting the timely implementation of projects and programs to maintain ~~District our~~ assets in a State of Good Repair over their entire life; and
6. Continually improving its asset management strategies and plans, including setting goals, objectives, and measures to monitor and improve performance.

B. INVESTMENT PRIORITIES

1. Public and employee safety.
2. Reliable service delivery.
3. Sustainability.
4. Responsible stewardship of public funds.

C. PLAN ELEMENTS

1. The FTA regulation defines ~~the District SAMTD~~ as a Tier II agency and, as such, requires ~~SAMTD~~ ~~the District~~ to implement a TAM Plan that includes the first four (4) of the nine (9) TAM Elements listed below.
2. ~~The District SAMTD~~ has gone above and beyond the minimum requirements by developing and implementing the additional five (5) elements of a TAM and SGR policy.
 - a. Inventory of assets: A register of capital assets and information about those assets.
 - b. Condition assessment: A rating of the asset's physical state.
 - c. Decision support tool: Analytic process or tool to assist in capital asset investment prioritization needs.
 - d. Prioritized list of investments: A prioritized list of projects or programs to manage or improve the SGR of capital assets.
 - e. TAM and SGR policy: Executive-level direction regarding expectations for ~~transit asset management~~ TAM.
 - f. Implementation strategy: Operational actions to achieve District TAM goals and policies.
 - g. Key annual activities: Describe the key TAM activity four-year plan.
 - h. Identification of resources: List resources needed to carry out the TAM Plan.
 - i. Evaluation plan: Monitor and update to support continuous TAM improvement.

D. BOARD AUTHORITY

1. The Board of Directors shall review the TAM Policy every three (3) years.
2. The Board of Directors has the authority to approve and amend the ~~District SAMTD~~ TAM Policy.

E. DISTRICT AUTHORITY

1. The General Manager/CEO or designee will have overall responsibility for overseeing the development of asset management plans and procedures, in cooperation with the team, and reporting to the Board on the status of asset management for ~~the District~~ SAMTD.
2. In accordance with this policy, implementation of the TAM Plan will be a shared responsibility for all departments.

119.03 DEFINITIONS

A. ASSET MANAGEMENT

A strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces assets to manage their performance, risks, and costs over their lifecycle to provide safe, cost-effective, reliable service to current and future customers.

B. TRANSIT ASSET MANAGEMENT PLAN (TAM PLAN)

The Plan through which ~~the District SAMTD~~ will document its asset base, asset conditions, and State of Good Repair. The TAM Plan includes the asset management policy, TAM goals and objectives, governance structure for asset management, strategy for capital asset funding and prioritization, and key priorities for asset management.

C. TRANSIT ASSET

Fixed long-life infrastructure assets (e.g., facilities and electric bus charge stations) and equipment (e.g., bus, paratransit, and non-revenue vehicles).

D. STATE OF GOOD REPAIR (SGR)

A condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a ~~s~~State of ~~g~~Good ~~r~~Repair when that asset:

1. Is able to perform its designed function;
2. Does not pose a known unacceptable safety risk; and
3. Its lifecycle investments must have been met or recovered.

E. TAM FINAL RULING

Federal regulations that set out minimum asset management practices for transit providers to bring all of the nation's transit assets into a ~~s~~State of ~~g~~Good ~~r~~Repair.

F. CAPITAL IMPROVEMENT PLAN (CIP)

A short-range plan, usually four (4) to ten (10) years, which identifies capital projects and equipment purchases. The CIP provides a planning schedule, and identifies options for funding the plan.

G. TIER II AGENCY

Agencies that operate less than 101 vehicles across all fixed route modes or operate less than 101 vehicles in one ~~(1)~~ non-fixed route mode.

- END -



TRANSIT ASSET MANAGEMENT PLAN

2025

February 28, 2025

Re: Transit Asset Management Plan (TAM)

All Salem Area Mass Transit District (District) Employees:

In accordance with the Federal requirements set forth in Moving Ahead for Progress in the 21st Century (MAP-21) and subsequent rulemaking, transit providers who receive Federal funding are required to adhere to a set of guidelines and standards in their approach in maintaining capital assets. Transit providers are required to report on their plan progress annually through the National Transit Database and have their TAM Plans reviewed during the Triennial Review process.

The TAM Plan is a business model that uses the condition of assets to guide optimal prioritization of funding and business decisions at transit properties in order to keep transit networks in a State of Good Repair (SGR).

With aging vehicles and facilities, limited funding opportunities, and our area's growing demand for service, the District must ensure that we continue to manage our assets in order to extend their useful life, while optimizing our investments in new capital projects. This TAM Plan outlines District policy, approach, and specific actions necessary to improve its asset management practices for the future.

I encourage you to familiarize yourself with the plan.

Sincerely,



Allan Pollock
General Manager
TAM Accountable Executive

DOCUMENT CONTROL HISTORY COMMITTEE

Version	Document Title	Date	Comments
0.1	Transit Asset Management Plan	8/31/2018	ABB Initial Draft
0.2			Reviewed and extended Funding section.
0.3		9/20/2018	Completed Draft, with Appendices
0.4		9/23/2018	Final ABB Changes
0.5		4/1/2019	Annual Review
0.6		1/31/2020	Review
0.7		1/24/2022	Annual Review
0.8		6/27/2022	Triennial Revisions
0.9		11/1/2024	Annual Review

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AUTHORITY ACCEPTANCE

Recipient Name	Title	Signature
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INTRODUCTION AND AGENCY OVERVIEW

Salem Area Mass Transit District, more commonly known as Cherriots, is a transit district based in Salem, Oregon. Cherriots provides weekday, Saturday, Sunday and most holiday bus and paratransit service in Salem and neighboring Keizer, as well as to Marion and Polk counties. Salem Area Mass Transit District was established by the State of Oregon in 1979. Before then, the City of Salem operated bus service under the name Cherriots.

The population of Salem's urbanized area is around 252,700 along Interstate 5 and the population of the overall Cherriots service area is around 428,500, covering 114 square miles in the Willamette Valley of Oregon. In Fiscal Year 2019, annual Cherriots ridership between all services was just over 3.1 million, averaging 12,686 rides per day. With the effects of COVID-19, Fiscal Year 2021 ridership was down significantly providing 1.5 million rides averaging 5,752 rides per day. Cherriots local bus service operates with 53 peak vehicles. There are an additional 43 vehicles dedicated to providing Cherriots LIFT paratransit service.

Cherriots is governed by a seven-member appointed Board of Directors and provides service in both Marion and Polk counties. Salem is the Capital of Oregon, and the Salem-Keizer urbanized area is situated 47 miles south of Portland and 64 miles north of Eugene.

The range of Cherriots urban local fixed-route and commuter bus service, rural commuter express service, paratransit service, and dial-a-ride service specific to seniors and individuals with limited abilities, provide approximately 3.1 million passenger trips annually in Fiscal Year 2019 and 1.5 million in Fiscal Year 2021 down due to COVID-19. All Cherriots local services operate Monday through Friday, 5:00 a.m. to 11:00 p.m., and Saturday, 7:00 a.m. to 9:00 p.m. Sunday and most holidays, 8:00 a.m. to 8:00 p.m. Sunday service began on Sunday, September 5, 2021. Holiday service began on Veterans Day, November 11, 2021.

Cherriots local fixed-route bus services are primarily offered within the Salem-Keizer Urban Growth Boundary (UGB), as defined by state statute. The Cherriots Regional service connects the Salem-Keizer area with the city of Wilsonville to the north, where riders can directly access the Portland metropolitan area, as well as to surrounding, rural communities in Marion, Polk, Linn, Yamhill, and Clackamas counties. The population served by Cherriots full range of services is well over 500,000.

Cherriots mission is to connect people with places through safe, friendly, and reliable public transportation services. With 20 Cherriots local routes, fixed-route service provides regularly-scheduled transit service connecting workforce centers, a multitude of medical and health care services, senior centers, continuing education establishments, and shopping districts. Cherriots partners with outlying communities to provide commuter express services that bring people directly from outlying areas to the critical services offered within the cities of Salem and Keizer.

Salem is the state capital and the county seat of Marion County. Cherriots operates specific routes that are aimed at providing transportation to large work centers, such as the Capitol Mall, Chemeketa Community College, and Salem Hospital. One of the busiest corridors of the city, Lancaster Drive, is home to malls and retail facilities. These are large employment providers and generate jobs for economically-disadvantaged individuals. The most popular destination of transit riders in east Salem is Chemeketa Community College, another large employer and the local community college.

The population of Cherriots service area grew 11.6 percent from 2010 to 2020. Approximately 58 percent of Cherriots riders do not have access to a vehicle, compared to 39 percent of neighboring TriMet riders and 29.4 percent of Lane Transit District's riders.

While economic growth is slowly returning to the Salem-Keizer area, 35.8 percent of the residents who live within the Salem-Keizer urban growth boundary still live below 200 percent of the federal poverty line and are considered “low-income.”

Cherriots LIFT service provides complementary paratransit service under the Americans with Disabilities Act (ADA) within the UGB. Cherriots Shop and Ride is a shopper shuttle and dial-a-ride service available to seniors 60+ and individuals with limited abilities with no required qualification. Cherriots operates Cherriots Regional providing commuter express and flex-route service in rural Marion, Polk, and Linn counties. Cherriots Trip Choice promotes and coordinates easy and cost-effective transportation options throughout Marion, Polk, and Yamhill counties. It offers information and coordination for carpooling, vanpooling, public transit, bicycling, walking, and telecommuting.

Cherriots serves the largest public and private employers in Salem. These are the State of Oregon offices (39,000 employees as of June 2020) and Salem Health (5,200 employees). An analysis of the September 2021 transit network and 2019 employment data identified 84 percent of jobs within the Salem-Keizer urban growth boundary are located within a quarter mile of any bus stop in Cherriots Local transit service network. Focusing jobs, housing, and services to best take advantage of the Cherriots transit system ultimately will reduce the need to drive, therefore, enriching the lives of the community.

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

CHERRIOTS

Local bus routes serve local streets in the Salem-Keizer area, providing service within the Salem-Keizer UGB (Figure 1).

CHERRIOTS REGIONAL

Regional express routes provide bus service between towns and cities mostly in Marion and Polk counties. Additionally, Cherriots provides the Polk County Flex, an origin-to-destination service in Dallas, Monmouth, and Independence (Figure 2). In May 2020, the Polk County Flex became a deviated fixed route called the Route 45. Route 45 provides service between Dallas, Monmouth, and Independence. Route 45 runs every 2 hours between 8:00 a.m. and 5:00 p.m. on weekdays. Stops on Route 45 are spaced about a quarter mile apart, providing more access for seniors and people with limited abilities.

CHERRIOTS LIFT

Origin-to-destination paratransit service provides rides to those who are unable to independently access Cherriots local bus service due to their functional ability. LIFT serves the Salem-Keizer UGB. Riders must be found eligible and trips must be scheduled in advance. During Fiscal Year 2020, Cherriots provided 47,143 LIFT rides (down due to the ongoing Covid-19 pandemic.) Cherriots Contracted Services Department is part of the Operations Division, which includes Cherriots LIFT, Regional, and Shop and Ride services. The LIFT service is expressed in all caps to distinguish the program name from the vehicle lifts. LIFT is not an acronym. Cherriots operates LIFT service through a contract with a private-sector company, which provides staff for the operation of the vehicles. Cherriots owns and maintains the LIFT vehicles operated by the private company. Cherriots LIFT trips are reserved through the Cherriots Call Center, formerly known as Trip Link, which is also operated by a private-sector company. Cherriots provides the facility and all equipment to the Call Center. Cherriots additionally contracts with a private-sector company for Cherriots LIFT eligibility determinations. Cherriots is responsible for program, contract, and operations management for the LIFT transportation service, Call Center, and LIFT Eligibility.


CHERRIOTS SHOP AND RIDE

Shop and Ride includes both a shopper shuttle and origin-to-destination dial-a-ride service for seniors and individuals with limited abilities who may not qualify for ADA service. This service operates throughout the Salem-Keizer UGB, and trips must be scheduled in advance.


Figure 1 - Service Area

Weekday Service Levels


15 Minute Service

 Buses run every 15 minutes during most of the day.


20 Minute Service

 Buses run every 20 minutes during most of the day.


30 Minute Service

 Buses run every 30 minutes during most of the day.

60 Minute Service

 Buses run every 60 minutes during most of the day.

Select Trips

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

Buses run on all routes on weekdays from approximately 6 a.m. to 11 p.m.

See schedules for exact times and weekend/holiday service levels: Cherriots.org

 Park and Ride  Transit Center

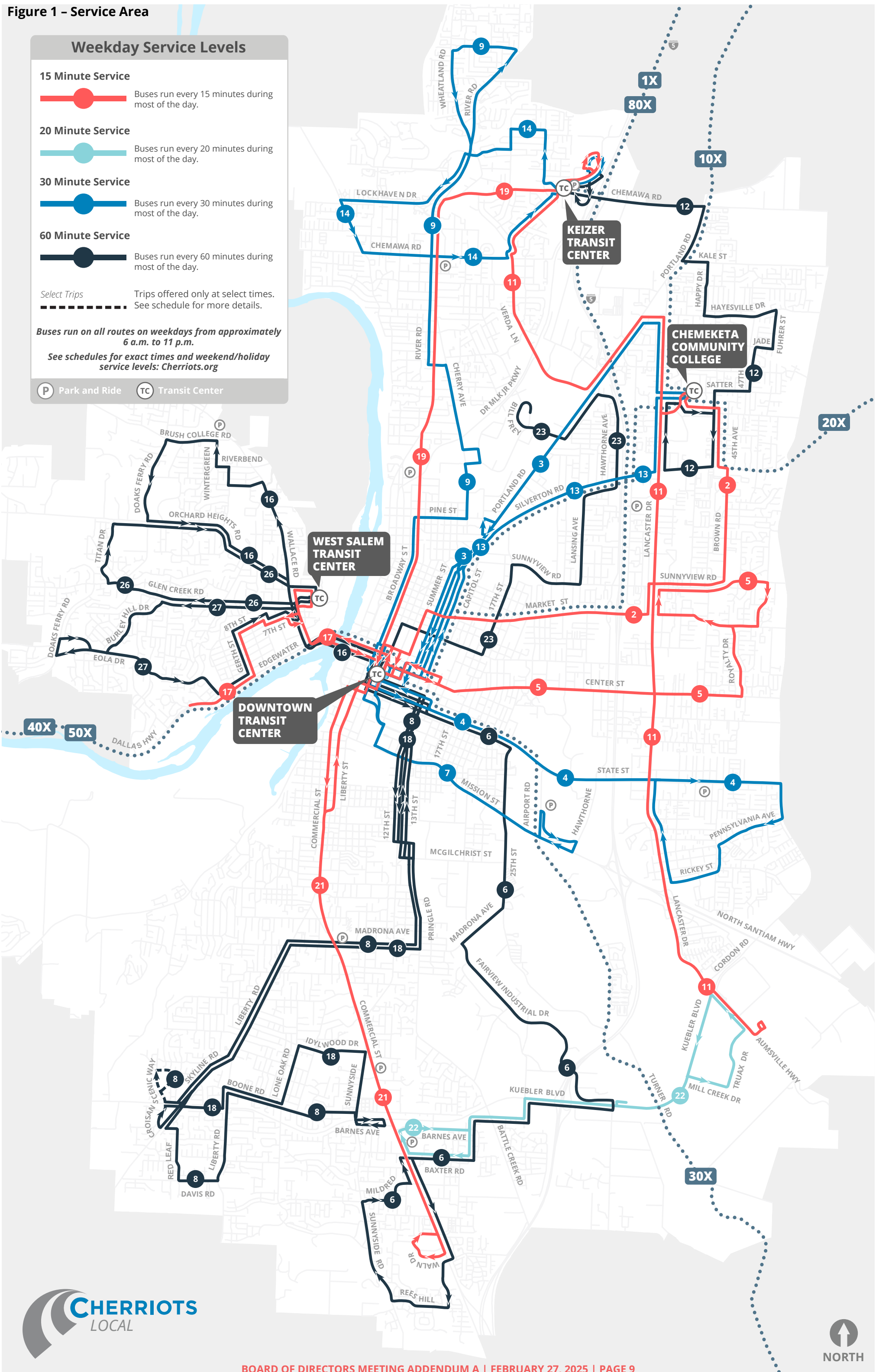
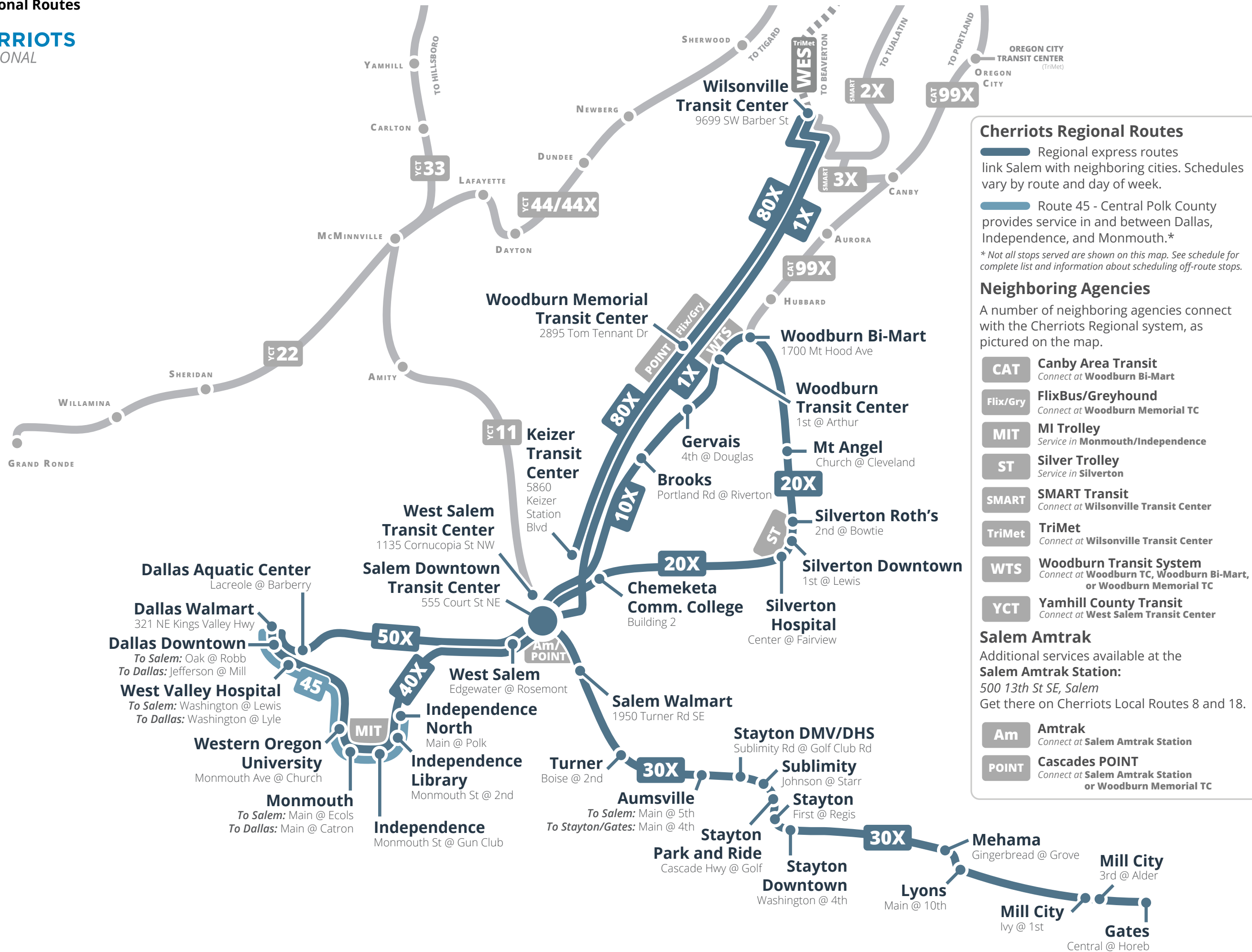


Figure 2 – Regional Routes



Cherrriots Regional Routes

- Regional express routes** link Salem with neighboring cities. Schedules vary by route and day of week.
- Route 45 - Central Polk County** provides service in and between Dallas, Independence, and Monmouth.*

** Not all stops served are shown on this map. See schedule for complete list and information about scheduling off-route stops.*

Neighboring Agencies

A number of neighboring agencies connect with the Cherrriots Regional system, as pictured on the map.

- CAT** **Canby Area Transit**
Connect at **Woodburn Bi-Mart**
- Flix/Gry** **FlixBus/Greyhound**
Connect at **Woodburn Memorial TC**
- MIT** **MI Trolley**
Service in **Monmouth/Independence**
- ST** **Silver Trolley**
Service in **Silverton**
- SMART** **SMART Transit**
Connect at **Wilsonville Transit Center**
- TriMet** **TriMet**
Connect at **Wilsonville Transit Center**
- WTS** **Woodburn Transit System**
Connect at **Woodburn TC, Woodburn Bi-Mart, or Woodburn Memorial TC**
- YCT** **Yamhill County Transit**
Connect at **West Salem Transit Center**

Salem Amtrak

Additional services available at the **Salem Amtrak Station**:
500 13th St SE, Salem
Get there on Cherrriots Local Routes 8 and 18.

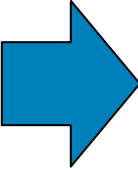
- Am** **Amtrak**
Connect at **Salem Amtrak Station**
- POINT** **Cascades POINT**
Connect at **Salem Amtrak Station or Woodburn Memorial TC**



NORTH

This TAM Plan establishes several overarching objectives and strategies aligned to Cherriot's Mission and Organizational Goals shown in Table 1. This TAM Plan further establishes a series of performance measures to track progress in the attainment of these objectives. While most of these performance measures are currently in use at Cherriot's, future versions of this TAM Plan will capture more meaningful and complex performance measures as Cherriot's performance management capabilities mature.

Table 1 – Mission and Organizational Goals Alignment with TAM Strategies

“Connecting people with places through safe, friendly and reliable public transportation services”		
Commitment	Goal(s)	TAM Strategies
Safety	Create and foster a safety culture to reduce safety risks, accidents and incidents	 <ul style="list-style-type: none"> • Maintain a complete and accurate asset inventory • Monitor asset condition • Employ enterprise-wide risk management approach • Employ risk-based prioritization for asset investments • Employ sustainable asset management strategies that align with asset management policy • Optimize preventive maintenance of assets with life-cycle management • Employ total cost of ownership in investment strategy • Enhance agency-wide methods of communication and transparency
Service Excellence	Provide Quality and Reliable service	
Communications	Effective Communication, Messaging and Marketing	
Innovation	Cherriot's will consider and implement innovative solutions to improve both the services and systems that support them	
Accountability	Transparency and accountability to internal and external stakeholders as regards policy, strategy, planning and budgeting	

Each of the strategies identified above are either implemented or scheduled for implementation, aimed at incrementally driving Cherriot's towards its TAM objectives and a more mature asset management system.

LIFECYCLE MANAGEMENT AND DOCUMENTATION HIERARCHY

The implementation of this TAM Plan is supported by a Fleet Maintenance Plan and a Facilities Maintenance Plan (FMPs). These FMPs, as shown in Figure 3, play a pivotal role in the organization's business processes and provide specific guidance for managing the Fleet and Facilities to align with this TAM Plan and define Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) objectives and measures.

Additionally, the FMPs identify Preventive Maintenance Tasks, Standard Operating Procedures, and other routine activities performed to ensure consistent life-cycle management at the individual asset and asset class level. These activities all align with Cherriot's organizational goals and objectives, and provide “Line-of-Sight” alignment for the entire organization to ensure a consistent collection and analysis of data as a fundamental element of Cherriot's implementation approach.

Figure 3 – TAM Documentation Hierarchy



INTEGRATED APPROACH TO ENSURE SUCCESSFUL OUTCOMES

As shown above, this document hierarchy defines the structure for this “Line-of-Sight,” helping front line employees to better understand how their daily job functions translate into delivery of Cherriot’s executive/strategic goals and underscores the sense of ownership throughout the organization.

CONTINUAL EVALUATION AND IMPROVEMENT

Federal Regulations require that the TAM Plan be updated at least once every four years (Plan horizon) at a minimum, however Cherriot’s will review and revise this TAM Plan and the FMPs as necessary on an annual basis, or if events or changing business conditions dictate the need.

Going forward, as part of Cherriot’s coordinated agency wide planning process, these reviews will be coordinated with other District Policies, Plans, and Procedures.

Additionally, as a matter of best practice, Cherriot’s will continually improve our business processes and maturity by building upon performance reviews and lessons learned. This will reinforce stakeholder accountability and ensure “Top-Down” and “Bottom-Up” culture.

1. TAM INTRODUCTION

TRANSIT ASSET MANAGEMENT AT CHERRIOTS

Cherriots has developed a TAM Plan that is intended to not only ensure that our assets are maintained in a State-of-Good-Repair (SGR), but also help to enhance our operations by providing safe, frequent and reliable service.

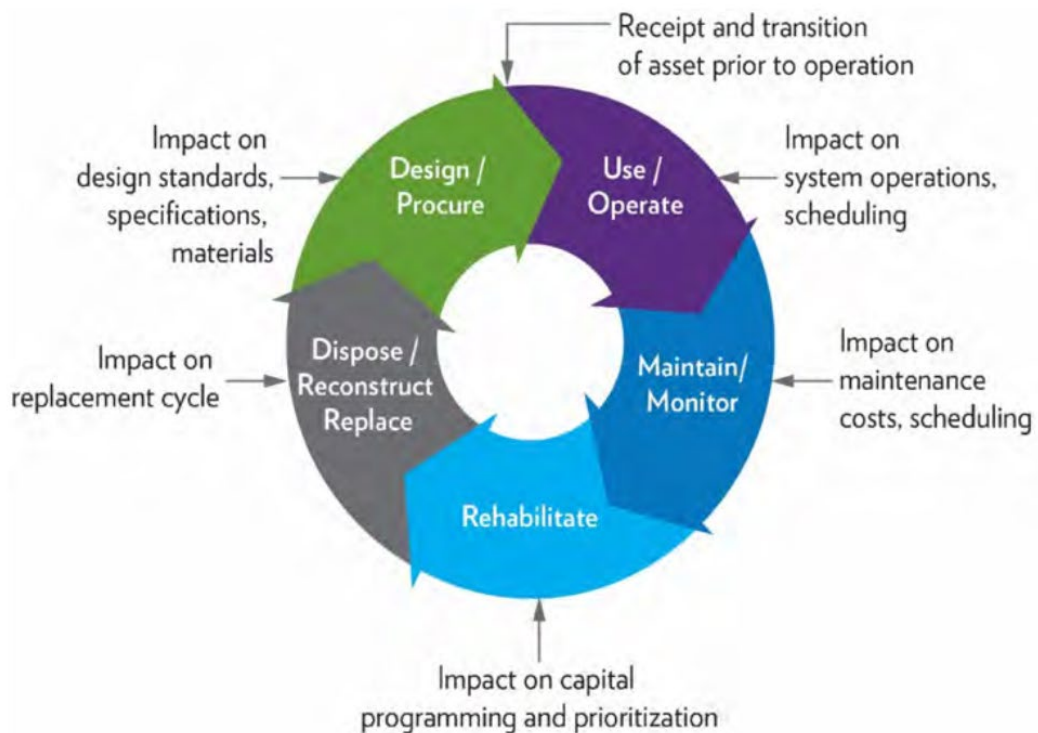
Using a lifecycle management process, Cherriots maintains its fleet and facilities to protect its investment and prolong the useful life of its assets to the highest standards financially feasible. Service of the highest quality to our customers is achieved by efficiently operating support programs to maintain the equipment's lifecycle and employ effective management practices.

TAM APPROACH

This Plan sets forth Cherriots approach to improving our TAM capabilities in compliance with requirements initially established by the Moving Ahead for Progress in the 21st Century (MAP-21) Act of 2012 and further defined by the Federal Transit Administration's (FTA's) Final Rule on TAM (49 CFR 625 and 630). Known as the TAM Plan, this master document sets agency-wide objectives and strategies for delivering all commitments in Cherriots TAM Policy and its mission. In addition, this TAM Plan identifies priority projects to improve Cherriots TAM capabilities across the agency, and by reference, specifies the lifecycle management activities outlined in the Fleet- and Facilities Maintenance Plans for each department that is responsible for the operations and/or maintenance of a given Asset Class.

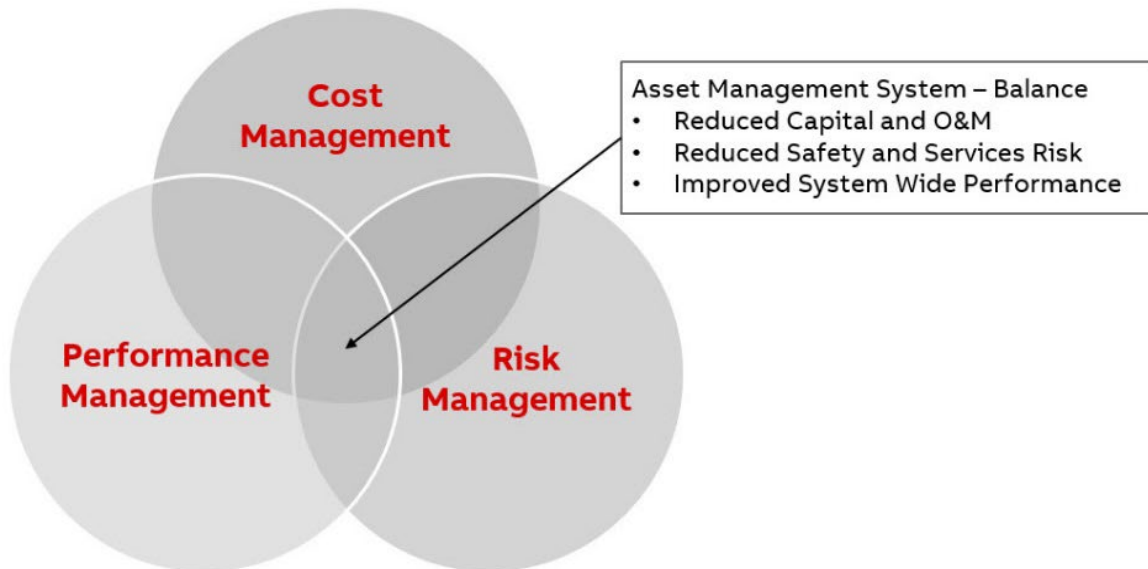
Cherriots business *is* Transit Asset Management. Cherriots exists to deliver safe, efficient, and reliable transportation with an exceptional customer experience within the limitations of its resources. To do this, Cherriots must continually improve its management of fleet and facilities. When executed properly with dedicated resources, TAM improves coordination of *all* departments across *all* phases of an asset's lifecycle (as shown in Figure 4) to manage assets more efficiently.

Figure 4 – Typical Lifecycle Phases of a Transit Asset



Accordingly, this TAM Plan aims to optimize the costs, risks, and performance of the transit system, and provide a range of benefits to Cherrlots through an ongoing Planning effort as depicted in Figure 5. And, to enhance Cherrlots ability to communicate with the public and legislators about the benefits of investing in the transit system and the consequences of underinvestment.

Figure 5 – Asset Management Optimizes Costs, Performance, and Risk



Federal regulations currently require that all assets used in the provision of public transit be subject to this TAM Plan. Industry best practices suggest that the scope of this TAM Plan be expanded to include all Transit Assets and Land Assets procured through Cherrlots capital program. Land Assets are included in the scope of Cherrlots inventory as part of current practice. Although acquisition and maintenance of these assets compete for the same capital dollars, the TAM Plan is not currently proposing any changes to the strategy for managing land assets. Accordingly, this TAM Plan includes objectives and strategies to optimize the management of Fleet and Facilities Assets which align with FTA reporting requirements for the National Transit Database (NTD). Figure 6 illustrates the hierarchy of Cherrlots asset categories and asset classes.

Figure 6 – Cherrlots Asset Hierarchy: Categories and Classes

Fleet	Facilities
Buses	Operation Facilities
Cutaways	Service Facilities
Cars, Vans, Trucks	Support Facilities
Service Vehicles	Ancillary Structures

1.1 FEDERAL TAM REQUIREMENTS

1.1.1 OVERVIEW

As part of MAP-21 and the subsequent Fixing America's Surface Transportation (FAST) Act, the FTA has enacted regulations for transit asset management that require transit service providers to establish asset management performance measures and targets, and develop a TAM Plan.

The final TAM Rule was published on July 26, 2016 and went into effect on October 1, 2016. The rule itself amended the United States (U.S.) Code of Federal Regulations (CFR) Title 49 Parts 625 and 630, which relate to TAM and the NTD respectively. The TAM Final Rule distinguishes requirements between larger and smaller or rural transit agencies:

Tier I provider:

- "Owns, operates, or manages either 101 or more vehicles in revenue service during peak regular service or in any one non-fixed route mode" or,
- "Operates rail transit."

Tier II provider:

- "Owns, operates, or manages 100 or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or, in any one non-fixed route mode," or,
- "Is a sub recipient under the 5311 Rural Area Formula Program," or,
- "Is any American Indian tribe."

Based on these criteria, and the type of service provided, Cherriots is a Tier 2 provider as identified in the TAM Final Rule.

1.1.2 STATE OF GOOD REPAIR PERFORMANCE MEASURES

The TAM Rule requires that transit agencies establish State-of Good -Repair (SGR) performance measures and targets for each asset class. As a Tier 2 provider, Cherriots must report on the SGR measures for the following asset categories:

- Rolling stock (revenue vehicles): Percent of vehicles that have either met or exceeded their Useful Life Benchmark (ULB)
- Equipment (including non-revenue service vehicles): Percent of vehicles that have either met or exceeded their ULB
- Facilities: Percent of facilities rated below condition 3 on the FTA TERM scale

Note: Infrastructure (rail fixed guideway, track, signals and systems) do not apply to Cherriots.

1.1.3 TAM PLAN REQUIREMENTS

As a Tier 2 provider, Cherriots must develop a TAM Plan which includes the first 4 elements of the Final Rule and must:

- Include the capital asset inventory;
- Provide asset condition assessment information;
- Describe the decision support tools used to prioritize capital investment needs;
- Identify project-based prioritization of investments.

Additionally, Cherriots has chosen to include the 5th element as part of this initiative:

- Define the TAM and SGR policy.

To provide a visual reference for compliance, Table 2 below reflects the strategy that Cherrriots will be using to satisfy all requirements listed above. This table also lists the minimum requirements to be met in the guidelines as part of the initial TAM Plans to be developed. TAM Plans must be updated in their entirety at least once every four years.

Table 2 – Cherrriots TAM Plan – U.S. 49 CFR Compliance Matrix

Cherrriots Tier 2 TAM Plan includes the following elements:			
No:	U.S.49CFR625:	Requirement	TAM Plan Compliance
1	49CFR§625.25 (b)(1)	Inventory of the number and type of all capital assets a provider owns, except equipment with an acquisition value under \$50,000 that is not a service vehicle.	Capital Inventory for all asset-classes, including assets with an acquisition value greater than \$5,000, is presented in Section 4 “Transit Asset Inventory” of the TAM Plan. Annual changes to the inventory will be reported in Section 4 in future issues of the TAM Plan.
2	49CFR§625.25 (b)(1)	An inventory must also include third- party owned or jointly procured exclusive-use maintenance facilities, passenger station facilities, administrative facilities, rolling stock, and guideway infrastructure used by a provider in the provision of public transportation.	Ownership of inventory is included in Section 4 “Transit Asset Inventory” of the TAM Plan, which captures Cherrriots - owned inventory. Cherrriots does not own any guideway infrastructure.
3	49CFR§625.25 (b)(2)	Condition assessment of those inventoried assets for which a provider has direct capital responsibility and to level of detail to monitor, predict performance of assets, and inform investment prioritization.	The assessed condition of the assets is included in Section 4.2 “Asset Condition” of the TAM Plan. Performance targets for future years are set out where appropriate in Section 3 “Levels of Service” of the TAM Plan and reported through NTD.
4	49CFR§625.25 (b)(3)	Description of analytical processes or decision-support tools to estimate capital investment needs over time and develop its investment prioritization.	Use of tools, asset lifecycle strategies, and approaches to support decision making is described in Section 6 “Asset Lifecycle Strategies” of the TAM Plan.
5	49CFR§625.25 (b)(4)	Project-based prioritization of investments.	The prioritized list of investment projects is set out in Section 6 “Work Plans and Budget Forecasts” of the TAM Plan.
6	49CFR§625.25 (b)(5)	Provider’s TAM and SGR policy.	TAM/SGR Policy is presented in Cherrriots Board of Directors approved “Asset Management Policy” and is summarized in Section 2 “Asset Management Policy” of the TAM Plan.

When developing its investment prioritization, Cherrlots must:			
No:	U.S.49CFR625:	Requirement	TAM Plan Compliance
11	49CFR§625.33 (a)	Identify a program of projects to improve or manage the SGR of capital assets for which the provider has direct capital responsibility over the TAM Plan horizon period;	Prioritization of investments, work Plans, cost and budget schedules by year are presented in Section 6 “Work Plans and Budget Forecasts” in the TAM Plan.
12	49CFR§625.33 (b)	Rank projects to improve or manage the SGR of capital assets in order of priority and anticipated project year;	Prioritization of investments, work Plans, cost and budget schedules by year are presented in Section 6 “Work Plans and Budget Forecasts” in the TAM Plan.
13	49CFR§625.33 (c)	Ensure project rankings are consistent with its TAM policy and strategies;	The approach to prioritizing projects is set out in Section 5 “Asset Lifecycle Strategies” in the TAM Plan.
14	49CFR§625.33 (d)	Give due consideration to state of good repair projects to improve those that pose an identified unacceptable safety risk;	Identification and management of risks are set out in “Risk Management” of the TAM Plan. Prioritization of investments, work Plans, cost and budget schedules by year are presented in Section 6 ‘Work Plans and Budget Forecasts’ in the TAM Plan.
15	49CFR§625.33 (e)	Take into consideration its estimation of funding levels from all available sources that it reasonably expects will be available in each fiscal year during the TAM Plan horizon period; and	Prioritization of investments, work Plans, cost and budget schedules by year are presented in Section 6 “Work Plans and Budget Forecasts” in the TAM Plan.
16	49CFR§625.33 (f)	Take into consideration requirements under 49 CFR 37.161 and 37.163 concerning maintenance of accessible features and the requirements under 49 CFR 37.43 concerning alteration of transportation facilities.	Strategies for maintaining assets are set out in Section 5 “Asset Lifecycle Strategies”.

Each section of the TAM Plan contains references to the requirements of the Final Rule on Asset Management in the U.S. CFR. A glossary of key terms can be found in Appendix B: Key Definitions.

1.1.4 TAM REPORTING REQUIREMENTS

All public transit provider’s initial TAM Plan must be completed by October 1, 2018. U.S. Title 49CFR§625.29 (a) states that a TAM Plan should cover a Planning horizon of at least four years. Amendments to the TAM Plan may be undertaken at any time and should be initiated following any major change to the asset inventory, condition assessment, or investments. The TAM Plan should also be updated following any change to prioritization processes affecting the timing of future projects.

In addition to the performance targets and TAM Plan, the TAM Final Rule requires that two additional asset management reports be submitted to the NTD annually:

- The **Data Report** should describe the condition of the transportation system currently and the SGR performance targets for the upcoming year.
- The **Narrative Report** should describe changes in the transportation system condition and report progress on meeting the performance targets from the prior year.

The first Data Report is due no later than four months after the end of the provider's 2018 fiscal year end. The first Narrative Report is due within four months of the provider's 2019 fiscal year end. Subsequently, both reports are due to the NTD no later than four months after the provider's fiscal year end.

2. ASSET MANAGEMENT POLICY

Cherriots is committed to effectively manage its capital assets and maintain its system in a SGR to support safe, efficient, and reliable transit across the organization. An Asset Management Policy has been created, and approved by the Board of Directors.

This TAM Plan outlines Cherriots overall asset management approach in a manner consistent with that proposed Policy and current federal regulations (49 U.S.C. 5326) and sets the direction for establishing and maintaining transit asset management strategies and Plans that are achievable with available funds.

This TAM Plan complies with the Federal Requirements of MAP-21 law, which reauthorized surface transportation programs and introduced new NTD reporting requirements. These regulations were finalized in July 2016 with revisions through the Federal Registry (The Final Rule), detailing the expected responsibilities of transit agencies. Newly included responsibilities mandate that transit agencies have TAM and SGR procedures in place. Accordingly, Cherriots commits to:

- Maintain an asset inventory that includes all vehicles, facilities, and equipment used in the delivery of transit service;
- Identify all safety-critical assets within the asset inventory and prioritize efforts to maintain those safety-critical assets in a SGR;
- Clearly define ownership, control, accountability, and reporting requirements for assets, including leased and third-party assets;
- Set annual asset performance targets and measure, monitor, and report on progress towards meeting those targets;
- Base capital project prioritization and other asset management decisions on asset criticality, condition, performance, available funding, safety considerations, and on the evaluation of alternatives that consider full lifecycle benefits, costs, and risks; and
- Maintain an agency-wide TAM Plan, in coordination with Cherriots safety policies and Plans.

2.1 TAM APPROACH AND VISION

TAM is a strategic approach to managing fleet and facilities; to optimize their performance; their useful life; and, to minimize their total cost of ownership. Cherriots is committed to a TAM Plan that will help **meet federal requirements established under MAP-21 (49 U.S. Code § 5326) and the subsequent FTA TAM Final Rule**, ensuring our ability to continue receiving federal funds, and align Cherriots with the International Organization for Standards, ISO 55000 series of standards for Asset Management Systems, and other industry best practices.

Cherriots TAM Vision is an extension of Cherriots mission statement “Connecting people with places through safe, friendly, and reliable public transportation services.” Cherriots Mission Commitments and TAM Vision are reflected in Table 3 – Cherriots TAM Vision. This provides a visual representation of our direction for establishing and continually improving asset management strategies and Plans, including setting of goals and measures to monitor and continually improve performance.

Table 3 – Cherriots TAM Vision

Mission Commitment	TAM Vision Elements
Safety	Cherriots TAM program intends to provide a safe and secure environment for the entire District community. To do that, we will foster a safety culture and align our asset and safety management practices, and will proactively review and communicate safety-related issues.
Service Excellence	<p>Through improved management of our assets we will enhance the customer experience. We will deliver world-class customer service through improved internal/external communications, service reliability, convenience, accessibility, while meeting all agreed standards of service.</p> <p>Our TAM Plan will enable us to continually improve the reliability of the transit system and the agency's overall efficiency. Our maintenance and capital programs will improve operational performance, reduce asset related risks, and reduce our SGR backlog. This will also help reduce the impact of our activities on the environment and develop ways to make our transit system more resilient.</p>
Communications	We will continue to improve internal and external communications with routine meetings with the TAM Core Team and communicate the TAM Plan throughout the organization through newsletters and meetings.
Innovation	Cherriots will continue to consider and implement innovative solutions in order to improve both the services provided to ridership, as well as to the internal and external systems and processes that support them.
Accountability	Cherriots will employ effective asset management business practices and tools, ensure optimal asset performance and useful life, and use timely, quality data to support transparent and cost-effective decision-making and help us be accountable to our stakeholders. We will employ historical data to better inform future investment decisions and accurately capture capital and operating costs to assess and optimize the total cost of ownership of our assets. This program will deliver high-quality data that will enable Cherriots to prioritize funding needs and make more informed capital investment decisions for a sustainable and fiscally responsible transit system.

This TAM Plan documents the agency-wide objectives and performance measures around the five TAM Vision Elements to monitor successful vision implementation, communicate progress to relevant stakeholders, and facilitate the continuous improvement process.

The Fleet Maintenance and the Facilities Maintenance Plans set clear expectations for how departments will manage their assets in line with Cherriots overall mission.

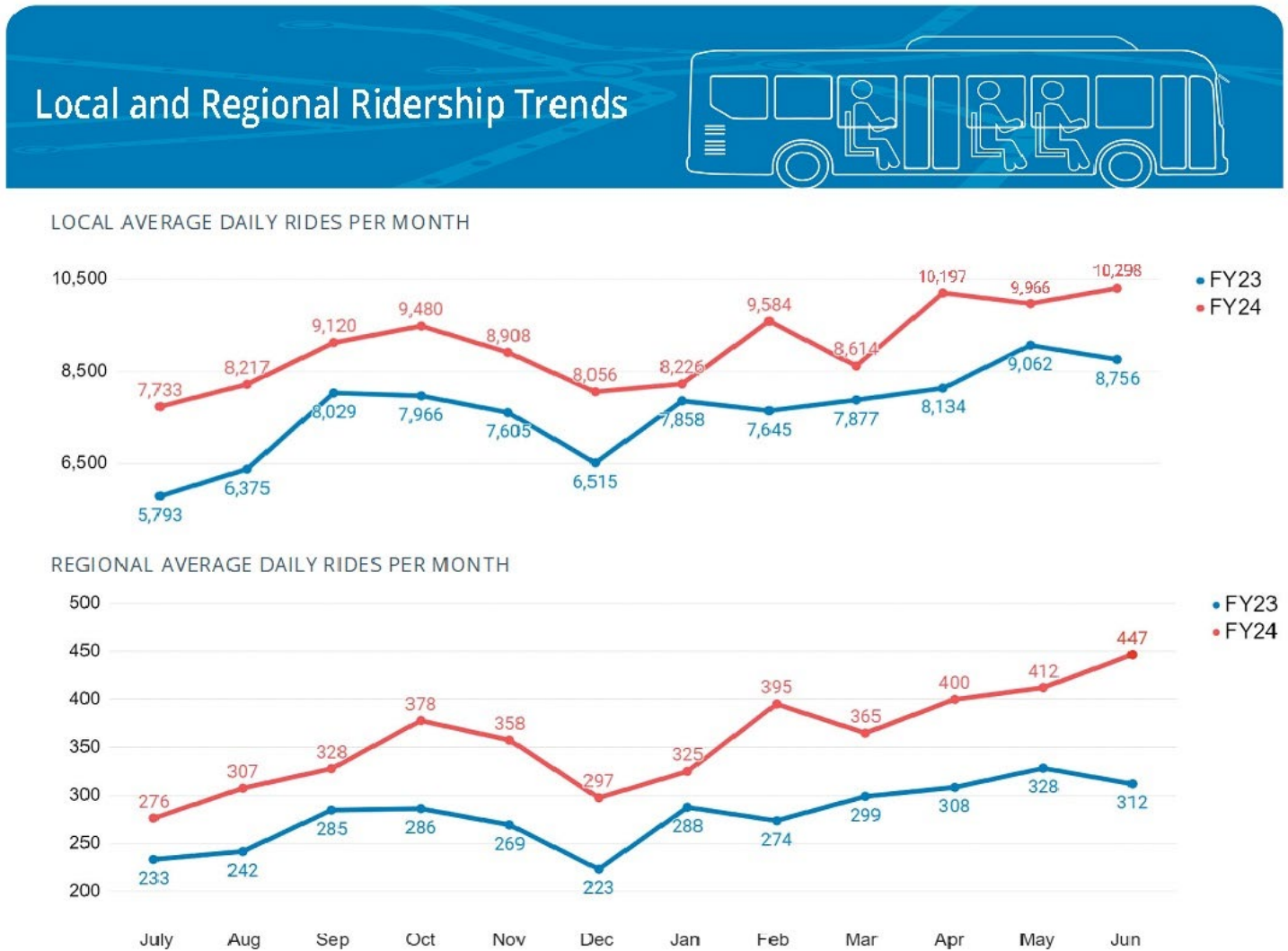
3. LEVELS OF SERVICE

“Levels of service” is an industry term that refers to the measurement of transit system performance. This TAM Plan is built around achieving improvements in these levels of service. Customer levels of service are typically in the form of published schedules and/or policy for minimum service frequencies, on-time-performance goals, customer comfort considerations (e.g., climate control), etc. These customer levels of service are directly impacted by technical levels of service such as asset reliability standards, preventive maintenance program goals, meantime to repair, fuel efficiency standards, etc. Technical levels of service are developed for assets to inform asset management decision making and investment prioritization.

3.1 RIDERSHIP TRENDS

Cherriots services and demographics are described in some detail in the overview section of this document. While Cherriots ridership dropped in FY20 due to the COVID pandemic, ridership is steadily recovering in FY21, as illustrated in Figure 7.

Figure 7 – FY 2023-2024 Local Bus Service Boardings



3.2 CUSTOMER LEVEL OF SERVICE

Cherriots started providing weekend and extended service beginning in September 2019 and added Sunday and holiday service in September and November 2021, respectively. This significantly increased both service and ridership, while utilizing current revenue vehicles to achieve up to 20% more passenger-miles.

3.2.1 PERFORMANCE MEASURES

Cherriots is committed to fully comply with all relevant FTA requirements associated with the development and continuing improvement of this TAM Plan. The following is a summary of those requirements:

The TAM Rule requires SGR performance measures for capital assets.

Reference: 49CFRPart625, Subpart D, Section 625.43 "SGR performance measures for capital assets. (a) Equipment: (non- revenue) service vehicles. The performance measure for non-revenue, support-service and maintenance vehicles equipment is the percentage of those vehicles that have either met or exceeded their ULB. (b) Rolling stock. The performance measure for rolling stock is the percentage of revenue vehicles within a particular asset class that have either met or exceeded their ULB. (d) Facilities. The performance measure for facilities is the percentage of facilities within an asset class, rated below condition 3 on the TERM scale.

The TAM Rule requires setting targets for performance measures.

Reference: 49CFRPart625 Subpart D, Section 625.45 "(a)(1) A provider must set one or more performance targets for each applicable performance measure. (a)(2) A provider must set a performance target based on realistic expectations, and both the most recent data available and the financial resources from all sources that the provider reasonably expects will be available during the TAM Plan horizon period. (b)(2) At least once every fiscal year after initial targets are set, a provider must set performance targets for the following fiscal year.

Appendix E provides the performance targets for each measure required by FTA for submittal through the annual NTD reporting process. Many of these targets have already been satisfied.

Targets for vehicles are expressed in terms of percentage of assets that are at or beyond the Useful Life Benchmark (ULB), therefore the ideal situation is to be less than the target.

4. TRANSIT ASSET INVENTORY

4.1 ASSET INVENTORY

Cherriots manages an asset portfolio estimated to be approximately \$150 million in original purchase value, not including all soft costs associated with asset replacement such as design and construction management costs.

This asset portfolio can be viewed from the perspective of Asset Type Fleet or Facilities, by Asset Category and, by Asset Class. Table 4 summarizes Cherriots asset inventory and, a detailed Transit Asset inventory is maintained by the Office of Planning and Programming.

Table 4 – Asset Inventory by Type, Category, and Class

Type	Category	Class	Qty	Replacement Cost
Fleet	Rolling Stock	Buses	71	\$36,100,000
		Cutaway	37	\$3,360,000
		Minivans	10	\$450,000
	Equipment	Support Equipment	18	\$651,000
Facilities	Buildings	Operations Maintenance and Passenger Facilities	3	\$107,545,285

4.2 ASSET CONDITION

The TAM Rule requires inclusion of condition assessments in an agency's TAM Plan. Condition assessments should collect sufficient information to inform asset replacement.

Reference: 49 CFR Part 625 Subpart C Section 625.25(b)(2) "... a TAM Plan must include ... (2) A condition assessment of those inventoried assets for which a provider has direct capital responsibility. A condition assessment must generate information in a level of detail sufficient to monitor and predict the performance of the assets and to inform the investment prioritization."

Cherriots Fleet and Facilities asset portfolio are of varying ages, and their condition deteriorates at differing rates.

REVENUE AND NON-REVENUE VEHICLES

For Vehicle ULBs, Cherrlots uses the Oregon Department of Transport (ODOT) guidelines as published online on the ODOT Website, and included here as Appendix E. These ULBs, where they vary from the FTA Cheat Sheet values, have been adjusted to reflect more accurately the operational conditions in the Oregon geographic areas.

FACILITIES

Cherrlots facilities was professionally assessed by outside consultants (Clampett Industries – EMG), who have employed the FTA’s Transit Economic Requirements Model (TERM) scale to conduct assessments, and determine weighted condition values as described below in Table 5.

Table 5 – Fleet and Facilities Condition Assessment Criteria

Scale	Rating	Fleet Asset Criteria: the asset ...	Facilities Asset Criteria: the asset ...
5	Excellent	Performs its designed function Is new and within warranty period Does not pose a known unacceptable safety risk	Performs its designed function Is new and within warranty period Does not pose a known unacceptable safety risk
4	Good	Performs its designed function Is out of the warranty period Has not met its useful life Does not pose a known unacceptable safety risk	Performs its designed function Has not met its useful life Does not pose a known unacceptable safety risk
3	Adequate	Performs its designed function Is out of the warranty period Has not met its useful life Is greater than 50% of its useful life Does not pose a known unacceptable safety risk	Performs its designed function Has not met its useful life Does not pose a known unacceptable safety risk
2	Marginal	Performs its designed function Has met its useful life Does not pose a known unacceptable safety risk	Performs its designed function Has met its useful life Does not pose a known unacceptable safety risk
1	Poor	Has met its useful life Does not perform its designed function Poses a known unacceptable safety risk	Has met its useful life Does not perform its designed function Poses a known unacceptable safety risk

For Fleet assets, condition assessments are scheduled and completed annually. For Facilities assets, condition assessments are scheduled and completed using in-house staff and outside contractors where a particular set of skills or experience are necessary.

These results are compiled into The Condition Assessment Report which can aggregate (roll-up) the individual asset condition assessments to the Asset Class level. The formula for aggregation of this data is as follows:

$$\text{Asset Condition Assessment Formula} = \frac{\sum (\text{Asset Rating} \cdot \text{Asset Qty})}{\text{Asset Qty}}$$

Cherriots assets with a TERM condition score of 2.5 and above are in a State of Good Repair (SGR). Assets with a condition score lower than 2.5 are not in a SGR, and may need to be replaced or refurbished to ensure safe, efficient, and reliable transit service. For Fleet, ULBs are directly linked to the SGR threshold set at 2.5.

Note that these condition scores can represent individual asset conditions or can represent the average condition of all assets in each category/sub category depending on aggregation.

The estimated condition of Cherriots Transit Assets as of January 2024 are reflected in the recurring TAM Inventory Report.

4.2.1 ANNUAL NATIONAL TRANSPORTATION DATABASE (NTD) REPORTING

The TAM Rule requires that agencies annually report on their progress towards meeting SGR performance targets and any change in condition from the previous year

Reference: 49 CFR Part 625 Subpart E Section 625.55(a)(2) "Each provider must submit ... (2) An annual narrative report to the National Transit Database that provides a description of any change in the condition of the provider's transit system from the previous year and describes the progress made during the year to meet the performance targets set in the previous reporting year."

FTA requires transit providers to update TAM Plans in their entirety at least once every four years, with the first completed TAM Plan required by October 1, 2018.

Beginning in October 2019, Cherriots will also be required to prepare an NTD Narrative Report every year along with annual performance targets. This section will include the Narrative Report that will describe changes in Cherriots system condition since the prior year, and report progress on meeting the performance targets set during the prior year. TAM Plan revisions from October 2019 forward will describe changes in condition from the previous reporting year.

5. ASSET LIFECYCLE STRATEGIES

The TAM Rule requires that TAM Plans provide the implementation strategy.

Reference: 49 CFR Part 625 Subpart C Section 625.25(b) “Transit asset management Plan elements ... (6) a provider’s TAM Plan implementation strategy; (7) A description of key TAM activities that a provider intends to engage in over the TAM Plan horizon period”

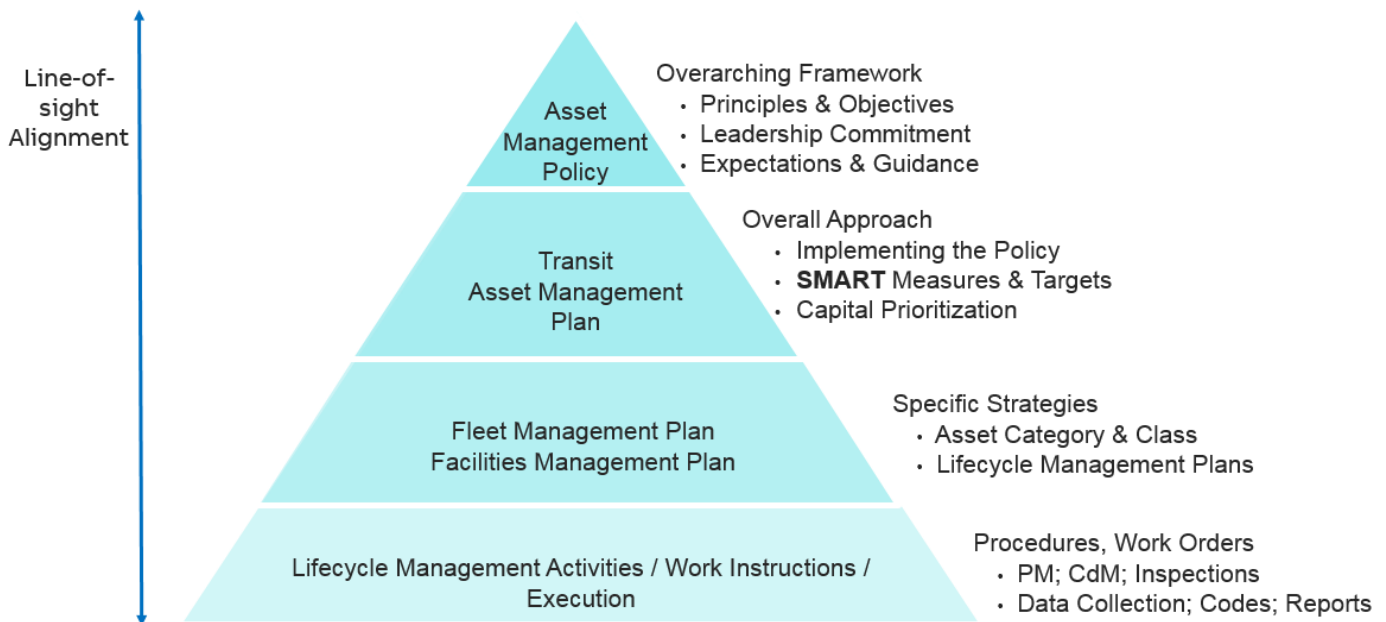
This section identifies Cherriot’s key asset management practices across the lifecycle for the Fleet and Facilities assets. The asset strategies, as captured in the Fleet and Facilities Maintenance Plans (FMPs), set out the approach for managing a specific asset class that will deliver Cherriot’s strategic objectives in line with the TAM Policy and the TAM Vision.

Recognizing that each asset category and asset class is challenged with a unique set of performance characteristics and resource requirements, Cherriot’s has developed these FMPs. These Plans provide guidance for managing the Fleet and Facilities to align with this TAM Plan.

Cherriot’s uses the FleetNet Fleet Maintenance application to track all of the lifecycle management activities. These activities actually make up the lifecycle strategies. This includes all of the Preventive Maintenance Tasks, Standard Operating Procedures (SOPs), Inspections and proactive maintenance activities performed to ensure consistent asset lifecycle management at the asset class level.

These activities all align with the organization’s business goals and objectives providing “Line-of-Sight” organizational alignment to ensure a consistent collection and analysis of data as a fundamental element of Cherriot’s implementation approach. Cherriot’s document hierarchy for these lifecycle activities are reflected in Figure 8.

Figure 8 – Asset Management Document Hierarchy



5.1 LIFECYCLE MANAGEMENT STRATEGIES

As discussed above, the Fleet and Facilities Maintenance Plans (FMPs) outline the approach to lifecycle management and detail the activities associated with these efforts. These FMPs are the implementing documents used to satisfy the Asset Management Policy, the Vision, and this TAM Plan.

5.1.1 FLEET MAINTENANCE PLAN

Cherriots has developed the Fleet Maintenance Plan to monitor and manage their service fleet, contingency fleet, bus stops & shelters assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance. The purpose of the Fleet Maintenance Plan is to provide a detailed guide to the structure, maintenance and ongoing performance of the vehicles in their revenue- and non-revenue fleet.

A copy of the Fleet Maintenance Plan is included, as Appendix 2.

5.1.2 FACILITIES MAINTENANCE PLAN

Cherriots has developed the Facilities Maintenance Plan to monitor and manage Cherriots assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance. The purpose of the Facilities Maintenance Plan is to provide a detailed guide to the methods and procedures utilized in acquiring, maintaining and replacing their facility and equipment systems and subsystems, including the Del Webb Operations and Maintenance buildings, Keizer Transit Center, Downtown Transit Centers, including maintenance, custodial services, electrical, plumbing, HVAC, landscaping and so forth.

A copy of the Facilities Maintenance Plan is included, as Appendix 3.

6. INVESTMENT PRIORITIZATION AND FUNDING

The TAM Rule describes the specific requirements for investment prioritization.

Reference: 49 CFR Part 625 Subpart C Section 625.33 “(a) A TAM Plan must include an investment prioritization that identifies a provider’s programs and projects to improve or manage over the TAM Plan horizon period the state of good repair of capital assets for which the provider has direct capital responsibility. (b) A provider must rank projects to improve or manage the state of good repair of capital assets in order of priority and anticipated project year. (c) A provider’s project rankings must be consistent with its TAM policy and strategies. (d) When developing an investment prioritization, a provider must give due consideration to those state of good repair projects to improve that pose an identified unacceptable safety risk when developing its investment prioritization. (e) When developing an investment prioritization, a provider must take into consideration its estimation of funding levels from all available sources that it reasonably expects will be available in each fiscal year during the TAM Plan horizon period. (f) When developing its investment prioritization, a provider must take into consideration requirements under 49 CFR 37.161 and 37.163 concerning maintenance of accessible features and the requirements under 49 CFR 37.43 concerning alteration of transportation facilities.”

This chapter identifies and highlights Cherriot's asset investment needs (capital and operational budget needs, the process used to prioritize investments, and the anticipated impact on current and future resources), based on Cherriot's organizational goals, asset management strategies, core principles and processes.

6.1 PROCESS OVERVIEW

Part of the asset management process is optimizing how funds are spent based on the assessed asset inventory to help achieve and maintain a state of good repair. This includes both capital and operating funds. Cherriot's capital budget funds the planning, design, acquisition, capital maintenance and rehabilitation of all assets subject to this TAM Plan. The operating budget funds the use and routine maintenance of those same assets, including the staff needed to perform those functions.

The Capital Investment Plan (CIP) is the base document for the Capital Budget process. Projects listed in the CIP will be considered for funding. Therefore, the capital budget process will begin with an update of the CIP.

Departments requesting funding are required to have a narrative section to describe how they manage their assets and state the current condition of those assets. These narratives are to be accompanied by a five-year outlook of expected costs of replacements and improvements. Narratives and tables are submitted to the Capital Program Committee (CPC) Chair by the end December each year. A draft of the CIP document is made available by end of December/early January. After budget adoption, a final CIP document is printed and circulated.

When the CPC convenes in December/January, it reviews all projects and prioritizes them.

The basic process for assembling the CIP is shown below in Figure 9.

Figure 9 – Capital Improvement Planning Process



The start of the process is updating and analyzing the asset inventory and condition assessment so that programming can be based off an updated set of data. The next step is the creation of project requests based on the inventory and condition data. Cherrlots views its capital projects as either additions to the capital plan, or as maintenance, rehabilitation and replacement of existing assets.

6.2 CAPITAL INVESTMENT PRIORITIZATION

The safe operation of service and employee safety are highest priorities. Cost effective capital maintenance and replacement, integral to safe operations and fiscal stability, is high priority. Capital maintenance and replacement of assets related to customer service delivery will usually be higher priority than operating facilities capital maintenance. Additions to the CIP usually require new revenue or grant revenue to be budgeted.

The following prioritization levels are the criteria Cherrlots uses to evaluate proposed projects:

- **S** = Safety (high)
- **SGR** = State of Good Repair (high, medium)
- **M** = Mandates (state, federal) (high, medium)
- **ESR** = Existing Service Reliability (high, medium, low)
- **EO** = Efficient Operations (high, medium, low)
- **ES** = Expanded Service (low without new or grant revenue)

FUNDING REQUESTS

All project requests include the following particulars:

- **Asset Management Goal** – What is the goal for each particular asset class, what is an efficient SGR?
- **Key Asset Management Performance Indicators/Goals** – Performance indicators that measure the SGR. What is the stated target/objective? If there is an asset maintenance or replacement backlog, include a plan to bring assets to a SGR and select an indicator to measure progress.
- **How Asset is Maintained and Condition Evaluated** – Are there routine inspections, is a consultant hired to evaluate, or is the asset generally not noticed until it breaks.
- **Condition Scale** – Define your condition scale on a scale of 1-5, with 1 being poor and needing replacement and 5 meaning excellent.
- **Priority** – Apply a priority based on the District’s long standing capital improvement priorities (described above).
- **Asset Replacement Criteria** – When does that asset get replaced, or need to be replaced, at what scale number is replacement imminent.
- **Additional Analysis** – If you have additional analysis that doesn’t fit anywhere above, please place it here.

6.3 OPERATING AND CAPITAL INVESTMENT PLANNING AND BUDGET

Cherriots operating budget funds service delivery and maintenance, including employee wages, spare parts, consumables, and a variety of support services used throughout the organization. This also includes payments to third-party contractors responsible for consulting and maintenance activities.

Figures 10 and 11 below shows the composition of the FY2025 operating budget.

Figure 10 - Revenues

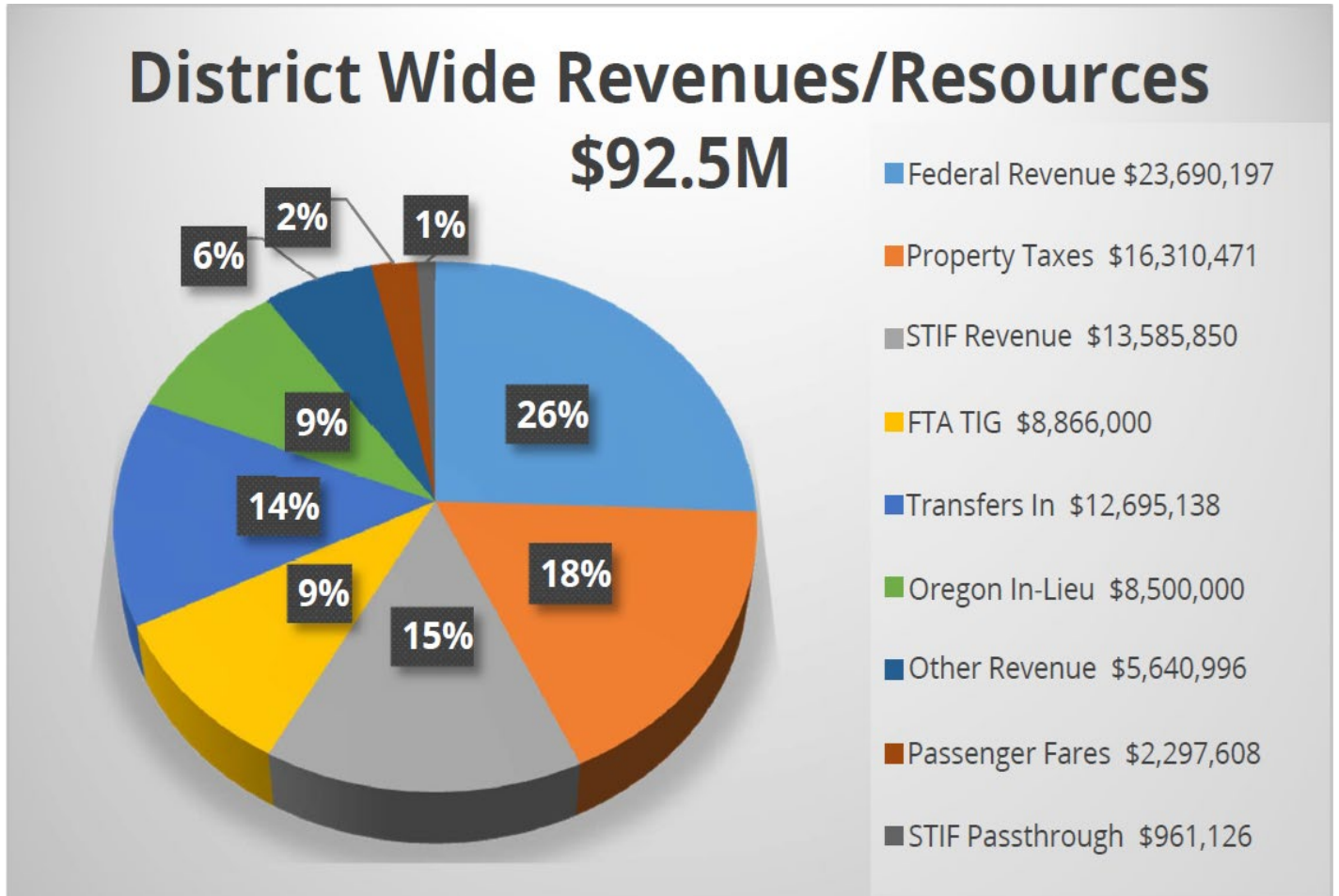
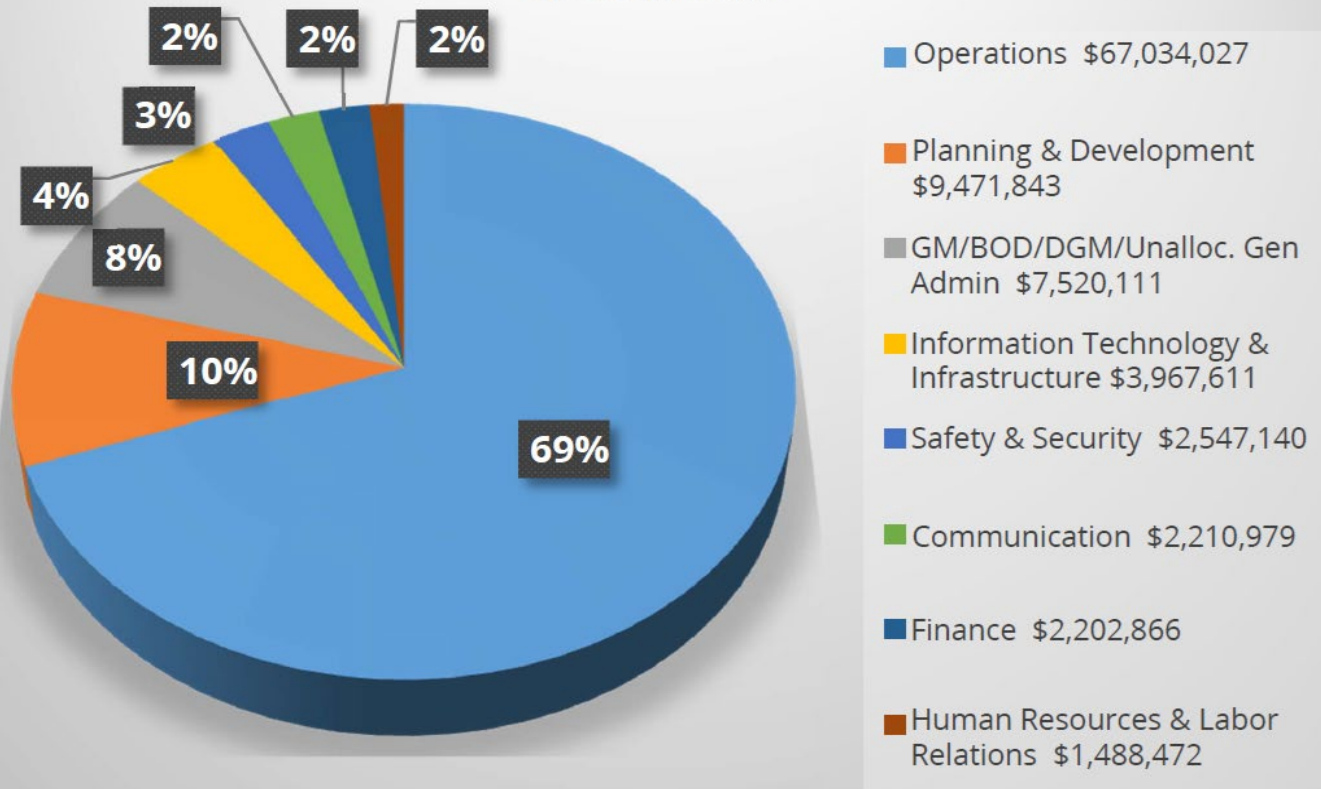


Figure 12 - Expenses

District Wide Requirements/Expenses \$96.4M



APPENDIX 1: ORGANIZATION MISSION AND GOALS



VISION

We deliver valued mobility options that inspire community pride.

MISSION

Creating community connections

VALUES

Communication
Humility
Excellence
Respect
Resourceful
Inclusive
Ownership
Transparency
Safety

APPENDIX 2: TAM TARGETS

TRANSIT ASSET MANAGEMENT									
#	Reporting Category	Asset Inventory	Detail	Type	FTA Requirement (ULB)	CPC (ULB)	Performance Measure	SAMTD Current Performance	TAM Targets
1	Rolling Stock Urban	Fixed Route Bus (BU)	35 ft.	Diesel	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	Diesel	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	35 ft.	CNG	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	CNG	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	20%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	BEB	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	100%	No more than 10% above CPC ULB
1	Rolling Stock Rural	Fixed Route Bus (BU)	33 ft.	Diesel	10 yrs or 350K miles	12 yrs	Percent met or exceeded ULB	16%	No more than 10% above CPC ULB
1	Rolling Stock Rural	Fixed Route Bus (BU)	22-24 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Paratransit Service (CU)	22-24 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Paratransit Service (VN)	15 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
2	Equipment	Non-Revenue Service Vehicle	Utility Non-Revenue Service	Maintenance Pickups	8 yrs.	10 yrs. or 150,000 miles	Percent met or exceeded ULB	5%	No more than 10% above CPC ULB
2	Equipment	Non-Revenue Service Vehicle	Staff Non-Revenue Vehicles	Supervisor vehicles and pool cars	8 yrs.	8-10 yrs. or 150,000 miles	Percent met or exceeded ULB	90%	No more than 10% above CPC ULB
3	Facilities	DW Maintenance Operations Facilities	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale
3	Facilities	DW Operations Facilities	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale
3	Facilities	Keizer Transit Center/ Layover	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale

TRANSIT ASSET MANAGEMENT

#	Reporting Category	Asset Inventory	Detail	Type	FTA Requirement (ULB)	CPC (ULB)	Performance Measure	SAMTD Current Performance	TAM Targets
3	Facilities	Downtown Transit Center/ Layover	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale

*Useful life benchmark detail

**FTA Transit Economic Requirements Model Benchmark - Ratings below 3.0 for conditions

Equipment Benchmark - Age

Rolling Stock Benchmark - Age

Facilities Benchmark - Condition

Infrastructure Benchmark - Performance

All Systems -

APPENDIX 3: KEY DEFINITIONS

Cherriots: Salem Area Mass Transit District

ADA: Americans with disabilities act

AIM: Asset Inventory Module

AST: Above Ground Storage Tank

BMD: Bus Maintenance Directive

CAAA: Clean Air Act Amendments

CBM: Condition Based Maintenance

CIP: Capital Improvement Plan

CAD/AVL: Computer Aided Dispatch (CAD) and Automated Vehicle Location (AVL)

DEF: Diesel Exhaust Fluid

DVIR: Driver Vehicle Inspection Report

EAMS: Enterprise Asset Management System

EPA: Environmental Protection Agency

FMP: Fleet And Facilities Maintenance Plans

FTA: Federal Transit Administration

FY: Fiscal Year

HVAC: Heating Ventilation And Air Conditioning

Lifecycle: The time interval that begins with the acquisition of a Transit Asset or Land Asset, and ends with the disposal of the Transit Asset or Land Asset. Lifecycle phases may include Planning, design, procurement, construction, operations, maintenance, rehabilitation, and asset replacement/disposal.

Lifecycle Management Plan (LMP): A department/mode-specific TAM Plan. An LMP describes performance measures and targets aligned with the commitments established in the TAM Plan, strategies for delivering these performance targets, and other mode/department-specific approaches to continually improve management of its Transit Assets and Land Assets over their lifecycle. LMP's should be collected, coordinated and integrated into the TAM Plan each year for the review in coordination with the agency Safety Plan.

NTD: National Transit Database

PM: Preventative Maintenance

OEM: Original Equipment Manufacturer

RCRA: Resource Conservation And Recovery Act

SDS: Safety Data Sheets

SGR: State Of Good Repair

SRTP: Short Range Transit Plan

SOP: Standard Operating Procedure

Transit Asset or Transit Capital Asset: A subset of the term “Asset.” A depreciable physical Asset required to support transit service either directly or indirectly, including vehicles, stations, facilities, guideway and systems Assets, whether mobile or fixed. Cherriot’s definition of Transit Asset can be aligned to the asset categories defined by 49 U.S.C. Chapter 53 for a Capital Asset as “a unit of rolling stock, a facility, a unit of equipment [that is nonexpendable, tangible property with a useful life of at least one year], or an element of infrastructure used for providing public transportation.” Transit Assets do not include land, spare parts, or office furniture. *See definitions of Asset, Land Asset, and Safety-Critical Asset for disambiguation.*

Safety-Critical Asset: A transit asset, sub-system, or component whose failure (at the end of its useful life?) may cause serious injury or death to human beings, loss or severe damage to property, or environmental harm. Criticality will be calculated using the capital investment prioritization scores used by TERM Lite by Transit Asset type. A Safety-Critical Asset must be given a TERM Lite safety score of “4” or higher. *See definitions of Asset, Land Asset, and Transit Asset for disambiguation.*

Asset Owner: Generally, refers to the agency staff or department responsible for the inspection and/or maintenance phase of a Transit Asset’s or Land Asset’s lifecycle. For non-revenue vehicles allocated to a mode, the Asset Owner will be the agency staff or department dependent upon these Transit Assets. How about systems assets? Or some facilities assets (storm water for example)

State Of Good Repair (SGR): Defined by 49 U.S.C. Chapter 53 as the “condition in which a [transit asset or] capital asset is able to [safely] operate at a full level of performance.” The State of Good Repair is further defined by an asset’s Useful Life Benchmark (for rolling stock and equipment) or physical condition (for facilities). Assets are considered in a State of Good Repair when they do not meet or exceed their ULB or physical condition threshold. Vehicle and equipment assets, for example, are considered in a State of Good Repair, when rated as a 2.5 or above on Cherriot’s TERM Lite scale, where 2.5 is equivalent to the ULB set for an asset class. Additionally, facilities, are considered in a State of Good Repair when rated as a 3 or above on FTA’s TERM scale. *Also see definition for Useful Life Benchmark.*

TERM Scale: The five-category rating system used in the FTA’s TERM Model to describe the condition of an asset, where 5 is excellent condition and 1 is poor condition.

TERM Lite: TERM (Transit Economic Requirements Model) Lite is an MS Access-based decision tool provided by the FTA for estimating SGR Backlog, annual capital investment needs, current and future asset conditions, and capital investment priorities over a 20-to-30-year time horizon. TERM Lite produces these analyses for Cherriot’s based on the most complete and comprehensive Transit Asset inventory to-date.

Tier 2 Transit Provider: An entity that receives Federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a subrecipient, that owns, operates, or manages 100 or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or, in any one non-fixed route mode,” Or, Is a subrecipient under the 5311 Rural Area Formula Program,” Or, “Is any American Indian tribe.”

Transit Asset Management (TAM): Defined by 49 U.S.C. Chapter 53 as “the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation.”

Transit Asset Management Plan (TAM Plan): This document, which describes: the capital asset inventory; condition of inventoried assets; TAM performance measures, targets, and prioritization of investments aligned with the agency's TAM and SGR policy, strategic goals and objectives; as well as the strategies, activities, and resources required for delivering this Plan (including decision support tools and processes); and other agency-wide approaches to continually improve TAM practices. While this TAM Plan exists as a standalone document, LMPs may be considered an extension of the TAM Plan by reference.

Useful Life: Defined by 49 U.S.C. Chapter 53 as "either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA." It generally defines the minimum eligibility for retirement, replacement, or disposal of an asset.

Useful Life Benchmark (ULB): Defined by 49 U.S.C. Chapter 53 as "the expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA." The ULB is the realistic expectation for when an asset would be disposed or replaced based on operating environment and procurement timelines. It is not the same as "Useful Life" in FTA grant programs, is reported by age (in years), and usually only pertains to rolling stock or equipment. It is a single number shared for or within specified asset classes, although may vary across different asset classes and providers.

UPS: Uninterrupted Power Supply

UST: Underground Storage Tank

APPENDIX 4: ASSET REGISTER

ASSET REGISTER

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Equipment	Non-Revenue/Service Automobile	Car	Toyota	Prius	1	A1657	SAMTD	2012	43,341	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Prius	1	A1658	SAMTD	2012	39,133	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Camry	1	A1659	SAMTD	2012	56,292	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Camry	1	A1660	SAMTD	2012	44,082	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Camry	1	AS05G	SAMTD	2014	17,537	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Camry	1	AS06G	SAMTD	2014	61,602	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Sienna	1	VS01G	SAMTD	2014	25,962	\$22,000.00
Equipment	Non-Revenue/Service	Car	Toyota	Camry	1	AS07G	SAMTD	2014	39,837	\$22,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Escape	1	E002	SAMTD	2011	135,350	\$31,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Escape	1	E003	SAMTD	2011	141,568	\$31,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Escape	1	E004	SAMTD	2012	164,143	\$31,000.00
Equipment	Non-Revenue/Service	Truck	Chevrolet	3500	1	T1654	SAMTD	2006	30,444	\$45,000.00
Equipment	Non-Revenue/Service	Truck	Ford	F350	1	T1656	SAMTD	2008	93,742	\$45,000.00
Equipment	Non-Revenue/Service	Truck	Chevrolet	Silverado	1	TS01G	SAMTD	2013	15,707	\$45,000.00
Equipment	Non-Revenue/Service	Truck	Chevrolet	2500	1	TS02G	SAMTD	2014	69,935	\$45,000.00
Equipment	Non-Revenue/Service	Truck	Chevrolet	2500	1	TS03G	SAMTD	2014	64,592	\$45,000.00
Equipment	Non-Revenue/Service	Truck	Chevrolet	2500	1	TS04G	SAMTD	2014	84,788	\$45,000.00
Equipment	Non-Revenue/Service	Van	Dodge	Caravan	1	V1653	SAMTD	2003	81,456	\$38,000.00
Equipment	Non-Revenue/Service	Truck	Chevrolet	2500	1	TS05G	SAMTD	2024	8,689	\$60,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Explorer	1	Sup 1	SAMTD	2023	24,658	\$50,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Explorer	1	Sup 2	SAMTD	2023	27,166	\$50,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Explorer	1	Sup 3	SAMTD	2023	19,961	\$50,000.00
Equipment	Non-Revenue/Service	SUV	Ford	Explorer	1	Sup 4	SAMTD	2023	21,658	\$50,000.00
Facilities	Adminitration	Conveyance			1		SAMTD	2001		\$538,619.00
Facilities	Adminitration	Electrical			1		SAMTD	2001		\$2,903,232.00
Facilities	Adminitration	Equipment			1		SAMTD	2001		\$245,864.00
Facilities	Adminitration	Fire Protection			1		SAMTD	2001		\$141,920.00
Facilities	Adminitration	HVAC			1		SAMTD	2001		\$4,681,636.00
Facilities	Adminitration	Interiors			1		SAMTD	2001		\$7,329,699.00
Facilities	Adminitration	Plumbing			1		SAMTD	2001		\$1,514,924.00
Facilities	Adminitration	Shell			1		SAMTD	2001		\$27,393,458.00
Facilities	Adminitration	Site			1		SAMTD	2001		\$7,328,700.00

ASSET REGISTER

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Facilities	Administration	Substructure			1		SAMTD	2001		\$1,113,136.00
Facilities	Del Webb	Conveyance			1		SAMTD	1988		\$412,644.00
Facilities	Del Webb	Electrical			1		SAMTD	1988		\$4,852,574.00
Facilities	Del Webb	Equipment			1		SAMTD	1988		\$3,280,469.00
Facilities	Del Webb	Fire Protection			1		SAMTD	1988		\$242,232.00
Facilities	Del Webb	HVAC			1		SAMTD	1988		\$4,448,066.00
Facilities	Del Webb	Interiors			1		SAMTD	1988		\$1,575,337.00
Facilities	Del Webb	Plumbing			1		SAMTD	1988		\$4,250,636.00
Facilities	Del Webb	Shell			1		SAMTD	1988		\$18,911,387.00
Facilities	Del Webb	Site			1		SAMTD	1988		\$11,569,226.00
Facilities	Del Webb	Substructure			1		SAMTD	1988		\$2,931,656.00
Facilities	Passenger Facilities	KTC Electrical			1		SAMTD	2013		\$976,620.00
Facilities	Passenger Facilities	KTC Fire Protection			1		SAMTD	2013		\$29,392.00
Facilities	Passenger Facilities	KTC HVAC			1		SAMTD	2013		\$1,540,087.00
Facilities	Passenger Facilities	KTC Interiors			1		SAMTD	2013		\$515,375.00
Facilities	Passenger Facilities	KTC Plumbing			1		SAMTD	2013		\$547,920.00
Facilities	Passenger Facilities	KTC Shell			1		SAMTD	2013		\$2,275,018.00
Facilities	Passenger Facilities	KTC Site			1		SAMTD	2013		\$5,099,317.00
Facilities	Passenger Facilities	KTC Substructure			1		SAMTD	2013		\$130,040.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	118	SAMTD	2008	593,721	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	119	SAMTD	2008	480,161	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	120	SAMTD	2008	485,700	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	121	SAMTD	2008	465,166	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	122	SAMTD	2008	478,377	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	123	SAMTD	2011	140,735	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	124	SAMTD	2011	269,661	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	125	SAMTD	2011	151,468	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	127	SAMTD	2012	238,035	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	128	SAMTD	2012	312,750	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	129	SAMTD	2012	298,695	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	130	SAMTD	2012	293,089	\$542,000.00
Revenue Vehicles	BU - Bus	CNG	Orion	VII	1	215	SAMTD	2005	568,090	\$545,000.00

ASSET REGISTER

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Revenue Vehicles	BU - Bus	CNG	Orion	VII	1	218	SAMTD	2005	533,453	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Orion	VII	1	220	SAMTD	2005	539,031	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Orion	VII	1	221	SAMTD	2005	554,147	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Orion	VII	1	222	SAMTD	2005	329,073	\$545,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	223	SAMTD	2008	433,736	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	224	SAMTD	2008	450,055	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	225	SAMTD	2008	438,343	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	226	SAMTD	2008	450,347	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	227	SAMTD	2011	417,042	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	228	SAMTD	2011	415,295	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	229	SAMTD	2011	413,749	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	230	SAMTD	2011	275,058	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	231	SAMTD	2011	407,584	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	232	SAMTD	2011	414,312	\$542,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	233	SAMTD	2011	410,239	\$545,000.00
Revenue Vehicles	BU - Bus	BD	Gillig		1	234	SAMTD	2011	37,396	\$542,000.00
Revenue Vehicles	BU - Bus	Gas	Eldorado	Advantage 220	1	308	SAMTD	2021	33,596	\$80,000.00
Revenue Vehicles	BU - Bus	Gas	Eldorado	Advantage 220	1	309	SAMTD	2021	36,470	\$80,000.00
Revenue Vehicles	BU - Bus	Gas	Glaval	Super Duty	1	310	SAMTD	2021	22,448	\$80,000.00
Revenue Vehicles	BU - Bus	Gas	Glaval	Super Duty	1	311	SAMTD	2021	24,886	\$80,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	361	SAMTD	2018	185,806	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	362	SAMTD	2018	177,355	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	363	SAMTD	2018	189,439	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	364	SAMTD	2022	77,966	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	365	SAMTD	2022	88,371	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	366	SAMTD	2022	77,912	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	367	SAMTD	2022	73,834	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	368	SAMTD	2022	88,696	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	369	SAMTD	2022	79,230	\$220,000.00
Revenue Vehicles	BU - Bus	BD	Bluebird	All American	1	370	SAMTD	2022	56,064	\$220,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	E450	1	504	SAMTD	2009	97,037	\$120,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Eldorado	Advantage 220	1	505	SAMTD	2021	22,472	\$120,000.00

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Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Revenue Vehicles	BU - Bus	Gas	Eldorado	Advantage 220	1	552	SAMTD	2019	34,407	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas			1	801 (834)	SAMTD	2009	261,853	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas			1	804 (837)	SAMTD	2009	260,018	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	838	SAMTD	2011	266,230	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	842	SAMTD	2011	241,588	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	843	SAMTD	2011	268,897	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	847	SAMTD	2011	222,954	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	848	SAMTD	2011	241,569	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	849	SAMTD	2011	244,216	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	851	SAMTD	2011	253,891	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	852	SAMTD	2011	235,528	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Ford	Startrans	1	853	SAMTD	2011	229,444	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	3500 Arboc	1	862	SAMTD	2013	157,311	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	3500 Arboc	1	863	SAMTD	2013	163,048	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	3500 Arboc	1	864	SAMTD	2013	145,351	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	3500 Arboc	1	865	SAMTD	2013	129,568	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	4500 Glaval	1	866	SAMTD	2018	61,621	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	4500 Glaval	1	867	SAMTD	2018	54,191	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	4500 Glaval	1	868	SAMTD	2018	57,925	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	4500 Glaval	1	869	SAMTD	2018	59,722	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Chevrolet	4500 Glaval	1	870	SAMTD	2018	64,905	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Eldorado	Advantage 220	1	871	SAMTD	2019	43,959	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Eldorado	Advantage 220	1	872	SAMTD	2019	52,804	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Eldorado	Advantage 220	1	873	SAMTD	2019	49,445	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Eldorado	Advantage 220	1	874	SAMTD	2019	51,934	\$80,000.00
Revenue Vehicles	CU - Cutaway Bus	Gas	Eldorado	Advantage 220	1	875	SAMTD	2019	50,669	\$80,000.00
Revenue Vehicles	BU - Bus	Gas	Ford	Transit	1	876	SAMTD	2021	7,509	\$80,000.00
Revenue Vehicles	BU - Bus	Gas	Ford	Transit	1	877	SAMTD	2021	4,969	\$8,000.00
Revenue Vehicles	BU - Bus	Gas	Ford	Transit	1	878	SAMTD	2021	6,351	\$80,000.00
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1401	SAMTD	2014	69,695	\$60,000.00
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1402	SAMTD	2014	75,874	\$60,000.00
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1403	SAMTD	2014	72,865	\$60,000.00

ASSET REGISTER

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1404	SAMTD	2016	79,771	\$60,000.00
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1405	SAMTD	2015	71,454	\$60,000.00
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1406	SAMTD	2016	76,556	\$60,000.00
Revenue Vehicles	MV - Mini-van	Gas	Eldorado		1	1407	SAMTD	2015	80,229	\$60,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1801	SAMTD	2018	133,989	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1802	SAMTD	2018	129,215	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1803	SAMTD	2018	133,456	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1804	SAMTD	2018	134,663	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1805	SAMTD	2019	132,347	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1806	SAMTD	2019	134,464	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1851	SAMTD	2018	127,244	\$540,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1852	SAMTD	2018	126,559	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1853	SAMTD	2019	123,602	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1854	SAMTD	2019	121,510	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1855	SAMTD	2019	123,265	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1856	SAMTD	2019	126,129	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1901	SAMTD	2019	134,095	\$540,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1902	SAMTD	2019	123,199	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1903	SAMTD	2019	127,479	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1904	SAMTD	2019	121,169	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1951	SAMTD	2019	115,115	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1952	SAMTD	2019	114,571	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1953	SAMTD	2019	117,658	\$540,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1954	SAMTD	2019	111,827	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1955	SAMTD	2019	97,053	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1956	SAMTD	2019	106,772	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1957	SAMTD	2019	104,776	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1958	SAMTD	2019	91,807	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1959	SAMTD	2019	98,686	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1960	SAMTD	2019	90,212	\$540,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1961	SAMTD	2019	98,686	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1962	SAMTD	2019	83,891	\$545,000.00

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Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Revenue Vehicles	BU - Bus	CNG	Gillig		1	1963	SAMTD	2019	87,455	\$545,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	2251	SAMTD	2023	71,198	\$650,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	2252	SAMTD	2023	81,582	\$650,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	2253	SAMTD	2023	84,215	\$650,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	2254	SAMTD	2023	78,289	\$650,000.00
Revenue Vehicles	BU - Bus	CNG	Gillig		1	2255	SAMTD	2023	80,139	\$650,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2370	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2371	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2372	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2373	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2374	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2375	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2376	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2377	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2378	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	BEB	Gillig		1	2379	SAMTD	2024	87,455	\$1,200,000.00
Revenue Vehicles	BU - Bus	Gas	Arboc		1	2390	SAMTD	2024	87,455	\$750,000.00
Revenue Vehicles	BU - Bus	Gas	Arboc		1	2391	SAMTD	2024	87,455	\$750,000.00
Revenue Vehicles	BU - Bus	Gas	Arboc		1	2392	SAMTD	2024	87,455	\$750,000.00
Revenue Vehicles	BU - Bus	Gas	Arboc		1	2393	SAMTD	2024	87,455	\$750,000.00

APPENDIX 5: REVENUE VEHICLE CONDITION DATA

ASSET CONDITION DATA

Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	BU - Bus	BD	1	118	17	593,721	\$542,000.00	15	Yes
Revenue Vehicles	BU - Bus	BD	1	119	17	480,161	\$542,000.00	15	Yes
Revenue Vehicles	BU - Bus	BD	1	120	14	485,700	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	121	14	465,166	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	122	14	478,377	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	123	14	140,735	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	124	14	269,661	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	125	14	151,468	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	127	13	238,035	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	128	13	312,750	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	129	13	298,695	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	130	13	293,089	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	215	17	568,090	\$545,000.00	15	Yes
Revenue Vehicles	BU - Bus	CNG	1	218	17	533,453	\$545,000.00	15	Yes
Revenue Vehicles	BU - Bus	CNG	1	220	17	539,031	\$545,000.00	15	Yes
Revenue Vehicles	BU - Bus	CNG	1	221	17	554,147	\$545,000.00	15	Yes
Revenue Vehicles	BU - Bus	CNG	1	222	17	329,073	\$545,000.00	15	Yes
Revenue Vehicles	BU - Bus	BD	1	223	17	433,736	\$542,000.00	15	Yes
Revenue Vehicles	BU - Bus	BD	1	224	17	450,055	\$542,000.00	15	Yes
Revenue Vehicles	BU - Bus	BD	1	225	17	438,343	\$542,000.00	15	Yes
Revenue Vehicles	BU - Bus	BD	1	226	17	450,347	\$542,000.00	15	Yes

ASSET CONDITION DATA

Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	BU - Bus	BD	1	227	14	417,042	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	228	14	415,295	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	229	14	413,749	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	230	14	275,058	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	231	14	407,584	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	232	14	414,312	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	233	14	410,239	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	BD	1	234	14	37,396	\$542,000.00	15	No
Revenue Vehicles	BU - Bus	Gas	1	308	5	33,596	\$80,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	309	5	36,470	\$80,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	310	5	22,448	\$80,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	311	5	24,886	\$80,000.00	8	No
Revenue Vehicles	BU - Bus	BD	1	361	7	185,806	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	362	7	177,355	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	363	7	189,439	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	364	3	77,966	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	365	3	88,371	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	366	3	77,912	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	367	3	73,834	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	368	3	88,696	\$220,000.00	12	No
Revenue Vehicles	BU - Bus	BD	1	369	3	79,230	\$220,000.00	12	No

ASSET CONDITION DATA
Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	BU - Bus	BD	1	370	3	56,064	\$220,000.00	12	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	504	14	97,037	\$120,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	505	4	22,472	\$120,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	552	5	34,407	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	801 (834)	14	261,853	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	804 (837)	14	260,018	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	838	13	266,230	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	842	13	241,588	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	843	13	268,897	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	847	13	222,954	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	848	13	241,569	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	849	13	244,216	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	851	13	253,891	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	852	13	235,528	\$80,000.00	8	Yes

ASSET CONDITION DATA
Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	CU - Cutaway Bus	Gas	1	853	13	229,444	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	862	11	157,311	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	863	11	163,048	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	864	11	145,351	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	865	11	129,568	\$80,000.00	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Gas	1	866	6	61,621	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	867	6	54,191	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	868	6	57,925	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	869	6	59,722	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	870	6	64,905	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	871	5	43,959	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	872	5	52,804	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	873	5	49,445	\$80,000.00	8	No
Revenue Vehicles	CU - Cutaway Bus	Gas	1	874	5	51,934	\$80,000.00	8	No

ASSET CONDITION DATA
Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	CU - Cutaway Bus	Gas	1	875	5	50,669	\$80,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	876	2	7,509	\$80,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	877	2	4,969	\$8,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	878	2	6,351	\$80,000.00	8	No
Revenue Vehicles	MV - Mini-van	Gas	1	1401	9	69,695	\$60,000.00	8	Yes
Revenue Vehicles	MV - Mini-van	Gas	1	1402	9	75,874	\$60,000.00	8	Yes
Revenue Vehicles	MV - Mini-van	Gas	1	1403	9	72,865	\$60,000.00	8	Yes
Revenue Vehicles	MV - Mini-van	Gas	1	1404	8	79,771	\$60,000.00	8	Yes
Revenue Vehicles	MV - Mini-van	Gas	1	1405	8	71,454	\$60,000.00	8	Yes
Revenue Vehicles	MV - Mini-van	Gas	1	1406	8	76,556	\$60,000.00	8	Yes
Revenue Vehicles	MV - Mini-van	Gas	1	1407	8	80,229	\$60,000.00	8	Yes
Revenue Vehicles	BU - Bus	CNG	1	1801	7	133,989	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1802	7	129,215	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1803	7	133,456	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1804	7	134,663	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1805	7	132,347	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1806	7	134,464	\$545,000.00	15	No

ASSET CONDITION DATA
Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	BU - Bus	CNG	1	1851	7	127,244	\$540,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1852	7	126,559	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1853	7	123,602	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1854	7	121,510	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1855	7	123,265	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1856	7	126,129	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1901	6	134,095	\$540,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1902	6	123,199	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1903	6	127,479	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1904	6	121,169	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1951	6	115,115	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1952	6	114,571	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1953	6	117,658	\$540,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1954	6	111,827	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1955	6	97,053	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1956	6	106,772	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1957	6	104,776	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1958	6	91,807	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1959	6	98,686	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1960	6	90,212	\$540,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1961	6	98,686	\$545,000.00	15	No

ASSET CONDITION DATA

Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Revenue Vehicles	BU - Bus	CNG	1	1962	6	83,891	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	1963	6	87,455	\$545,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	2251	3	71,198	\$650,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	2252	3	81,582	\$650,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	2253	3	84,215	\$650,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	2254	3	78,289	\$650,000.00	15	No
Revenue Vehicles	BU - Bus	CNG	1	2255	3	80,139	\$650,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2370	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2371	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2372	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2373	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2374	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2375	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2376	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2377	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2378	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	BEB	1	2379	2	87,455	\$1,200,000.00	15	No
Revenue Vehicles	BU - Bus	Gas	1	2390	2	87,455	\$750,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	2391	2	87,455	\$750,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	2392	2	87,455	\$750,000.00	8	No
Revenue Vehicles	BU - Bus	Gas	1	2393	2	87,455	\$750,000.00	8	No

APPENDIX 6: EQUIPMENT CONDITION LISTING

ASSET CONDITION DATA

Equipment Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Equipment	Non-Revenue/Service Automobile	Car	1	A1657	9	43,341	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	A1658	9	39,133	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	A1659	9	56,292	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	A1660	9	44,082	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	AS05G	7	17,537	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	AS06G	7	61,602	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	VS01G	7	25,962	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Car	1	AS07G	7	39,837	\$22,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	E002	10	135,350	\$31,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	E003	10	141,568	\$31,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	E004	9	164,143	\$31,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Truck	1	T1654	15	30,444	\$45,000.00	10	Yes
Equipment	Non-Revenue/Service Automobile	Truck	1	T1656	13	93,742	\$45,000.00	10	Yes
Equipment	Non-Revenue/Service Automobile	Truck	1	TS01G	8	15,707	\$45,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Truck	1	TS02G	7	69,935	\$45,000.00	10	No

ASSET CONDITION DATA

Equipment Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
Equipment	Non-Revenue/Service Automobile	Truck	1	TS03G	7	64,592	\$45,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Truck	1	TS04G	7	84,788	\$45,000.00	10	No
Equipment	Non-Revenue/Service Automobile	Van	1	V1653	18	81,456	\$38,000.00	10	Yes
Equipment	Non-Revenue/Service Automobile	Truck	1	TS05G	1	8,689	\$60,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	Sup 1	1	24,658	\$50,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	Sup 2	1	27,166	\$50,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	Sup 3	1	19,961	\$50,000.00	10	No
Equipment	Non-Revenue/Service Automobile	SUV	1	Sup 4	1	21,658	\$50,000.00	10	No

APPENDIX 7: FACILITIES CONDITION LISTING

ASSET CONDITION DATA

Facilities Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	TERM Scale Condition	Replacement Cost/Value
Facilities	Administration	Conveyance	1		20	3.9	\$538,619.00
Facilities	Administration	Electrical	1		20	3.0	\$2,903,232.00
Facilities	Administration	Equipment	1		20	3.2	\$245,864.00
Facilities	Administration	Fire Protection	1		20	4.0	\$141,920.00
Facilities	Administration	HVAC	1		20	3.3	\$4,681,636.00
Facilities	Administration	Interiors	1		20	3.9	\$7,329,699.00
Facilities	Administration	Plumbing	1		20	4.0	\$1,514,924.00
Facilities	Administration	Shell	1		20	4.0	\$27,393,458.00
Facilities	Administration	Site	1		20	3.6	\$7,328,700.00
Facilities	Administration	Substructure	1		20	4.0	\$1,113,136.00
Facilities	Del Webb	Conveyance	1		41	3.0	\$412,644.00
Facilities	Del Webb	Electrical	1		41	3.2	\$4,852,574.00
Facilities	Del Webb	Equipment	1		41	3.3	\$3,280,469.00
Facilities	Del Webb	Fire Protection	1		41	3.5	\$242,232.00
Facilities	Del Webb	HVAC	1		41	3.3	\$4,448,066.00
Facilities	Del Webb	Interiors	1		41	3.2	\$1,575,337.00
Facilities	Del Webb	Plumbing	1		41	3.5	\$4,250,636.00
Facilities	Del Webb	Shell	1		41	3.7	\$18,911,387.00
Facilities	Del Webb	Site	1		41	3.1	\$11,569,226.00
Facilities	Del Webb	Substructure	1		41	4.0	\$2,931,656.00
Facilities	Passenger Facilities	KTC Electrical	1		8	4.0	\$976,620.00
Facilities	Passenger Facilities	KTC Fire Protection	1		8	4.0	\$29,392.00
Facilities	Passenger Facilities	KTC HVAC	1		8	3.9	\$1,540,087.00
Facilities	Passenger Facilities	KTC Interiors	1		8	3.9	\$515,375.00
Facilities	Passenger Facilities	KTC Plumbing	1		8	4.0	\$547,920.00
Facilities	Passenger Facilities	KTC Shell	1		8	4.0	\$2,275,018.00
Facilities	Passenger Facilities	KTC Site	1		8	4.0	\$5,099,317.00
Facilities	Passenger Facilities	KTC Substructure	1		8	4.0	\$130,040.00

APPENDIX 8: PROJECT LIST

PROJECT LIST

Project Year	OFFICIAL PROJECT NAME	Asset/Class	Cost
FY24-25	CITS (ITS replacement)	Equipment/Software	\$917,556.00
FY24-25	Cyber Security Intrusion Detection Project	C/O	\$90,000.00
FY24-25	DW Fence and Exterior Security Upgrades	Facilities	\$1,540,000.00
FY24-25	DW Maintenance Tracking System Replacement	Software	\$456,000.00
FY24-25	East Salem Transit Center, Prelim Engr-Design	Facilities	\$500,000.00
FY24-25	Electric Bus and Charging Infrastructure	Equipment	\$8,034,803.00
FY24-25	Electric Bus and Charging Infrastructure	Equipment	\$7,746,845.00
FY24-25	Electric Bus and Charging Infrastructure	Equipment	\$952,534.00
FY24-25	Farebox System Replacement	Equipment	\$1,837,567.00
FY24-25	In-Ground Lifts (Phase 2 & 3)	Equipment	\$1,293,093.00
FY24-25	KTC Vehicle Entry Control	Facilities	\$231,000.00
FY24-25	Network Equipment Lifecycle Replacements FY25	Equipment	\$150,000.00
FY24-25	On-board Vehicle Camera DVR System, LIFT & S&R	Equipment	\$100,000.00
FY24-25	South Salem Transit Center	Facilities	\$6,029,087.00
FY24-25	Stop Accessibility Improvement Program, Local (BSIP)	Facilities	\$184,951.00
FY24-25	Stop Accessibility Improvement Program, Regional	Facilities	\$143,000.00
FY24-25	Stop and Shelters, New Construction Local Rt 22 (17)	Facilities	\$340,000.00
FY24-25	Transit Signal Priority	Software	\$300,000.00
FY24-25	Tyler Munis/MARTI Software Implementation	Software	\$168,863.00
FY24-25	Vehicles-Rev, Electric Bus Replacements (2)	Revenue Vehicle	\$3,600,000.00
FY24-25	Vehicles-Rev, LIFT Bus Replacements (7)	Revenue Vehicle	\$1,297,084.00
FY24-25	Vehicles-Rev, Local Right-Sized Expansion Buses (2)	Revenue Vehicle	\$535,260.00

APPENDIX 9: REVENUE VEHICLE REPLACEMENT SCHEDULE

CHERRIOTS REQUIREMENTS - ACTIVE FLEET

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2023	REPLACE BY END FY	CURRENT	2025	2026	2027	2028	2029
223-226	2008	40	4	BD	Gillig	15	2023	4	0	0	0	0	0
227,234	2011	40	8	BD	Gillig	12	2026	8	8	8	0	0	0
123-126	2011	35	4	BD	Gillig	12	2026	4	4	4	0	0	0
127-130	2012	35	4	BD	Gillig	11	2027	4	4	4	4	0	0
1801-1806	2019	35	6	RNG	Gillig	4	2034	6	6	6	6	6	6
1851-1856	2019	40	6	RNG	Gillig	4	2034	6	6	6	6	6	6
1901-1904	2019	35	4	RNG	Gillig	4	2034	4	4	4	4	4	4
1951-1963	2020	40	13	RNG	Gillig	3	2035	13	13	13	13	13	13
2251-2255	2022	40	5	RNG	Gillig	1	2037	5	5	5	5	5	5
2390-2393	2023	26	4	Gas	Arboc	0	2029	4	4	4	4	4	4
2370-2379	2024	40	10	Electric	Gillig	-1	2039	10	10	10	10	10	10
TBD	2026	40	10	Electric	Gillig	-3	2041	0	4	4	4	4	4
TBD	2026	40	2	Gas	Arboc	-3	2041	0	0	2	2	2	2
TBD	2027	40	4	TBD	Gillig	-2030	2042	0	0	0	4	4	4
TBD	2028	40	12	TBD	TBD	-5	2043	0	0	0	8	12	12

Fleet Size 68 68 70 70 70 70

RNG - Renewable Natural Gas





BD - Renewable Diesel (R-99)

Electric- Electric

APPENDIX 10: ODOT VEHICLE USEFUL LIFE BENCHMARKS



Vehicle Descriptions and Useful Life Standards

ODOT Rail and Public Transit Division Category	Approximate GVWR in Pounds	Approximate No. Seats	Approximate Length*	Useful Life Minimum**	Base Price Range	Expected Delivery Time
A: Large, Heavy-Duty Transit Bus 	33,001 and greater	35-40+	35 - 40 feet	12 years or 500,000 miles	\$480,000 - \$1,000,000	24+ months
B: Medium-Size, Heavy-Duty Transit Bus 	26,001-33,000	25-35	≥ 30 feet	10 years or 350,000 miles	\$190,000 - \$410,000	12-24 months
C: Medium-Size, Medium-Duty Transit Bus & Truck Chassis Cutaway 	17,000-26,000	16-30	> 25 feet	7 years or 200,000 miles	\$140,000 - \$235,000	6-18 months
D: Medium-Size, Light-Duty Bus & Van Chassis Cutaway Bus 	11,000-16,000	12-16	≥ 22 feet	5 years or 150,000 miles	\$80,000 - \$170,000	6-9 months
E 1: Small, Light-Duty Bus E 2: Modified Van E 3: Modified Minivan	8,000-11,000 8,000-11,000 6,000-8,000	10 5	E 1: 20-22 feet E 2/E 3: < 20 feet	4 years or 100,000 miles	\$60,000-\$135,000	3-6 months
<p>Small standard vehicle purchases are not allowed using FTA funds and are not included on the ODOT Rail and Public Transit Division Price Agreement contracts. When not using FTA funds, this vehicle type may be found on the Department of Administrative Services statewide contracts.</p> <p>Refer to Oregon Buys online at: https://oregonbuys.gov/bsa/</p>						
E 4: Van E 5: Minivan E 6: Station Wagon E 7: Sedan	6,000-14,000	3-14	<20 ft.	4 years or 100,000 miles	\$20,000 - \$60,000	1-3 months

*Vehicles 22 feet or longer require at least two ADA stations; vehicles less than 22 feet require at least one ADA station.

**Useful life standards listed are minimums; the actual useful life of your vehicle may be different. Contact your regional transit coordinator to verify actual useful life.

Note: Photos are from ODOT files and are provided as examples only.

APPENDIX 11: DECISION SUPPORT TOOL AND PRIORITIZED LIST OF INVESTMENTS

CAPITAL INVESTMENT PLAN (CIP) AND FY26 CAPITAL BUDGET PROCESS

The CIP is the foundation for the FY26 Capital Budget. Projects listed for FY26 in the CIP will be considered for funding. Divisions/Departments must provide a Project Request Form (PRF) detailing asset management and current asset conditions, along with a five-year outlook of replacement and improvement costs for **both new and carryover projects**. The Project Request Form includes an Independent Cost Estimate (ICE) tab to be completed for each FY26 project request. Project Request Forms are due to the Project Management Office by **November 15, 2024**.

The PMO office will review the Project Request Forms and verify the projected budget of projects. The PMO and Capital Program Committee (CPC) budget review will occur 11/16/2024-1/3/2025. After the budget review, Project Request Forms will be printed and the binders will be made for the CPC by 1/10/2025. David Trimble, Deputy General Manager and the CPC will review each project request. The PMO will develop the CIP document that will be available for the budget process from the CPC approved FY26 projects and the projects that are not funded.

This year, the CPC will evaluate project requests based on the status and progress of current projects. New requests may be deferred to future fiscal years depending on internal capacity.

For any questions, contact the PMO team at projectmanagementoffice@cherrriots.org.

CAPITAL BUDGET PRIORITIES

Starting in January, the CPC will review the project request form binder and prioritize all project requests. Cherrriots categorizes projects into capital additions or maintenance, rehabilitation, and replacement of existing assets, with safety and fiscal responsibility being top priorities.

Cherrriots prioritizes projects based on certain criteria as we mentioned in the brainstorming sessions:

- **S** = Safety (high)
- **SGR** = State of Good Repair (high, medium)
- **M** = Mandates (state, federal) (high, medium)
- **ESR** = Existing Service Reliability (high, medium, low)
- **EO** = Efficient Operations (high, medium, low)
- **ES** = Expanded Service (low without new or grant revenue)

When completing the Project Request Form, use these designations. CPC may adjust the prioritization.

NEW/IMPROVEMENT PROJECTS

For projects carried over from FY25 or new projects, please fill out the Project Request Form with the following information:

- **Project Description:** Provide a high-level overview.
- **Justification:** Explain the need and priority of the project.
- **Cost:** Outline the anticipated funding and costs over five years.
- **Status:** Detail the carryover or multi-year project status.
- **Capital Plan Table:** Fill in the fiscal years
- **Materials and Services Impact Table:** Anticipated yearly operating costs

Complex projects may require a Capital Investment Analysis. If this is requested by the CPC, the PMO will contact the Project Advisor. Additional documentation may be requested by the CPC.

SUBMISSION DETAILS

For new project requests, use the Project Request Form. New project requests for the next fiscal year should be submitted by November 15th, 2024. Click the “Submit PRF” button on the PRF and automatically send the PMO your project request form.

For carryover requests, use the Project Request Form. Initial carryover requests for the next fiscal year should be submitted by November 15th, the same as new project requests.

CAPITAL PROGRAM COMMITTEE MEMBERS

- David Trimble (Chair)
- Denise LaRue (Vice Chair)
- Tom Dietz
- Shofi Ull Azum
- Patricia Feeny
- Jaél Rose
- Cliff Carpentier
- Melissa Kidd (Support)
- Dorrene Edwards (Support)
- [Open Procurement Manager] (Support)
- Tim Reedy (Support)
- Peggy Greene (Support)
- Matt Marquez (Support)
- Zach Leeth (Support)
- Mike Taylor (Support)

ASSET INVENTORY/REPLACEMENT TABLES (MAINTENANCE)

As part of the Transit Asset Management Plan (TAMP) and NTD reporting, departments must update all FY26 asset inventory tables with condition assessments (1-5 scale).

FREQUENTLY ASKED QUESTIONS

- **What defines a capital project?**
Capital projects include acquisition, construction, improvement, and maintenance of facilities and equipment, costing over \$5,000, with a useful life of more than one year.
- **What if my project has an operating component?**
Submit requests for capital components now as part of the Capital Budgeting process.
- **What if my project is not listed in the CIP?**
You can add projects to the CIP anytime by submitting a Project Request Form and ICE after managerial approval.
- **What if I can't complete my project as budgeted?**
Projects must be budgeted based on expected cash flows. Excessive carryover is an issue that will be closely monitored by the CPC.

For additional guidance, contact a PMO member to clarify any questions that may arise.

RESOLUTION NO. 2025-01

AMENDING RESOLUTION POLICY #119 FOR A TRANSIT ASSET MANAGEMENT POLICY AND PLAN

WHEREAS, the Salem Area Mass Transit District, hereafter referred to as "District," is duly established and empowered under ORS 267; and

WHEREAS, the District receives Federal funding, and is considered a Tier II reporting agency under Federal requirements set forth in Moving Ahead for Progress in the 21st Century (MAP-21), and in subsequent rulemaking, is required to adhere to a set of standards in their approach in maintaining capital assets; and by reporting annually through the National Transit Database and during the Triennial Review process.

WHEREAS, the Transit Asset Management Policy #119 outlines the District's overall asset management approach in a manner consistent with current federal regulations (49 U.S. Code § 5326) and sets the direction for establishing and following through with transit asset management strategies and plans that are achievable with available funds

WHEREAS, the Policy complies with the Federal Transit Administration (FTA) Transit Asset Management (TAM) Final Ruling on July 26, 2016.

WHEREAS, the Policy serves to communicate the Board's commitment to the District Team, and to the communities that the District serves to maintain the District's assets in a state of good repair.

WHEREAS, the Policy expresses the Board's intention to foster a culture of continuous improvement in asset management planning and performance.

WHEREAS, the Board of Directors has the authority to approve and amend the District TAM Policy, and shall review the Policy every three years.

WHEREAS, the General Manager/CEO or designee shall have overall responsibility for overseeing the development of asset management plans and procedures, in cooperation with the District Team, and shall report to the Board on the status of asset management for the District.

WHEREAS, in accordance with this Policy, implementation of the TAM Plan shall be a shared responsibility for all of the District's departments.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TRANSIT DISTRICT;

THAT, the District's TAM Policy and Plan will improve transparency and accountability, and optimizes capital investments and maintenance decisions. Additionally, the District will have the ability to make improved, data-driven decisions, and to increase the overall safety benefit to the organization.

THAT, the Board adopts Resolution #2025-01 to update the Transit Asset Management Policy #119 and TAM Plan.

ADOPTED by the Board of Directors on this 27th day of February 2025 and effective thereupon.

ATTEST:

Kirra Pressey
Clerk of the Board

Maria Hinojos Pressey
Board President

APPENDIX 13: REFERENCE DOCUMENT LIST

- Fleet Maintenance Plan
- Facilities Maintenance Plan
- Contingency Fleet Plan



FLEET MAINTENANCE PLAN

2025

DOCUMENT CONTROL HISTORY

Version	Document Title	Date	Comments
0.1	Fleet Maintenance Plan	10/31/15	
0.2		5/4/2018	General Update
0.3		10/1/2024	Review & Update

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Title VI

Cherriots ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally- assisted programs and activities. For questions regarding Cherriots Title VI Program, you may call (503) 588-2424.

Americans with Disabilities Act (ADA) Information

The Americans with Disabilities Act, Title II, states, in part, that "no otherwise qualified disabled individual shall, solely by reason of such disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in programs, services or activities sponsored by a public entity." At Cherriots, we are committed to complying with the requirements of Title II of the ADA in all of its programs, services, benefits and activities.

ACRONYMS

ADA	Americans with Disabilities Act
APC	Automatic Passenger Counters
ASA	Automated Stop Announcements
AVL	Automatic Vehicle Location
CAD	Computer Aided Dispatch
CBI	Contingency Bus Inspection
CNG	Compressed Natural Gas
DRI	Digital Recorder – Voice Announcing System
DVI	Daily Vehicle Inspection
DVIR	Daily Vehicle Inspection Report
FTA	Federal Transit Administration
PM	Preventive Maintenance
SOPs	Standard Operating Procedures
TC	Transit Center <ul style="list-style-type: none">• DTC – Downtown Transit Center• KTC – Keizer Transit Center• WSTC – West Salem Transit Center
UGB	Urban Growth Boundary

1. INTRODUCTION

Salem Area Mass Transit District, more commonly known as Cherriots, is a transit district based in Salem, Oregon. Cherriots provides weekday, Saturday, Sunday and most holiday bus and paratransit service in Salem and neighboring Keizer, as well as to Marion and Polk counties. Salem Area Mass Transit District was established by the State of Oregon in 1979. Before then, the City of Salem operated bus service under the name Cherriots.

The population of Salem's urbanized area is around 252,700 along Interstate 5 and the population of the overall Cherriots service area is around 428,500, covering 114 square miles in the Willamette Valley of Oregon. In Fiscal Year 2019, annual Cherriots ridership between all services was just over 3.1 million, averaging 12,686 rides per day. With the effects of COVID-19, Fiscal Year 2021 ridership was down significantly providing 1.5 million rides averaging 5,752 rides per day. Cherriots local bus service operates with 53 peak vehicles. There are an additional 43 vehicles dedicated to providing Cherriots LIFT paratransit service.

Cherriots is governed by a seven-member appointed Board of Directors and provides service in both Marion and Polk counties. Salem is the Capital of Oregon, and the Salem-Keizer urbanized area is situated 47 miles south of Portland and 64 miles north of Eugene.

The range of Cherriots urban local fixed-route and commuter bus service, rural commuter express service, paratransit service, and dial-a-ride service specific to seniors and individuals with limited abilities, provide approximately 3.1 million passenger trips annually in Fiscal Year 2019 and 1.5 million in Fiscal Year 2021 down due to COVID-19. All Cherriots local services operate Monday through Friday, 5:00 a.m. to 11:00 p.m., and Saturday, 7:00 a.m. to 9:00 p.m. Sunday and most holidays, 8:00 a.m. to 8:00 p.m. Sunday service began on Sunday, September 5, 2021. Holiday service began on Veterans Day, November 11, 2021.

Cherriots local fixed-route bus services are primarily offered within the Salem-Keizer Urban Growth Boundary (UGB), as defined by state statute. The Cherriots Regional service connects the Salem-Keizer area with the city of Wilsonville to the north, where riders can directly access the Portland metropolitan area, as well as to surrounding, rural communities in Marion, Polk, Linn, Yamhill, and Clackamas counties. The population served by Cherriots full range of services is well over 500,000.

Cherriots mission is to connect people with places through safe, friendly, and reliable public transportation services. With 20 Cherriots local routes, fixed-route service provides regularly-scheduled transit service connecting workforce centers, a multitude of medical and health care services, senior centers, continuing education establishments, and shopping districts. Cherriots partners with outlying communities to provide commuter express services that bring people directly from outlying areas to the critical services offered within the cities of Salem and Keizer.

Salem is the state capital and the county seat of Marion County. Cherriots operates specific routes that are aimed at providing transportation to large work centers, such as the Capitol Mall, Chemeketa Community College, and Salem Hospital. One of the busiest corridors of the city, Lancaster Drive, is home to malls and retail facilities. These are large employment providers and generate jobs for economically-disadvantaged individuals. The most popular destination of transit riders in east Salem is Chemeketa Community College, another large employer and the local community college.

The population of Cherriots service area grew 11.6 percent from 2010 to 2020. Approximately 58 percent of Cherriots riders do not have access to a vehicle, compared to 39 percent of neighboring TriMet riders and 29.4 percent of Lane Transit District's riders.

While economic growth is slowly returning to the Salem-Keizer area, 35.8 percent of the residents who live within the Salem-Keizer urban growth boundary still live below 200 percent of the federal poverty line and are considered “low-income.”

Cherriots LIFT service provides complementary paratransit service under the Americans with Disabilities Act (ADA) within the UGB. Cherriots Shop and Ride is a shopper shuttle and dial-a-ride service available to seniors 60+ and individuals with limited abilities with no required qualification. Cherriots operates Cherriots Regional providing commuter express and flex-route service in rural Marion, Polk, and Linn counties. Cherriots Trip Choice promotes and coordinates easy and cost-effective transportation options throughout Marion, Polk, and Yamhill counties. It offers information and coordination for carpooling, vanpooling, public transit, bicycling, walking, and telecommuting.

Cherriots serves the largest public and private employers in Salem. These are the State of Oregon offices (39,000 employees as of June 2020) and Salem Health (5,200 employees). An analysis of the September 2021 transit network and 2019 employment data identified 84 percent of jobs within the Salem-Keizer urban growth boundary are located within a quarter mile of any bus stop in Cherriots Local transit service network. Focusing jobs, housing, and services to best take advantage of the Cherriots transit system ultimately will reduce the need to drive, therefore, enriching the lives of the community.

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

Cherriots

Local bus routes serve local streets in the Salem-Keizer area, providing service within the Salem-Keizer UGB (Figure 1).

Cherriots Regional

Regional express routes provide bus service between towns and cities mostly in Marion and Polk counties. Additionally, Cherriots provides the Polk County Flex, an origin-to-destination service in Dallas, Monmouth, and Independence (Figure 2). In May 2020, the Polk County Flex became a deviated fixed route called the Route 45. Route 45 provides service between Dallas, Monmouth, and Independence. Route 45 runs every 2 hours between 8:00 a.m. and 5:00 p.m. on weekdays. Stops on Route 45 are spaced about a quarter mile apart, providing more access for seniors and people with limited abilities.

Cherriots LIFT

Origin-to-destination paratransit service provides rides to those who are unable to independently access Cherriots local bus service due to their functional ability. LIFT serves the Salem-Keizer UGB. Riders must be found eligible and trips must be scheduled in advance. During Fiscal Year 2020, Cherriots provided 47,143 LIFT rides (down due to the ongoing Covid-19 pandemic.) Cherriots Contracted Services Department is part of the Operations Division, which includes Cherriots LIFT, Regional, and Shop and Ride services. The LIFT service is expressed in all caps to distinguish the program name from the vehicle lifts. LIFT is not an acronym. Cherriots operates LIFT service through a contract with a private-sector company, which provides staff for the operation of the vehicles. Cherriots owns and maintains the LIFT vehicles operated by the private company. Cherriots LIFT trips are reserved through the Cherriots Call Center, formerly known as Trip Link, which is also operated by a private-sector company. Cherriots provides the facility and all equipment to the Call Center. Cherriots additionally contracts with a private-sector company for Cherriots LIFT eligibility determinations. Cherriots is responsible for program, contract, and operations management for the LIFT transportation service, Call Center, and LIFT Eligibility.

Cherriots Shop and Ride

Shop and Ride includes both a shopper shuttle and origin-to-destination dial-a-ride service for seniors and individuals with limited abilities who may not qualify for ADA service. This service operates throughout the Salem-Keizer UGB, and trips must be scheduled in advance.

Cherriots Maintenance Department

The Cherriots Maintenance Department is responsible for all aspects of maintaining, servicing, and cleaning of buses and support vehicles for transit services in the Cherriots fleet. The Maintenance Department is also responsible for the upkeep and repair of Cherriots equipment and facilities, including bus stop signs and passenger shelters. The Maintenance Department strives to provide safe, reliable, and clean buses, using the most efficient and cost-effective maintenance practices, products, and personnel resources.

2. FLEET MAINTENANCE OVERVIEW

2.1 Management Philosophy and Organization

The success of the Maintenance Department, in the eyes of our riders, is due in large part to our safety, reliability, efficiency, cleanliness, and friendliness of the system. Hence, the continued effort to maintain our fleet in good working order is of paramount importance. Cherrlots also ensures all its contractors adhere to this philosophy and that they make it part of their day-to-day efforts.

The Maintenance Department has a strong focus on delivering on the mission. One of the keys to ensuring that our preventative maintenance schedule. That begins with using the original equipment manufacturer's specifications and enhance where applicable to reflect actual operational experiences. Maintaining vehicles in a state of good repair allows Cherrlots to realize the full useful life of each vehicle purchased. Moreover, we are able to reduce conditions and failures which may result in unsafe conditions. Reliability is not just limited to early and timely detection of problems, but is also dependent upon a well-trained staff, ongoing communication between Cherrlots staff and contractor personnel, and the general maintainability of equipment.

The Maintenance Plan provides a working outline for Cherrlots and its contractors to ensure the overall reliability of the system. Processes have been established to effectively communicate Cherrlots goals and objectives, track key performance indicators, and adjust, when necessary, based on both positive and negative trends.

Cherrlots Maintenance supervisory staff must provide adequate personnel to operate a full schedule of services and ensure employees have a strong commitment to customer service. Moreover, Cherrlots Maintenance team members demonstrate a focus on continuous improvement in operational performance through dedication of local and regional resources.

2.2 Maintenance Goal

To provide efficient and fiscally responsible maintenance services allowing the fleet, facilities, and support equipment to be used for their intended purposes.

Preventative Maintenance (PM) inspection's goal of 100% on-time completion is a critical component to maintaining a high up-time to deliver vital public transit service to our community. (See Appendix A for the Preventative Maintenance Inspection Reports.)

2.3 Maintenance Objectives

- Complete major vehicle repairs based upon most reliable life cycle, at the lowest cost.
- Identify, design, and incorporate improvement projects to reduce and minimize total operating and maintenance costs.
- Operate the facility utilities and fleet in the most cost-effective manner, while providing a high level of reliability.
- Provide a method for comprehensive reporting and identification of necessary repairs and maintenance work.
- Maintain the proper level of spare parts and supplies to support timely maintenance and repairs.
- Accurately track the cost of all maintenance work.
- Schedule all planned work in advance, and allocate staff to meet planned and unplanned events.
- Monitor the progress of all maintenance work to successful completion.
- Maintain complete historical data concerning the facilities in general and equipment and related components.
- Continually seek workable engineering and technological solutions to maintenance problems.
- Perform daily housekeeping and cleaning functions to maintain safe and efficient facilities.
- Promptly respond to and repair minor problems in the facilities.

- Maintain bus stops and shelters in a manner that provides a clean, attractive, and safe area for customers.

2.4 Bus Stops and Shelters

Cherriots currently has over 700 bus stop signs passenger shelters in place in our service area. Bus stops and shelters are located, installed, and maintained in consideration of Cherriots passengers’ comfort and convenience.

Graffiti and vandalism to Cherriots bus stops and shelters is removed or repaired as soon as it is reported. Incidents of damage or vandalism are reported to the Dispatch office by Transit Operators, Operations Supervisors, other agencies, and/or the public. These reports generate a work order that is logged into a database to track repairs and costs; the work order is given to the Facilities Department for removal or repair within five working days. Repairs for damage to signs or shelters that may cause harm to the public are begun as soon as reported. Paint and pen graffiti can be removed in the field daily by performing scheduled cleaning and trash removal duties. Etching of shelter panels may be removed by sanding. Broken or damaged panels are removed as soon as practicable to eliminate the possibility of public injury due to sharp or hazardous edges.

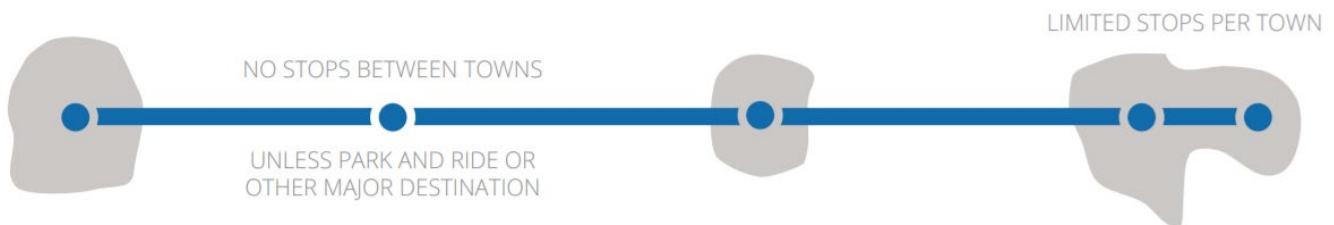
Fixed-Route Local Bus Stops

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



Regional Express Bus Stops

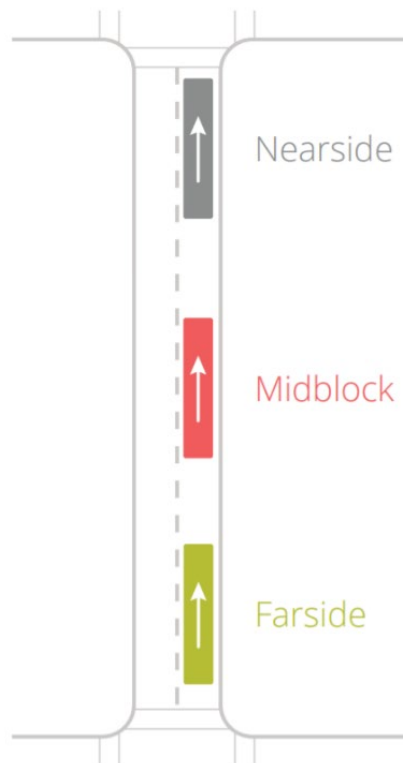
For regional express routes, limited stops should be placed within towns and cities. Unlike local service, the primary point of regional express service is to help riders travel between cities, not within. Typically, stops are placed at major destinations such as shopping centers, universities, and in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



Stop Placement

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

- Far-Side of Intersection
Far-side bus stops are located after crossing through an intersection. Far-side placement is preferred because it makes it easier for buses to get back into a travel lane due to gaps in traffic created by traffic signals. However, multiple buses serving a far-side stop at the same time might block an intersection.
- Near-Side of Intersection
Near-side bus stops are located at the side of the block prior to crossing an intersection. An advantage of nearside stops is that time spent waiting at a red light can overlap time loading and unloading riders. However, there is an increased risk of conflicts with vehicles making right turns.
- Mid-Block
Mid-block stops experience less pedestrian congestion than the other two stop locations. However, unlike far-side and near-side stops, mid-block stops encourage riders to cross the street in the middle of the block, which is unsafe. Other riders may have to walk long distances to safely cross at an intersection.



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

2.5 Fleet Overview

Cherriots Local Fixed-Route

Cherriots entire bus fleet is broken down into the following categories: 26' low-floor gasoline cutaway buses, 35' and 40' low-floor Compressed Natural Gas (CNG) buses, and 35' and 40' low-floor diesel buses and 40' Battery Electric Buses (BEBs). Each local, fixed-route bus is fully ADA accessible with a kneeling chassis and a wheelchair ramp. Cherriots maintains an active fixed-route fleet and a contingency fleet for

emergency use. The peak requirement for Cherriots Local is 58 buses. Cherriots has a current active fleet size of 70 Cherriots Local buses. Please see Table 1 for the exact fixed-route fleet breakdown and Section 2.8 for contingency fleet information.

Cherriots LIFT – Paratransit

The Cherriots LIFT fleet consists of gasoline-powered, cutaway-style and CNG-powered, cutaway style vehicles. All of the cutaway-style bus fleet are fully ADA accessible with wheelchair lifts or ramps and have between two (2) and four (4) securement areas for people using a mobility device. Seating for ambulatory customers is a combination of seats fixed to the bus floor and seating that is attached to the wall, but can be folded up against the interior wall of the bus, to open floor space for wheelchair securement. Ambulatory seating varies by sub-fleet, with a seated maximum of thirteen (13) and a minimum of six (6). The number of seats available for ambulatory customers depends on the number of wheelchair spaces occupied. The peak requirement for Cherriots LIFT is 37 buses. Please see Table 2 for the exact Cherriots LIFT paratransit fleet breakdown and Section 2.8 for contingency fleet information.

Cherriots Regional

The Cherriots Regional fleet consists of eighteen (18) vehicles, fourteen (14) medium-duty buses and four (4) cutaway-style vehicles. Regional buses are equipped with wheelchair lifts. Ambulatory seating varies by vehicle size with a seated maximum of 28 and minimum of 3. The number of seats available for ambulatory riders depends on the number of mobility device spaces occupied. Cherriots Regional has a current active fleet size of 18 buses. The peak requirement for Cherriots Regional is 16 buses. Please see Table 3 for the exact Cherriots Regional fleet breakdown and Section 2.8 for contingency fleet information.

Cherriots Shop and Ride

The Cherriots Shop and Ride fleet consists of 3 fully ADA accessible cutaway-style buses. Shop and Ride buses are equipped with wheelchair lifts. Ambulatory seating varies by vehicle type and size with a seated maximum of 13 and minimum of 3. The number of seats available for ambulatory riders depends on the number of mobility device spaces occupied. The peak requirement for Cherriots Shop and Ride is 2 buses. Please see Table 4 for the exact Cherriots Shop and Ride fleet breakdown and Section 2.8 for contingency fleet information.

Cherriots Support Vehicles

Cherriots Support Vehicle fleet consists of sedans, SUVs, trucks, and minivans. There are 22 Cherriots Support Vehicles currently.

Software Programs

The Maintenance Department currently operates FleetNet for its fleet maintenance and parts inventory control. It also interfaces to our scheduling software Trapeze and our Intelligent Transportation System from Avail Technologies. The Maintenance Department also uses FleetNet to compile and generate reports to compute budgetary and expense information, track road call summaries, and for tracking mileage data.

Cherriots uses FuelServe for vehicle fueling which also an authorized employee to use an assigned card or their employee number to complete a fueling transaction.

2.6 Service Overview

For the fiscal year 2024, Cherriots Local routes travels 4,122,563 revenue miles. The paratransit fleet averages 750K revenue miles. Vehicles are in operation approximately 5:00 a.m. to 11:30 p.m.

Time spent outside of revenue operation is used for performing all necessary service, cleaning, and maintenance to the vehicles. The Cherriots Dispatch Office is open 3:30 a.m. to 12:00 a.m., Monday-

Saturday, 5:00 a.m. to 10:00 p.m. on Sunday, and is responsible for assigning replacement vehicles when needed, in accordance with the available vehicle list from the Maintenance Department. Expanded service hours are to be determined. Before service operation, all vehicles are given a pre-trip inspection.

Defects found upon completion of the pre-trip inspection are recorded on the DVIR or mobile data terminal. (See Appendix B for the DVIR). Dispatch is notified of any defects that render the vehicle unusable. Defects are resolved by the Maintenance Department when the vehicle is no longer in revenue operation.

The LIFT Program operations model consists of manifests being created based on the trip requests received in the Call Center. The manifests are electronically provided to the operators of the LIFT service. Manifests are then assigned to a vehicle and completed by an Operator. All LIFT maintenance is performed by Cherriots Maintenance Department employees, excluding minor maintenance activities specifically outlined as responsibility of the LIFT contractor. Cherriots has general program and operations direction and oversight responsibility.

2.7 Existing Bus Fleet

All vehicles in operation are wheelchair accessible and adhere to ADA compliance standards.

Table 1, Cherriots Local Fixed-Route Fleet, provides detailed information on the vehicles used for fixed-route revenue operations.

Table 1 - Cherriots Vehicle Replacement

CHERRIOTS REQUIREMENTS – ACTIVE FLEET						
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2023
223-226	2008	40	4	BD	Gillig	15
227, 234	2011	40	8	BD	Gillig	12
123-126	2011	35	4	BD	Gillig	12
127-130	2012	35	4	BD	Gillig	11
1801-1806	2019	35	6	RNG	Gillig	4
1851-1856	2019	40	6	RNG	Gillig	4
1901-1904	2019	35	4	RNG	Gillig	4
1951-1963	2020	40	13	RNG	Gillig	3
2251-2255	2022	40	5	RNG	Gillig	1
2390-2393	2023	26	4	Gas	Arboc	0
2370-2379	2024	40	10	Electric	Gillig	-1
TBD	2026	40	10	Electric	Gillig	-3
TBD	2026	40	2	Gas	Arboc	-3
TBD	2027	40	4	TBD	Gillig	-2030
TBD	2028	40	12	TBD	TBD	-5

Table 2, Cherriotics LIFT Paratransit Fleet, provides detailed information on the vehicles used for paratransit operations.

Table 2 - Cherriotics LIFT Vehicle Replacement

CHERRIOTS LIFT VEHICLES						
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025
834,837	2010	22	2	Gas	Startrans	15
838,842,843	2011	22	4	Gas	Startrans	14
846-849	2011	22	4	Gas	Startrans	14
851-853	2011	22	3	Gas	Startrans	14
862-865	2013	22	4	Gas	Arboc	12
1401-1403	2014	15	3	Gas	AM General	11
1404-1407	2015	22	4	Gas	AM General	10
866-870	2018	22	5	Gas	Glaval	7
871-875	2019	22	5	Gas	Eldorado	6
876-878	2022	22	3	Gas	NorCal	3
TBD	2026	22	7	Alt	TurtleTop	-1
TBD	2028	22	10	Alt	TBD	-3
TBD	2029	22	10	Alt	TBD	-4
TBD	2030	22	7	Alt	TBD	-5

Table 3, Cherriotics Regional, provides detailed information on the vehicles used for regional operations.

Table 3 - Cherriotics Regional Vehicle Replacement

CHERRIOTS REGIONAL REQUIREMENTS - ACTIVE FLEET						
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025
308-311	2020	25	4	Gas	Cutaway	5
361-363	2018	32	3	Diesel	Bluebird	7
364-370	2022	32	7	Diesel	Bluebird	3
TBD	2027	25	4	Alt	TBD	0
TBD	2030	32	4	Alt	TBD	

Table 4, Cherriotics Shop and Ride Fleet, provides detailed information on the vehicles used for paratransit operations.

Table 4 - Cherriotics Shop and Ride Vehicle Replacement

CHERRIOTS SHOP AND RIDE VEHICLES						
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2024
504	2010	22	1	Gas	Champion	14
552	2019	22	1	Gas	Eldorado	5
505	2020	22	1	Gas	Eldorado	4
TBD	2028	22	1	TBD	TBD	-4
TBD	2029	22	1	TBD	TBD	-5

2.8 Contingency Fleet

Contingency Fleet Service Requirements

As of 2024, Cherriots maintains a contingency fleet of four (4) vehicles. The Cherriots contingency fleet consists of vehicles that have already reached the end of their useful life and are no longer needed for normal scheduled service. The contingency fleet will be maintained under the following circumstances:

- Restoration of previously reduced service.
- Major temporary, dedicated service events such as construction or other interruptions to regular service.
- Major service emergency conditions, like declared natural disasters such as major region-wide flood or winter storm, resulting in a temporary surge for Cherriots ridership demand, or possibly damage to regular active fleet buses requiring temporary substitution of contingency buses for regular buses until the regular buses can be returned to service.
- Sudden surge in Cherriots ridership demand due to national or regional fuel emergencies.

Cherriots shall send a letter of notification to the FTA should there be a need to fully reactivate a contingency bus for active service.

Contingency Fleet Maintenance

Cherriots contingency buses have been removed from normal scheduled maintenance and put into a Contingency Bus Inspection (CBI) program, which is performed every 180 days. CBI inspections consist of: brake adjustments, air, electrical, throttle, interlock system operation check and fluid level check for all contingency buses.

2.9 Operating Spare Ratio

Fixed-Route

Maintenance's current standard is to maintain approximately 20% spare ratio to ensure vehicle availability, optimize maintenance costs, and is based upon PM peak pullouts. This ratio calculated based upon the entire fleet.

Paratransit

The goal for Cherriots LIFT service delivery is to maintain at least a 16% spare ratio, which is based upon average peak pullouts. As of March 2024, the maximum peak pullout was 31 vehicles.

2.10 Current Maintenance Staffing

The Cherriots Maintenance Department currently has 42 employees that include: Department Manager, Vehicle Maintenance Supervisors, Facilities Maintenance Supervisor, Journey Mechanics, Service Technicians, Service Workers, Facilities Maintenance Workers, Procurement Assistant, Parts and Supplies Clerk, and Staff Assistant. Department personnel may work any shift over a five-day period, performing varied assigned tasks.

Table 5 - Cherriots Maintenance Employee Shift Distribution

Position	Day	Swing
Journey Mechanic	6	5
Service Technician	3	3
Service Worker	2	6
Facilities Maintenance Supervisor	1	
Facilities Maintenance Technician	1	
Facilities Maintenance Worker	7	3
Procurement Specialist	1	
Parts and Supplies Clerk	1	
Maintenance Supervisors	2	2
Maintenance Training Supervisor	1	
Maintenance Administrative Assistant	1	
Maintenance Manager	1	

Cherriots Maintenance employees operate on a 22-hour, seven-days-a-week work schedule. All shifts are staffed to accommodate scheduled PM inspections and fleet modifications, as well as unscheduled repairs when vehicles are out of operation. Shifts are scheduled so there is an overlap between shifts for continuity of operation.

2.11 Employee Performance

Cherriots has an annual performance appraisal program using forms that are periodically revised to better address performance criteria and to improve the quality of the appraisal. Training is also provided to supervisors to assist them in the process and outcome. Cherriots subscribes to a positive corrective action approach, as well as a progressive discipline program in addressing performance deficiencies. Employees are recognized and rewarded for system-improving suggestions and ideas.

Training is regarded as an essential element in our effort to improve maintenance productivity. Maintenance training is directed toward developing and upgrading skills necessary for proper vehicle maintenance, equipment modification, system procedures, and new equipment orientation. The program also focuses on management to enhance leadership skills and supervisory practices to increase productivity levels and maintain a responsible maintenance environment. In-house training consists of both classroom and on-the-job training. Equipment and product vendors periodically hold seminars and training sessions at Cherriots facilities.

2.12 Maintenance Performance Indicators

Fixed-Route

Each year, the Maintenance Department identifies goals critical to successful performance of the fixed-route fleet. Vehicles must be reliable, clean, safe, and accessible for both internal and external customers, and annual goals are directed at meeting those standards in a cost-effective manner. A monthly benchmark report tracks the ability of the Maintenance Department to meet its goals. There are the current targets (fiscal year 2024-2025):

1. Overall miles between major mechanical failures is greater than or equal to 9,000 miles
2. PM compliance is at 100

Previous goals have focused on overtime costs, spare ratio, preventive maintenance, on-time compliance, maintained pullouts, frequency of interior cleaning and steam cleaning, and repair to payroll hour ratios

in addition to attendance, inventory value, cost per vehicle mile and road call mileage (Figures 1). When goals are consistently met, they become a regular part of operations and other goals are introduced.

Figure 1 - Cherriots PM On-Time Performance

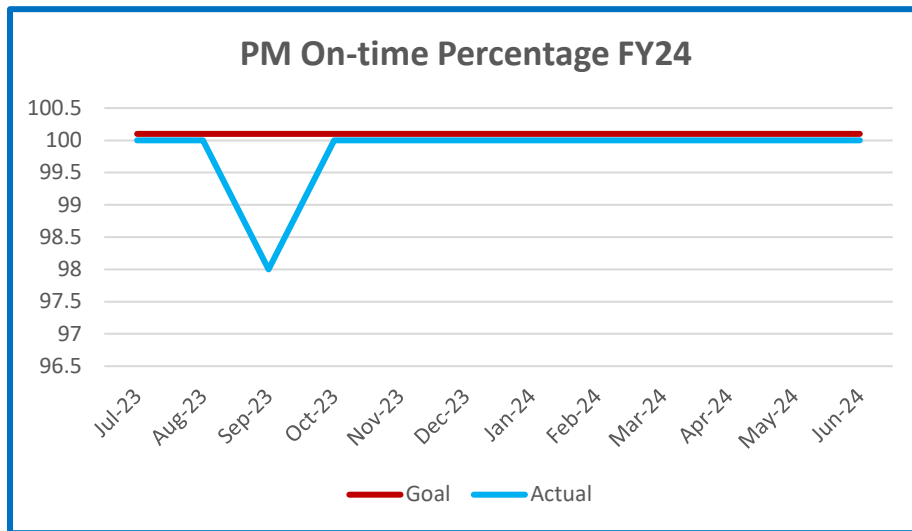


Figure 2 - Cherriots Cost per Mile Diesel Fleet

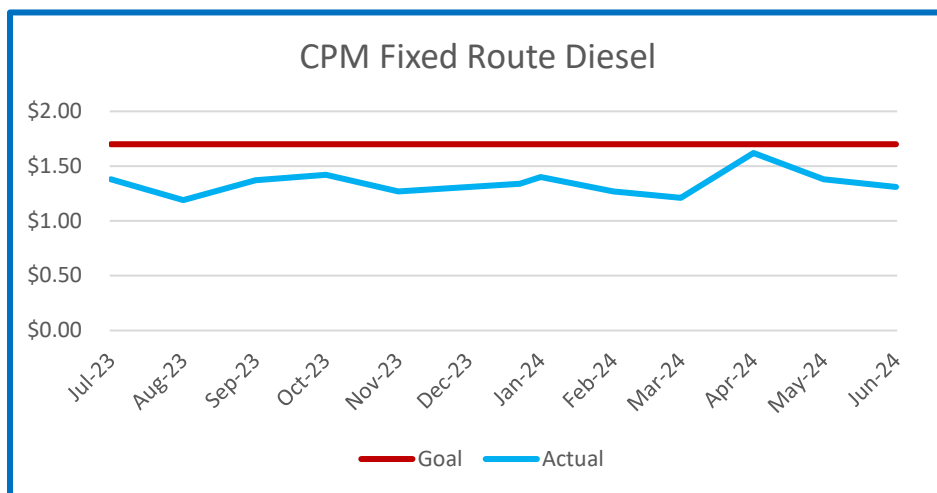


Figure 3 - Cherriots Cost per Mile CNG/RNG Fleet

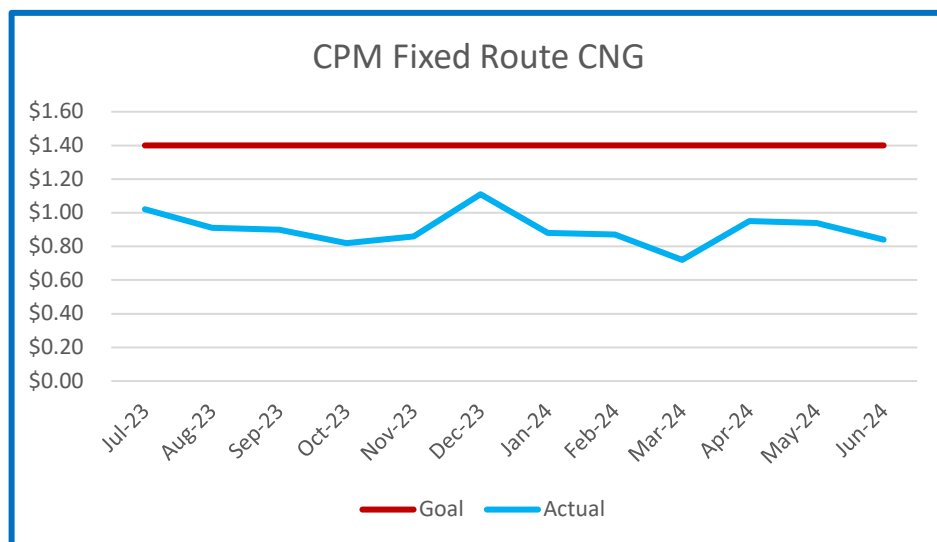
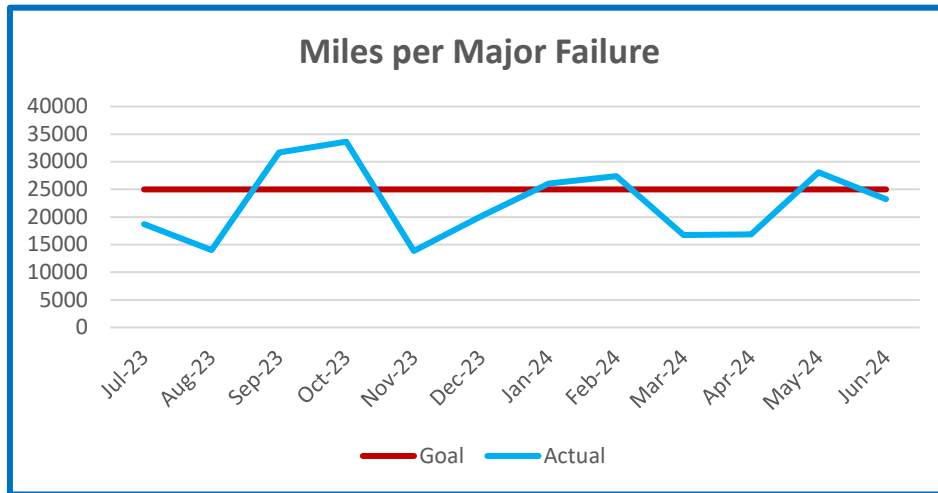


Figure 4 – Miles per Major Mechanical Failure – Fixed Route



2.13 Scheduled Maintenance

Fixed-Route

All local fixed-route, LIFT, Regional, and Shop and Ride vehicles are scheduled for regular preventive maintenance. Preventive maintenance schedules vary in accordance to the system on which the maintenance is performed. Inspection procedures vary slightly depending on the model and make of the vehicle and its components.

General Preventive Maintenance

- 'A' Inspection – Oil change, oil sample, engine pressure wash interior/exterior inspection, chassis lubrication, brake inspection, differential fluid level reading, farebox inspection.
- 'B' Inspection – 'A' inspection, plus wheelchair lift inspection, and transmission sample.
- 'C' Inspection – 'B' inspection, plus engine valve adjustment, air conditioning inspection, air system serving, and CNG tank inspection (if equipped).
- 'D' Inspection – 'C' inspection, plus valve adjustment, cooling system service, transmission service, air cleaner replacement, pack wheel bearings, and hydraulic and differential fluid change.

The schedule for general preventive maintenance varies by fleet and/or engine manufacturer. Anytime drive train fluid is removed, oil analysis is used to determine the optimum extended oil change interval. The interval for each type is listed in Table 6, General PM Intervals.

Table 6 – General PM Intervals Rotation A,A,B,A,A,C,A,B,A,A,D

MODEL YEAR	BUS SERIES	A	B	C	D
2008	113-122, 223-226	6,000	18,000	36,000	72,000
2011	123-126, 227-234	6,000	18,000	36,000	72,000
2012	127-130	6,000	18,000	36,000	72,000
2019	1801-1806, 1851-1856, 1901-1904	6,000	18,000	36,000	72,000
2020	1951-1963				
2022	2251-2255	6,000	18,000	36,000	72,000
2023	2390-2393	6,000	18,000	36,000	72,000
2024	2370-2379	6,000	18,000	36,000	72,000
All	Category E1 and D	6,000	18,000	36,000	72,000
All	Category B	6,000	18,000	36,000	72,000

Transmission Preventive Maintenance

- During 'T' Inspection (every 18,000 miles) – Visual inspection, fluid drain and filter change, record fault codes, ATF sample and road test for proper shifts and retarder functions.
- 'LR' Inspection (every 72,000 miles) – 'L' inspection, plus pan drop for metal and clutch check, and operating pressure check, along with fluid replacement.

Engine Preventive Maintenance

- 'E' Inspection (every 50,000 to 75,000 miles, depending on fleet) – Manual and electronic idle and valve checks and tune-up inspection.

Air Conditioning Preventive Maintenance

- 'ACB' Inspection (every 24,000 miles) – 'ACA' inspection, plus clutch bearing lubrication, pressure and temperature check, and filter replacement.
- 'ACC' Inspection (every 48,000 miles) – 'ACB' inspection, plus compressor area steam cleaning, voltage/amperage readings from motors, and compressor operating efficiency tests.

Brake Preventative Maintenance

- PM Inspections are performed on brakes every 6,000 miles.
- Brakes efficiency is checked with an electronic brake de-accelerometer after any brake repair work and for driver complaints. There must be a 50% efficiency rate at 20>MPH.
- Application valve, parking brake valve, and relay valves are checked for leaks and performances at 6,000-mile intervals and rebuilt or replaced, as needed.
- Moisture ejector valve is rebuilt and desiccant cartridge is changed, as needed.
- Major brake overhaul intervals occur at an average of every 100,000 miles, because buses are equipped with retarders. Overhauls include the following:
 - Relining
 - Drums turned
 - All seals replaced
 - Worn and damaged components checked and replaced
 - S-Cam and bushings inspected and replaced, as necessary
 - Wheel bearings cleaned and repacked and new seals installed
 - Bus is test driven and checked with brake meter
 - Non-asbestos lining is used on all reclining

Differentials Preventative Maintenance

- Done in conformance with manufacturer's suggested service intervals.
- Gear oil changed at 72,000 PM.
- Life expectancy at 350,000 miles.

Cooling System Preventive Maintenance

- Cooling systems are maintained by providing a source of anti-freeze and water in the bus wash for topping up, as needed.
- The coolant is changed on a 2-year cycle, assuring the coolant is at the proper protection level using both anti-freeze and an additive package. Coolant filters permeated with Nalcool are utilized.
- Repairs to the system are on an as-needed basis. Adding to the cooling system is monitored by the fueling sheets, which indicate coolant usage by coach on a daily basis.

Wheelchair Lift Preventive Maintenance

- 'WLR' Inspection (every 12,000 miles) – Clean platform, check ride and step height, inspect system for leaks, and lubricate all moving parts.
- 'WLX' Inspection (every 48,000 miles) – 'WLR' inspection, plus fluid and filter change.

Restraints

- All vehicles are equipped with a Q-Straint 4-point wheelchair restraint system.

Other Preventive Maintenance

- 'FB' (Farebox) Inspection (annual inspection) – Coin mechanism, bill transport, coin escrow, bill stuffer, logic board, and lock inspection, lube, adjust, and bulb replacement, as needed.
- 'CAM' (Camera System) Inspection (every 12,000 miles) – Procedural check of all cameras, data packs and data recorders.
- 'CBI' (Contingency Bus) Inspection (every 90 days) – Brake adjustments, air, electrical, throttle, and interlock system operation check, and fluid level check for all contingency buses.

Oil Sampling

Oil samplings are taken at each oil change. In addition to determining oil and filter service intervals, sampling provides specific data on the levels of contamination present, such as coolant, soot, or high metal content.

Transmission and differential samples are taken if problems are suspected. The most recent result of sampling is studied by management and placed in a file for each engine. Appropriate preventative steps are taken, and repairs are performed, as necessary.

Sampling of bulk supplies at the time of delivery is taken periodically to ensure quality and consistency.

Electrical Component Rebuild

Electrical components are rebuilt on an as-needed basis or as bench work, time permitting. Starters, motors, relay boards are checked to determine what is needed. Personal computer boards are repaired or replaced as needed. Typically, alternators and starters are sent out for rebuild. Armatures are turned and cleaned, brushes are replaced, coils are repaired or replaced, and new bearings and seals are installed.

Farebox Maintenance

Electronic registering fareboxes are regularly maintained and repaired, as needed. A designated area is equipped with the necessary electronic repair equipment to do all repairs and adjustments in-house. Fareboxes are probed each night and cashboxes emptied twice a week. Maintenance reports are monitored for problems.

Communications, Electronics, and Security Equipment

All buses in the fleet are equipped with Digital Recorder (DRI) Voice Announcing Systems, an automatic announcement system, triggered by GPS technology.

All buses are equipped with surveillance cameras to record activity within the coach. The system has an 'event' button, which preserves a recorded period, as well as an impact sensor.

Setup and troubleshooting is performed as the new buses arrive. Subsequent repairs are performed on an as-needed basis, with the aid of Original Equipment Manufacturers (OEM) and by qualified in-house staff.

Upholstery Repair

Seat coverings are repaired on an as-needed basis. Graffiti is removed immediately upon discovery. The Maintenance Department performs all repairs and re-upholsters in-house.

Bus Towing

Emergency repairs are made at the site of failure if the responding mechanic determines it can be done safely and efficiently. All towing is done by an outside towing service.

Daily Vehicle Inspections (DVI)

DVI books are supplied on all buses. There are two books on each bus. One book reflects the prior 30-day pre- and post-trips, along with defects that have repairs signed by Maintenance staff. The second book is the current book that contains the most recent defects and repairs.

DVIs are delivered to the Maintenance facility nightly after the runs are completed. All write ups are checked out before the bus is returned to service. Depending upon the severity, some may be repaired immediately, while others may be deferred to a later date or determined unjustified.

DVIs are filed for reference and retained in accordance with the archive retention schedule.

A process has been developed that allows Maintenance to correspond to the Operators on all repairs completed.

Tires

Cherriots currently has a tire purchase agreement with Cascade Tire. This Agreement include tires for the Cherriots local, non-revenue, regional, LIFT services.

The Maintenance Department personnel perform all mounting, dismounting, and minor repairs to the tires. The tires are branded with an identifying number that is used to rack the tire throughout its life using the FleetNet tire module. Air pressure and tread wear checks are performed weekly on the fleet.

- Front
 - Tires are removed at 8/32' to use at a rear tire position.
 - 4/32" tread depth minimum on any major tread groove on front axle.
 - A front-end alignment is performed whenever abnormal tire wear exists.
 - Toe in is checked every 36,000 miles.
 - These tire casing are recapped once and used on the rear.
- Rear
 - 2/32" tread depth minimum on any major tread groove on the rear axle.
 - Sidewalls are monitored for curb scuffing.
 - Tire pressure, wear and tread depth.
 - Each week every tire is checked.
 - Minimum tire pressure is maintained for maximum tire life, as recommended by tire manufacturer.
- Wheels
 - Checked for cracks during mounting and painting.
 - Sandblasted, inspected and repainted when a new tire is installed.

Inventory and Parts

The parts inventory consists of approximately 2,200 different line items.

Inventory is stocked in five locations:

- Parts Room for smaller, fast-moving items
- Receiving area for large, bulky items

- Tire Room for tires and wheels
- Mezzanine area for body panels, glass, and slow-moving items
- Maintenance Shop and Fuel Island for oil and anti-freeze barrels

Parts are recorded in inventory and the computerized inventory system by:

- Major component classification
- Part number
- Location
- Bin location

Physical inventory is taken at the end of each fiscal year. Physical inventory counts are handwritten on computer-generated count sheets by location. An employee, who is not a member of the counting team, then enters the counts into the computer. Upon completion of the physical inventory, a computer printout is made of the total parts inventory valuation. This inventory valuation, together with the original count sheets and “issued/receipts” location sheets, are turned into the Operations Division. The Operations Division, which has kept a separate inventory count during the year, then reconciles and makes the necessary adjustments. This process is done in June of each year, and is monitored by an auditor who ensures the validity and accuracy of the inventory process and its resulting figures.

Parts Issues

All parts issued are entered into the computerized inventory system. The Repair Order form provides the data for entering parts issued, as well as labor associated with the vehicle repairs. The parts inventory is automatically adjusted by charging out the part from the inventory to the repair order. This is done by data entry in the FleetNet computer program. The labor hour portion of the repair order records all labor segments for each repair performed, thereby completing the total repair cost on that repair order.

Parts Receipts

Cherriots purchase order with the vendor packing slip, or invoice, provides the necessary data for the parts receipt transaction. Information included on these documents includes:

- Vendor name
- Date of order
- Date received
- Part number
- Quantity
- Unit cost
- Total cost

The date parts are received is noted on the packing slip, as well as the receiving clerk’s signature.

Shop Purchasing

Cherriots purchase order is issued to procure shop parts, goods, and services. The purchase order is coded with an appropriate Divisional budget number for each item procured. All procurement action is initiated by a requisition, which is reviewed and approved by the Maintenance Manager.

For individual parts, goods, and/or services in excess of \$2,000.00, at least three supplier cost estimates must be solicited and submitted with an approved requisition prior to approval of a purchase order. The criteria used in soliciting quotes for Maintenance Shop parts and supplies are: best quality, best cost, timely delivery. Prior to any purchase, all applicable supplier catalogs are consulted.

Diesel and gasoline fuel is purchased via spot pricing using four different fuel vendors. Diesel and gasoline purchases are made on an as-needed basis.

Warranty Procedures

Warranty claims vary by supplier and the nature of the product. Claims are processed in a variety of ways: warranty service orders, phone calls, faxes, and meetings with supplier representatives, until a satisfactory settlement has been received. Warranty claims are recorded prior to submission to the manufacturer.

While most repairs are performed by the manufacturer's staff or by other qualified representatives, Maintenance staff track labor hours for work they perform on warranty items. The manufacturer typically supplies replacement parts.

When a warranty payment is received during the same fiscal year as the original payment, the amount is credited back to the same account charged when the original payment was made. Copies of original invoice and entry sheet are used as back-up.

When components on vehicles fail, a Maintenance Mechanic reviews the components history via FleetNet. If there is a possibility of warranty existing, the component is given to the Parts Department for further investigation.

If warranty exists, the supplier is contacted and the item is logged on the warranty tracker. When the claim is complete, the results are also logged. In most instances, SAMTD is issued a replacement part. Some instances such as batteries, the item is prorated or a credit is issued.

If the vendor issues a credit memo, once it is received, it is posted back to the same purchase order/invoice/account number that the original payment was made against.

Core charges when paid are charged to a separate account line item. Cores returned are credited back to this account. This account is reconciled to ensure all credits and charges are accurate.

Typical warranties include:

- Propulsion Systems
 - Engines
 - Transmissions
- Subsystems
 - Wheelchair ramps, dryers, and door systems
 - Brake systems, heating, ventilation, and air conditioning
 - Air compressors and starters/alternators
 - Destination signs, digital recorders, radios
 - Surveillance cameras
 - Batteries

Paratransit

The paratransit fleet has a two-level preventive maintenance inspection program: 'A' level service every 5,000 miles for minivans or every 6,000 miles for LIFT buses, and 'B' level service every 30,000 miles for all LIFT revenue vehicles. As with fixed-route inspections, the 'B' service is more progressive than the 'A' service. These consist of eight service sections:

1. Test drive – Inspection includes: starter, warning devices, dashboard gauges, interior lights and switches, steering wheel play, fast idle switch, heater, air-conditioner, horn, fire extinguisher, seatbelts, wipers, parking and foot brakes and interlock, and record engine rpm and oil pressure.
2. Under chassis and lube – Inspection includes: steering assembly and U joints, kingpins and tie rods, front axle assembly, sway bars and linkage, springs and shocks, brakes, drums, wheel seals, driveshaft, differential, drain transmission fluid/replace filter/refill, fuel tanks and lines, frame and cross members, and lube complete unit.

3. Service – Inspection includes: exterior lights, windshield cleaner fluid, condition of wiper blades and arms, mirrors, body condition, bumpers/mud flaps/brackets, headlamps, take oil, coolant and transmission fluid samples for analysis, coolant, drain fuel/water separator and crankcase, and replace fuel and oil filters.
4. Upper chassis, engine and electrical – Inspection includes: exhaust system, power-steering fluid, fan shroud, water pump, belts, AC compressor, alternator, air-intake filter, and batteries.
5. Engine inspection (with engine running) – Inspection includes: recording oil pressure, filters, lines and gaskets, exhaust, and fault codes.
6. Wheelchair lift (ramp on minivans) – Inspection includes: operation, lube, check for loose hardware and fluid leaks, and warning buzzer.
7. Tires and wheels – Inspection includes: record tread depth and tire pressure, visual inspection for wear or damage, and wheel nuts and axle flange nuts.
8. Final inspection – Inspection includes: check engine oil level, check for additional PM to be performed, and update PM sticker.

Through oil analysis, the 6,000-mile PM interval was deemed too long for vehicles equipped with the Ford 6.0 motor. A new PM measure (“1OF”) was implemented to change the oil and filter at 3,000 miles to combat fuel dilution occurring in the oil due to the specific duty cycle of a shuttle bus, which includes an inordinate amount of idling.

2.14 Scheduled Predictive Maintenance

Fixed-Route

Predictive maintenance is performed on components that have exhibited a determined lifetime. Components are identified for predictive maintenance in accordance with their frequency of unscheduled repairs. Component replacement history by fleet type is statistically reviewed to determine the optimum replacement schedule. Cherriots currently has numerous components on a predictive maintenance schedule: air dryers, brake application valves, brake relay valves (front and back), air compressors, alternator bearings, fuel pumps, water pumps, turbochargers, operator seats, diesel particulate filters, DEF filter, air cleaners, interior cabin filters, Amorex fire suppression actuators, some transmissions, suspension airbags, windshield wipers, fuel injectors, electric starters and engine thermostats.

Cherriots is always evaluating and identifying bus components that could be placed on a predictive replacement interval.

Paratransit

There is no scheduled predictive maintenance program currently in place for the LIFT fleet.

2.15 Unscheduled Maintenance

Fixed-Route

Unscheduled maintenance is classified into four categories: Road calls, pullout repairs, operator reported defects, and yard/field repairs.

- Road call repairs: A repair where a disruption of service has occurred or a vehicle is traded out of service due to mechanical, or safety concerns.
- Pullout repairs: Problems with a vehicle, typically minor mechanical or safety issues, that are found by the Operator that must be fixed before the vehicle is put into service.
- Operator reported defects: Problems with a vehicle that do not warrant a disruption of service and are mainly comfort, cosmetic, or minor mechanical issues.

- Field repairs by downtown mechanics and yard repairs: Repairs done to the vehicle within the yard confines, typically for cosmetic or minor mechanical issues at fixed locations or transit centers.

All unscheduled maintenance is entered into the FleetNet and corrective actions to remedy the problem are recorded. Those that are safety-related or likely to result in a road call, are repaired before being returned to service. Defects not falling into the above categories, but not able to be repaired immediately, are deferred and scheduled for further repairs at a later date.

Paratransit

Unscheduled maintenance is identified on the fleet of LIFT vehicles: at the time of the Operator's pre-trip inspection before pull-out, during service when a road call or vehicle tow is required, and in response to a written Operator defect report submitted to Maintenance. Safety- and maintenance-related issues that do not allow for safe operation of a vehicle, are repaired before the vehicle is used to deliver service. LIFT utilizes FleetNet to save all repair history in regards to vehicles.

2.16 Cleaning Program

Fixed-Route

During the nightly service process, where buses are refueled and have their fluids checked, each interior is cleaned to remove dust, trash, etc., before being run through a wash rack for exterior cleaning. In addition, floors are mopped, as needed, but no less than once per week. Wheels are cleaned regularly, at no less than once per week.

Paratransit

Cleaning of buses is part of the transportation providers' contract. Operators daily sweep out buses, remove trash from vehicles and spot clean windows, surfaces and floors, as needed. The transportation provider contracts with a vendor who performs thorough interior cleaning and exterior cleaning.

2.17 Bus Maintenance Facilities

Fixed-Route

Bus Maintenance is headquartered at 3140 Del Webb Avenue, Salem, Oregon. The Del Webb facility was built in 1968, and has undergone several remodels and additions. Fleets consist of 35' and 40' buses. Bodywork is contracted by local vendors. Transmissions needing rebuilt are sent to vendors for repairs. All other repairs are performed in-house. Cherriots Facilities Department maintains the bus garages.

Paratransit

LIFT operations is located at 2195 Hyacinth Street NE, Salem, Oregon. All vehicle maintenance (excluding identified light maintenance items: replacing headlights, taillights, wiper arms and blades, adding washer fluid and topping off engine oil/transmission fluid) is performed at the Maintenance facility. Buses are transferred from their operating base to the Maintenance facility for necessary preventive maintenance and repairs. Body damage repairs are done by outside contractors. LIFT maintenance has 10 bus bays equipped with lifts.

3. FLEET AND FLEET MANAGEMENT

3.1 Quality of Service – Fixed-Route and Paratransit

Connecting people with places through safe, friendly, and reliable public transportation services is a key element to the Cherriots system. Safe, frequent, reliable and comfortable service on modern vehicles is fundamental to improving service quality and attracting new riders. Cherriots will maintain and improve the quality of its transit service as described below.

Safety and Security

Ensuring safe operation of transit service and safe design of transit facilities and equipment is embedded into all Cherriots activities. Similarly, all Cherriots employees serve as ‘eyes and ears’ for security awareness.

- Procurements and construction of new buses and facilities include safety requirements in design and performance specifications, which are verified in design reviews and testing. Safety hazards are formally identified, assessed, and resolved as part of developing specifications and designs. Acceptance testing against safety-related design and performance requirements is formally performed and documented. Certification that all safety design requirements have been met, as well as the following operational safety requirements, is required before completed facilities and equipment are placed into passenger service. Standard Operating Procedures (SOPs) govern all operations, to assure safety and quality.
- Safety training for employees is formal and documented, specific both to job classification and the specific equipment or facility involved.
- Emergency response drills are conducted periodically.
- Every accident is analyzed for preventability, with lessons learned implemented by improvements to procedures, training, or equipment, as appropriate.
- Safety audits are performed on an ongoing basis, and the Federal Transit Administration (FTA) performs safety program oversight.

Security programs include:

- All Cherriots employees serve as ‘eyes and ears’ for security awareness and reporting.
- Security procedures assure rapid and assured communication and response to a reported security situation. Cherriots Dispatch works closely with 9-1-1 dispatch centers to assure the fastest possible police or emergency response.
- Cherriots buses have security cameras onboard.

Frequency and Levels of Service

Service frequencies often reflect the demand for service; however, Cherriots understands the importance of frequency as it applies to quality of service. Frequent service contributes to ridership in several ways:

- It reduces actual and, even more substantially, perceived travel time by transit.
- It makes the need to transfer less onerous. Given contemporary multi-destination travel patterns, Cherriots cannot connect all the origins and destinations with direct service. If the transfer wait time is short and the transfer environment is good, customers will be much more willing to transfer.
- It makes transit convenient, an essential element in attracting more trips.

3.2 Reliability

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

However, it is difficult to predict exactly when a bus will arrive at every bus stop due to changing conditions on the ground, fluctuations in traffic, number of mobility devices, etc. As a result, on-time performance is measured only at bus stops with scheduled departure times, known as time points. Additionally, buses are considered 'on time' if they depart up to five minutes late from their time points. On-time performance is measured on the route level and system level, both for the entire day and the PM peak (2:00 p.m. – 6:59 p.m.)

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

3.2.1 On-Time Performance

Fixed-Route

A bus is considered on time if it arrives at the published schedule time, but not early, or is less than five minutes after its scheduled departure time. Information on bus arrival times is regularly collected and summarized at least twice a year. The goal is for at least 85 percent of all bus trips arrive at time points 'on time' during an average weekday.

Paratransit

A LIFT ride is considered on time if the vehicle arrives within a 30-minute window that is given to the customer at the time the ride is reserved. The on-time standard for Cherriots LIFT is 98%. Cherriots establishes a 95% goal for on-time arrival for the Cherriots LIFT service.

On-Street Improvements

Traffic preferential improvements along roadways that help improve the reliability of bus service include:

- Keizer Transit Center signal
- Bus stop improvements
- Management and route design measures to reduce run times and improve reliability

Technological Applications

Cherriots is currently working to procure computer aided dispatch and automatic vehicle location (CAD/AVL) software, which will allow all buses to be tracked in real-time, and make it possible to comprehensively measure the share of trips on time, as described in this section. This will also allow us to consider monitoring headway adherence of frequent service – in other words, whether buses are evenly spaced. Until then, staff use a different methodology to sample on-time performance – the best methodology given Cherriots technology and resources. Every April and October, Cherriots uses security cameras at the Downtown Transit Center and Keizer Transit Center to measure end-of-route on-time performance. Buses arriving five minutes after their scheduled arrival time or later are considered late. Everything else is considered on time. (The target is 85% on time throughout the day, and 75% on time during the PM peak.) Additionally, Operations Supervisors conduct point checks in the field to ensure buses are not departing their time points early. Once the CAD/AVL solution is fully implemented (likely in 2019), staff will no longer need to sample trips to determine on-time performance.

3.3 Service Delays – Fixed-Route and Paratransit

Miles Between Road Calls - Fixed-Route

Fleet reliability is measured in miles between road calls. In addition to preventive maintenance, the Maintenance Department is now pursuing predictive maintenance where high profile components are replaced on a schedule determined by historical failures.

Road calls are applicable to 30' and 40' buses, and are divided into four categories:

- Major road calls are defined as road calls due to a mechanical failure that affects movement or safety, such as an engine, transmission, brakes or door.
- Minor road calls are defined as road calls due to a mechanical failure of a part that does not affect movement or safety, such as air conditioning or wheelchair lifts or ramps.
- Other road calls are defined as road calls caused by non-mechanical issues, such as accidents or bio-hazards.
- Total road calls are defined as the summation of major and minor road calls.

Chargeable road calls are the basis for performance goals of the Department.

Miles Between Road Calls - Paratransit

Provider contractor has adopted the new road call reporting process for LIFT maintenance that is similar to the process in place for fixed-route bus maintenance. This mileage is monitored closely for trends of increasing or decreasing road call incidents.

4. PLANNED BUS PROCUREMENT

Fixed-Route - Vehicle Replacement

Cherriots replaces 35' and 40' fixed-route buses after approximately 15 years, in accordance with our Transit Asset Management State of Good Repair targets. * The FTA's Useful Life Benchmark standard for fixed-route buses is 12 years or 500K Miles. Because of exceptional preventative maintenance, Cherriots is able to capture additional years of service. Bus replacement is a top priority of Cherriots. Costs of the replacement purchases, as planned, are included in the Capital Plan (Table 7).

Table 7 - Cherriots Vehicle Replacement

CHERRIOTS REQUIREMENTS - ACTIVE FLEET														
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY	REPLACE BY END FY	CURRENT	2025	2026	2027	2028	2029	
223-226	2008	40	4	BD	Gillig	15	2023	4	0	0	0	0	0	
227, 234	2011	40	8	BD	Gillig	12	2026	8	8	8	0	0	0	
123-126	2011	35	4	BD	Gillig	12	2026	4	4	4	0	0	0	
127-130	2012	35	4	BD	Gillig	11	2027	4	4	4	4	0	0	
1801-1806	2019	35	6	RNG	Gillig	4	2034	6	6	6	6	6	6	
1851-1856	2019	40	6	RNG	Gillig	4	2034	6	6	6	6	6	6	
1901-1904	2019	35	4	RNG	Gillig	4	2034	4	4	4	4	4	4	
1951-1963	2020	40	13	RNG	Gillig	3	2035	13	13	13	13	13	13	
2251-2255	2022	40	5	RNG	Gillig	1	2037	5	5	5	5	5	5	
2390-2393	2023	26	4	Gas	Arboc	0	2029	4	4	4	4	4	4	
2370-2379	2024	40	10	Electric	Gillig	-1	2039	10	10	10	10	10	10	
TBD	2026	40	10	Electric	Gillig	-3	2041	0	4	4	4	4	4	
TBD	2026	40	2	Gas	Arboc	-3	2041	0	0	2	2	2	2	
TBD	2027	40	4	TBD	Gillig	-2030	2042	0	0	0	4	4	4	
TBD	2028	40	12	TBD	TBD	-5	2043	0	0	0	8	12	12	
Fleet Size								68	68	70	70	70	70	
RNG - Renewable Natural Gas														
BD - Renewable Diesel (R-99)														
Electric - Electric														

Cherriots LIFT – Vehicle Replacement

Cherriots replaces our Cutaway-style vehicles at approximately eight (8) years, as well as our current fleet of MV-1 vehicles, in accordance with our Transit Asset Management (State of Good Repair) targets. * Generally, the FTA’s Useful Life Benchmark is five (5) years. Because of exceptional preventative maintenance, Cherriots is able to capture additional years of service. Bus replacement is a top priority of Cherriots. Costs of the replacement purchases, as planned, are included in the Capital Plan (Table 8).

Table 8 – Cherriots LIFT Vehicle Replacement

CHERRIOTS LIFT VEHICLES													
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY	REPLACE BY END FY	CURRENT	2025	2026	2027	2028	2029
834,837	2010	22	2	Gas	Startrans	15	2018	2	2	0	0	0	0
838,842,843	2011	22	4	Gas	Startrans	14	2019	4	4	0	0	0	0
846-849	2011	22	4	Gas	Startrans	14	2019	4	4	0	0	0	0
851-853	2011	22	3	Gas	Startrans	14	2019	3	3	3	0	0	0
862-865	2013	22	4	Gas	Arboc	12	2021	4	4	4	2	0	0
1401-1403	2014	15	3	Gas	AM General	11	2022	3	3	0	0	0	0
1404-1407	2015	22	4	Gas	AM General	10	2023	4	4	0	0	0	0
866-870	2018	22	5	Gas	Glaval	7	2026	5	5	5	0	0	0
871-875	2019	22	5	Gas	Eldorado	6	2027	5	5	5	5	0	0
876-878	2022	22	3	Gas	NorCal	3	2030	3	3	3	3	3	3
TBD	2026	22	7	Alt	TurtleTop	-1	2034	0	0	7	7	7	7
TBD	2028	22	10	Alt	TBD	-3	2036	0	0	10	10	10	10
TBD	2029	22	10	Alt	TBD	-4	2037	0	0	0	10	10	10
TBD	2030	22	7	Alt	TBD	-5	2038	0	0	0	0	7	7
Fleet Size								37	37	37	37	37	37

Regional – Vehicle Replacement

Cherriots runs several different vehicle types for its Cherriots Regional Service. Category B vehicles are replaced on a 12-year cycle, in accordance with our Transit Asset Management (State of Good Repair) targets. * All Cutaway-style vehicles are replaced on an eight (8) year cycle, as previously detailed in the Cherriots LIFT section. Because of exceptional preventative maintenance, Cherriots is able to capture additional years of service. Bus replacement is a top priority of Cherriots. Costs of the replacement purchases, as planned, are included in the Capital Plan (Table 9).

Table 9 – Cherriots Regional Vehicle Replacement

CHERRIOTS REGIONAL REQUIREMENTS – ACTIVE SHEET													
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY	REPLACE BY END FY	CURRENT	2025	2026	2027	2028	2029
308-311	2020	25	4	Gas	Cutaway	5	2028	4	4	4	4	4	0
361-363	2018	32	3	Diesel	Bluebird	7	2030	3	3	3	3	3	3
364-370	2022	32	7	Diesel	Bluebird	3	2034	7	7	7	7	7	7
TBD	2027	25	4	Alt	TBD	0	2035	0	0	0	0	0	4
TBD	2030	32	4	Alt	TBD		2042	0	0	0	0	0	0
Fleet Size								14	14	14	14	14	14
Gas – Gasoline													
Diesel – Diesel													
ALT – Alternative Fuel													

Shop and Ride – Vehicle Replacement

Cherriots replaces our Cutaway-style vehicles at approximately eight (8) years, as well as our current fleet of MV-1 vehicles, in accordance with our Transit Asset Management (State of Good Repair) targets. * Generally, the FTA’s Useful Life Benchmark is five (5) years. Because of exceptional preventative maintenance, Cherriots is able to capture additional years of service. Bus replacement is a top priority of Cherriots. Costs of the replacement purchases, as planned, are included in the Capital Plan (Table 10).

Table 10 – Cherriots Shop and Ride Vehicle Replacement

CHERRIOTS SHOP AND RIDE VEHICLES													
FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY	REPLACE BY END FY	CURRENT	2025	2026	2027	2028	2029
504	2010	22	1	Gas	Champion	14	2018	1	1	1	1	0	0
552	2019	22	1	Gas	Eldorado	5	2027	1	1	1	1	0	0
505	2020	22	1	Gas	Eldorado	4	2028	1	1	1	1	1	0
TBD	2028	22	1	TBD	TBD	-4	2036	0	0	0	0	1	1
TBD	2029	22	1	TBD	TBD	-5	2037	0	0	0	0	1	1
Fleet Size													
Gas – Gasoline													
ALT – Alternative Fuel													

* See Appendix C for Cherriots Transit Asset Management Targets (State of Good Repair)

APPENDIX A. PREVENTATIVE MAINTENANCE (PM) INSPECTION REPORTS

SALEM AREA MASS TRANSIT DISTRICT Inspection Checklist Items

Inspection Id: GI35

Type: A

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover on drivers seat
01.10	Fire Suppression System Check:
01.11	A. Fire suppression green LED on.
01.12	B. All other LED's off.
01.13	C. Press to test, bell and relay engaged LED on. Push Relay Reset to clear
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.81	Farebox mounting
01.90	Check door operation - speeds and sensitive edges.
02.10	Check wheelchair ramp operation - tie-down straps, seat belts, wheel locks, and fold-up seat.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check bike rack - lube latch, hinges, and check all for proper operation.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Fill windshield washer reservoir
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.89	Check paper towel and puke bag
02.90	Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: A

Item Number	Description
02.92	3-4 - Gauze pads
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.29	Clean water spots on mirrors and drivers window areas.
03.30	Steam clean engine, transmission, radiator, & undercarriage before inspection and road test.
03.32	Steam clean fuel tank
03.34	Open rear fenders & steam clean
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.42	Perform shop test with digital recorder - Route code 9999
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.52	Decel test Park brake _____ % _____ foot from 20 mph.
03.58	Check fire suppression bottle gauge in green area.
03.59	Drain ping air tank, valve at RR corner of bus under bumper
03.60	Check all fluid levels - engine oil, power steering fluid, transmission, coolant.
03.80	Change oil and filters, take sample at operating temperature. Use back up wrench when removing drain plug Torque drain plug 32ft/lbs
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft lbs or 156 in/lbs.
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjusters Clevis and Pins.
04.45	Check rear Brake Chambers vent tubes for cracking.
04.46	Do brake stroke measurement with 90 to 100 PSI Gillig Fronts 2" ,Rear 2" Max.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35

Type: A

Item Number	Description
04.47	Applied RF_____LF_____RR_____LR_____.
04.48	Brakes released RF_____LF_____RR_____LR_____.
04.49	Stroke length RF_____LF_____RR_____LR_____.
04.50	Record tire air pressure. - 120 PSI front and rear cold.
04.51	LF_____ RF_____ LRI_____ LRO_____ RRI_____ RRO_____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	LF_____ RF_____ LRI_____ LRO_____ RRI_____ RRO_____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.21	Check steering gear mounting plate for cracks.
05.30	Check wheel seals.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.85	Lube chassis. Lube S- cams & Anchor pins. 1 pump by hand pump only.
05.90	Check and clean DEF vent tube if equipped on DEF tank.
05.91	Change spin on fuel filter
05.92	Check Processor filter fuel level, change if needed.
06.00	Change hydraulic oil filter
06.10	Drain 4 air tanks at front of bus & check for excess moisture.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. .
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean or replace driver's heater filter.
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.70	Check air filter minder - change filter if in red area. Date filter when changed.
06.72	Remove belt covers ,check belts,Idlers pulleys bearings & tensioner.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: GI35
Type: A

Item Number	Description
06.80	Check condition of alternator belt and power steering pump belt.
06.81	Check AC compressor drive belt (200 lbs +/- 10 lbs)
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.51	Clear engine codes with lap top.
07.52	Remove hard drive .View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
07.53	Check recorder date and time,make sure it is set to the present time and date.
08.74	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.08	Pressure check cooling system--Should hold 16 lbs.
09.09	Check Wheel chair ramp torque on drive sprocket screws-(130 inch lbs. use blue loctite)
09.10	Road test on return check for leaks and fluid levels.
09.11	Check interior cleanliness to make sure it is presentable for the public before parking.

**SALEM AREA MASS TRANSIT DISTRICT
 Inspection Checklist Items**

Inspection Id: GI35
 Type: B

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover on drivers seat
01.10	Fire Suppression System Check:
01.11	A. Fire suppression green LED on.
01.12	B. All other LED's off.
01.13	C. Press to test, bell and relay engaged LED on. Push Relay Reset to clear
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.81	Farebox mounting
01.90	Check door operation - speeds and sensitive edges.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check bike rack - lube latch, hinges, and check all for proper operation.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Fill windshield washer reservoir
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.89	Check paper towel and puke bag
02.90	Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35

Type: B

Item Number	Description
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.29	Clean water spots on mirrors and drivers window areas.
03.30	Steam clean engine, transmission, radiator, & undercarriage before inspection and road test.
03.32	Steam clean fuel tank
03.34	Open rear fenders & steam clean
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.42	Perform shop test with digital recorder - Route code 9999
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.52	Decel test Park brake _____ % _____ foot from 20 mph.
03.58	Check fire suppression bottle gauge in green area
03.59	Drain ping air tank, valve at RR corner of bus under bumper
03.60	Check all fluid levels - engine oil, power steering fluid, transmission, coolant.
03.61	Check and clean DEF vent tube if equipped on DEF tank.
03.62	Change spin on fuel filter.
03.63	Check Processor filter fuel level, change if needed.
03.70	Sample Transmission fluid at operating temperature.
03.80	Change oil and filters, take sample at operating temperature. Use back up wrench when removing drain plug Torque drain plug 32ft/lbs
03.81	Change hydraulic fluid
03.82	Change hydraulic oil filter
03.83	Change coolant filter CAUTION: Turn coolant line valves back on after filter change.
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35

Type: B

Item Number	Description
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft lbs or 156 in/lbs.
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjusters Clevis and Pins.
04.45	Check rear Brake Chambers vent tubes for cracking.
04.46	Do brake stroke measurement with 90 to 100 PSI Gillig Fronts 2" ,Rear 2" Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____.
04.48	Brakes released RF _____ LF _____ RR _____ LR _____.
04.49	Stroke length RF _____ LF _____ RR _____ LR _____.
04.50	Record tire air pressure. - 120 PSI Front and Rear cold.
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.21	Check steering gear mounting plate for cracks.
05.30	Check wheel seals.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.- Lube S- cams & Anchor pins. 1 pump by hand pump only.
06.10	Drain 4 air tanks at front of bus & check for excess moisture.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. ...
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.41	Replace engine breather filter

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: GI35

Type: B

Item Number	Description
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.70	Check air filter minder - change filter if in red area. Date filter when changed.
06.72	Remove belt covers ,check belts,ldlers pulleys bearings & tensioner.
06.80	Check condition of alternator belt and power steering pump belt.
06.81	Check AC compressor drive belt (200 lbs +/- 10 lbs)
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.51	Clear engine code with lap top.
07.52	Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
07.53	Check recorder date and time,make sure it is set to the present time and date.
07.54	Check driver seat condition and lube sliders with Lift U chain lube.
08.10	Clean wheel chair ramp area.
08.11	Check chain tension and condition, dry lube.
08.12	Check platform holds straight out (2 lbs weight).
08.13	Dry lube pivot points and pins.
08.14	Check operation of wheel chair ramp and tie down system.
08.15	Check Wheel chair ramp torque on drive sprocket screws-(130 inch lbs. use blue loctite)
08.20	Check tanks regulators behind driver head for 23 lbs setting (+, -- ,3 lbs)
08.74	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.09	Clean, lube & inspect Coin Validator soleniod
09.11	Clean Bill Validator externally & internally.
09.13	Inspect & clean trim belts & pulleys
09.17	Clean & inspect trim black rubber rollers
09.18	Pressure check cooling system --Should hold 16 lbs.
09.21	Road test on return check for leaks and fluid levels.
09.22	Check interior cleanliness to make sure it is presentable for the public before parking.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: C

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover on drivers seat
01.10	Fire Suppression System Check:
01.11	A. Fire suppression green LED on.
01.12	B. All other LED's off.
01.13	C. Press to test, bell and relay engaged LED on. Push Relay Reset to clear
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.81	Farebox mounting
01.90	Check door operation - speeds and sensitive edges.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check bike rack - lube latch, hinges, and check all for proper operation.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Fill windshield washer reservoir
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.89	Check paper towel and puke bag
02.90	Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35

Type: C

Item Number	Description
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.25	Clean Heaters and Evaporator coil areas, and change filter only if it is determined filter is plugged.
03.29	Clean water spots on mirrors and drivers window areas.
03.30	Steam clean engine, transmission, radiator, & undercarriage before inspection and road test.
03.32	Steam clean fuel tank area.
03.34	Open rear fenders & steam clean
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____
03.42	Perform shop test with digital recorder - Route code 9999
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.52	Decel test Park brake _____ % _____ foot from 20 mph.
03.53	AC check freon level.
03.58	Check fire suppression bottle gauge in green area
03.59	Drain ping air tank, valve at RR corner of bus under bumper
03.60	Check all fluid levels - engine oil, power steering fluid, transmission, coolant.
03.61	Check and clean DEF vent tube if equipped on DEF tank.
03.62	Change spin on fuel filter.
03.63	Check Processor filter fuel level, change if needed.
03.79	Sample transmission fluid. Do not change.
03.80	Change oil and filters, take sample at operating temperature. Use back up wrench when removing drain plug Torque drain plug 32ft/lbs
03.81	Change hydraulic oil filter
03.82	Change hydraulic fluid
03.84	Change coolant filter CAUTION: Turn coolant line valves back on after filter change.
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: C

Item Number	Description
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft lbs or 156 in/lbs.
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjusters Clevis and Pins.
04.45	Check rear Brake Chambers vent tubes for cracking.
04.46	Do brake stroke measurement with 90 to 100 PSI Gillig Fronts 2" ,Rear 2" Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____.
04.48	Brakes released RF _____ LF _____ RR _____ LR _____.
04.49	Stroke length RF _____ LF _____ RR _____ LR _____.
04.50	Record tire air pressure. - 120 PSI Front and Rear cold.
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.21	Check steering gear mounting plate for cracks.
05.30	Check wheel seals.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.- Lube S- cams & Anchor pins. 1 pump by hand pump only.
05.91	Remove cover - inspect & lube lower steering shaft
06.10	Drain 4 air tanks at front of bus & check for excess moisture.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. .

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: C

Item Number	Description
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.41	Lube Zirks on outside mirrors-only one short shot
06.42	Lube entrance & exit door lube points
06.43	Remove 3 access covers on steering column & lube upper steering shaft
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.63	Change starter at 110,00 miles. Last done at _____
06.64	If equipped with AD-9 Cartridge change every 36,000 miles and service purge valve assembly Date _____ Mileage _____
06.65	If equipped with Dual Turbo 2000 spin cartridge change every 72,000 miles and service purge valve assembly.DATE _____ Mileage _____
06.72	Remove belt covers ,check belts,Idlers pulleys bearings & tensioner.
06.80	Check condition of alternator belt and power steering pump belt.
06.81	Check AC compressor drive belt (200 lbs +/- 10 lbs)
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.52	Check to ensure blow-off caps are in place on all 4 fire suppression nozzles.
07.53	Amerex electrical actuator has self life of 12 years and in service life of 6 years. Date in service _____
07.55	Check for exterior body damage, note on photo page.
07.56	Change AC drier if moisture indicator not green.
07.58	Lube AC clutch with one pump of designated grease.
07.59	Lube evaporator motor shaft bearings.
07.60	Check evaporator drains are clear. Check evaporator compartment and clean as needed..
07.61	Check condenser compartment and clean as needed.
07.62	If equipped with change DEF system filter at pump and inline every 200,000 miles Part # 08000113 & 08000190--Mileage _____ Date _____
07.63	Adjust valves.
07.64	Change crankcase breather filter.
07.66	Clear engine codes with lap top.
07.68	Remove hard drive .View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
07.69	Check recorder date and time,make sure it is set to the present time and date.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35

Type: C

Item Number	Description
07.70	Check driver seat condition and lube sliders with Lift U chain lube.
07.71	Change driver seat bottom cushion & cover every 16 to 18 month. Date last done: _____ 01000870
08.10	Clean wheel chair ramp area.
08.11	Check chain tension and condition, dry lube.
08.12	Check platform hold straight out,(2 lb weight)
08.13	Dry lube pivot points and pins.
08.14	Check operation of wheel chair ramp and tie down system.
08.15	Check Wheel chair ramp torque on drive sprocket screws-(130 inch lbs. use blue loctite)
08.30	Check tanks regulators behind driver head for 23 lbs setting (+, -- ,3 lbs)
08.78	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.09	Clean, lube & inspect Coin Validator soleniod
09.11	Clean Bill Validator externally & internally.
09.13	Inspect & clean trim belts & pulleys
09.17	Clean & inspect trim black rubber rollers
09.37	Bill Transport - lube & inspect.
09.38	Pressure check cooling system--Should hold 16 lbs.
10.05	Check toe-in on front tires.
10.06	Road test on return check for leaks and fluid levels.
10.07	Check interior cleanliness to make sure it is presentable for the public before parking.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: D

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover on drivers seat
01.10	Fire Suppression System Check:
01.11	A. Fire suppression green LED on.
01.12	B. All other LED's off.
01.13	C. Press to test, bell and relay engaged LED on. Push Relay Reset to clear
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.81	Farebox mounting
01.90	Check door operation - speeds and sensitive edges.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check bike rack - lube latch, hinges, and check all for proper operation.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Fill windshield washer reservoir
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.89	Check paper towel and puke bag
02.90	Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: GI35
Type: D

Item Number	Description
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.25	Clean Heaters and Evaporator coil areas, and change filter only if it is determined filter is plugged.
03.31	Clean water spots on mirrors and drivers window areas.
03.32	Steam clean engine, transmission, radiator, & undercarriage before inspection and road test.
03.33	Steam clean fuel tank area.
03.34	Open rear fenders & steam clean
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.42	Perform shop test with digital recorder - Route code 9999
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.52	Decel test Park brake _____ % _____ foot from 20 mph.
03.53	AC check freon level.
03.59	Drain ping air tank, valve at RR corner of bus under bumper
03.60	Check all fluid levels - engine oil, power steering fluid, transmission, coolant.
03.61	Check and clean DEF vent tube if equipped on DEF tank.
03.62	Change spin on fuel filter. (20000032)
03.63	Check processor filter fuel level, change if needed. (20000021)
03.64	Sample & Change transmission fluid and filter, drain convertor.
03.78	Change rear axle gear oil. (FL000008)
03.80	Change oil and filters, take sample at operating temperature. Use back up wrench when removing drain plug Torque drain plug 32ft/lbs (FL20000026)
03.81	Change hydraulic oil filter (20000034)
03.82	Change hydraulic fluid
03.83	Change antifreeze (FL000005)
03.84	Change coolant filter CAUTION: Turn coolant line valves back on after filter change.
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system manifold and turbo for leaks.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: D

Item Number	Description
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft lbs or 156 in/lbs.
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjusters Clevis and Pins.
04.45	Check rear Brake Chambers vent tubes for cracking.
04.46	Do brake stroke measurement with 90 to 100 PSI Gillig Fronts 2" ,Rear 2" Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____.
04.48	Brakes released RF _____ LF _____ RR _____ LR _____.
04.49	Stroke length RF _____ LF _____ RR _____ LR _____.
04.50	Record tire air pressure. - 120 PSI Front and Rear cold.
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.21	Check steering gear mounting plate for cracks.
05.30	Check wheel seals.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.- Lube S- cams & Anchor pins. 1 pump by hand pump only.
05.91	Remove cover - inspect & lube lower steering shaft
06.10	Drain 4 air tanks at front of bus & check for excess moisture.
06.20	Check ground straps, battery cables, terminals, and starter connections.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: GI35
Type: D

Item Number	Description
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. .
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.41	Lube Zirks on outside mirrors-only one short shot
06.42	Lube entrance & exit door lube points
06.43	Remove 3 access covers on steering column & lube upper steering shaft
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.63	Change starter at 110,000 miles. Last done at _____ (06001052)
06.64	If equipped with AD-9 Cartridge change every 36,000 miles and service purge valve assembly Date _____ Mileage _____ (06000985)
06.65	If equipped with Dual Turbo 2000 spin cartridge change every 72,000 miles and service purge valve assembly.DATE _____ Mileage _____ (06001219)
06.70	Change air filter. Mileage & Date last done. _____ (20000013--20007--20000038-- 2011)
06.72	Remove belt covers ,check belts,Idlers pulleys bearings & tensioner.
06.80	Check condition of alternator belt and power steering pump belt.
06.81	Check AC compressor drive belt (200 lbs +/- 10 lbs)
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.51	Check Amerex fire suppression bottle gauge, needle should be in green range.
07.52	Check to ensure blow-off caps are in place on all 4 fire suppression nozzles.
07.53	Amerex electrical actuator has self life of 12 years and in service life of 6 years. Date in service _____
07.55	Check for exterior body damage, note on photo page.
07.56	Change AC drier if moisture indicator not green.
07.58	Lube AC clutch with one pump of designated grease.
07.59	Lube evaporator motor shaft bearings.
07.60	Check evaporator drains are clear. Check evaporator compartment and clean as needed.
07.61	Check condenser compartment and clean as needed.
07.62	If equipped with change DEF system filter at pump and inline every 200,000 miles Part # 08000113 & 08000190--Mileage _____ Date _____
07.63	Adjust valves
07.64	Change crankcase breather filter. (20000033)

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: GI35
 Type: D

Item Number	Description
07.65	Replace DPF, clean cat, reset with laptop-Mileage _____ Date _____ last done. R08000128-2012--R08000087--2007)
07.66	Clear engine codes with lap top.
07.68	Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
07.69	Check recorder date and time,make sure it is set to the present time and date.
07.70	Check driver seat condition and lube sliders with Lift U Chain lube.
07.71	Change driver seat bottom cushion & cover every 16 to 18 month. Date last done: _____ (01000870)
08.10	Clean wheel chair ramp area.
08.11	Check chain tension and condition, dry lube.
08.12	Check platform hold straight out (2 lb weight)
08.13	Dry lube pivot points and pins.
08.14	Check operation of wheel chair ramp and tie down system.
08.15	Check Wheel chair ramp torque on drive sprocket screws-(130 inch lbs. use blue loctite)
08.20	Inspect & Repack Front Wheel beainingsMileage _____ Date _____ Last done,(72,000 miles) (05000294)
08.30	Check tanks regulators behind driver head for 23 lbs setting (+, -- ,3 lbs)
08.85	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.09	Clean, lube & inspect Coin Validator soleniod
09.11	Clean Bill Validator externally & internally.
09.13	Inspect & clean trim belts & pulleys
09.17	Clean & inspect trim black rubber rollers
09.27	Clean & lube Cash box locking mechanism coin & bill stripper
09.29	Lube electronic lock drive gear & drive stud
09.37	Bill Transport - lube & inspect.
09.39	Cash Box - clean & lube locking mechanism, clean slides. USE GREASE SPARINGLY ! THANK YOU
09.41	Cash Box - replace battery every 3 years.
09.42	Mark date battery was replaced on cash box.
09.43	Electronic Lock & Locking Bar - lube drive gear & stud.
09.44	Electronic Lock Door Switch - check & adjust if necessary.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: GI35

Type: D

Item Number	Description
09.45	Coin Bypass - clean, lube & inspect.
09.46	Pressure check cooling system--Should hold 16 lbs.
10.05	Check toe-in on front tires.
10.06	Road test on return check for leaks and fluid levels.
10.07	Check interior cleanliness to make sure it is presentable for the public before parking.

SALEM AREA MASS TRANSIT DISTRICT

Preventative Maintenance - Vehicles

Veh #: 2379 Make/ Model: GILLIG 40' ELECTRIC Work Order #:
 Year: 2023 Veh Tag#: E298736
 Fleet: ELB ELECTRIC BUS

Inspection Id: Elec Type: C Description: 36,000 mile

Inspection #: 6

Forecast Miles: 5000.0	Forecast Hours:	Forecast Days:
Actual Miles: 6000.0	Actual Hours:	Actual Days:
Ltd Mileage: 146.0	Ltd Hours: 0.00	Current Date: 2/4/2025 1:17 PM
Hubodometer: 1795.0	Last Hours Reading: 0.00	Date Last Inspected: 7/13/2023 9:23 AM
Miles Last Inspection: 1795.0	Hours Last Inspection: 0.00	Days Last Inspection: 0
Miles Remaining: 4205.0	Hours Remaining: 0.00	Days Remaining: 0

Inspection Due

Date Completed: Performed By:

Check All Items Serviced

- 01.00 Date _____ Mileage _____ WO# _____ IND# _____
- 01.01 Probe Fare box, before starting service.
- 01.09 install protective seat cover on drivers seat
- 01.10 Fire Suppression System Check:
- 01.11 A. Fire suppression green LED on.
- 01.12 B. All other LED's off.
- 01.13 C. Press to test, bell and relay engaged LED on. Push Relay Reset to clear
- 01.20 Check brake and accelerator pedal action and feel, pump down air system.
- 01.21 Check throttle pedal spring on electronic control pedal.
- 01.25 Check seat belt cutter is properly mounted
- 01.30 Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
- 01.40 Check parking brake operation holds without movement. Idle to full throttle•- max 2 sec.
- 01.50 Check brake and accelerator interlock.
- 01.60 Check tilt steering wheel adjustment and telescope.
- 01.70 Check kneel operation and adjustments.
- 01.80 Check turn signals.
- 01.81 Farebox mounting
- 01.90 Check door operation - speeds and sensitive edges.
- 02.10 Check wheelchair seats, tie-down straps, seat belts, wheel locks, and fold-up seat. Check Q-Straint operation.
- 02.20 Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
- 02.30 Check window operations including emergency features.
- 02.31 Check vandal guard film for damage and scratches, and note if replacement is needed.
- 02.40 Check all interior and exterior lights.
- 02.50 Check back-up lights and horn.
- 02.60 Check bike rack - lube latch, hinges, and check all for proper operation.

Veh #: 2379

Make/ Model: GILLIG 40' ELECTRIC

Work Order #:

Year: 2023

Veh Tag #: E298736

Fleet: ELB ELECTRIC BUS

Inspection Id: Elec

Type: C

Description: 36,000 mile

Check All Items Serviced

- 02.65 Check Wheelchair Ramp operation.
- 02.70 Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
- 02.71 Fill windshield washer reservoir
- 02.80 Check for intact red tie on emergency triangle box - repl as needed.
- 02.81 Check expiration date on fire extinguisher - replace if needed.
- 02.82 Check for DVI book.
- 02.83 Check tank regulators behind driver head for 23 lbs setting. (+, -- ,3 lbs)
- 02.89 Check paper towel and puke bag
- 02.90 Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
- 02.91 10 ea - Band-aids (+/- 1 or 2)
- 02.92 3-4 - Gauze pads
- 02.93 3-4 - Disinfectant towelettes
- 02.94 2-3 - Pair Latex Gloves
- 02.95 1 ea - CPR Microshield
- 02.96 1 ea - Red Biohazard Bag
- 03.00 Check destination signs - operation, lights, glass.
- 03.10 Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
- 03.20 Loss of air pressure in one minute - brake. Record loss _____
- 03.25 Clean Heaters and Evaporator coil areas, and change filter only if it is determined filter is plugged.
- 03.27 Operate Radiator Cooling fans in reverse to blow out debris
- 03.28 Please don't blast electric fan motors with the pressure washer. Thanks.
- 03.29 Clean water spots on mirrors and drivers window areas.
- 03.30 Steam clean undercarriage before inspection and road test.
- 03.34 Open rear fenders & steam clean
- 03.40 Road test - check engine performance, steering, suspension noise.
- 03.42 Check the Drivers camera LCD screen. There should not be a Error message. There should be a "P" for recording on the primary drive. "S" means the harddrive is not locked into place.
- 03.51 Decel test Service brakes _____ % _____ foot from 20 mph
- 03.52 Decel test Park brake _____ % _____ foot from 20 mph.
- 03.53 AC check freon level.
- 03.54 Check fire suppression bottle gauge in green area
- 03.57 Pressure check cooling system--Should hold 16 lbs. There are 3 different systems to test
- 03.58 Test BTMS coolant conductivity

Veh #: 2379 Make/ Model: GILLIG 40' ELECTRIC

Work Order#:

Year: 2023 Veh Tag#: E298736

Fleet: ELS ELECTRIC BUS

Inspection Id: Elec **Type:** C **Description:** 36,000 mile

Check All Items Serviced

- 03.60 Check all fluid levels -power steering fluid, coolant level for HVAC, ECP (Pink Coolant), TMS (Clear Coolant)
- 03.69 Check fuel fill door safety switch - Engine should die when door is opened. PARK BRAKE MUST BE SET!
- 04.10 Check water, air, electrical & PS lines under bus for rubbing, kinks, frays & leaks
- 04.30 Brake Pad Thickness percentage %-check wear indicator-25%or less-remove wheels & inspect pads-4mm minimum pad thickness-Replace @ 3mm.
- 04.31 LF _____ RF _____ LR _____ RR _____ _
- 04.32 For reference only for pad change-Rotor Thickness- Discard 1.460"
- 04.50 Record tire tread depth - Fronts, replace @ 6/32 Rear, replace @ 4/32.
- 04.51 LF_____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____ _
- 04.52 Rear duals-Inside tire should not be more than 4/32 less than outside tire. If so, replace pair.
- 04.53 Flip rear tires if more than 3/32 difference across the tread.
- 04.54 Record Curb side sidewall depth-fresh sidewall needed if the dimple is under 3/32..
- 04.55 RF_ RRO
- 04.58 Record tire air pressure. - 130 PSI Front and Rear cold.
- 04.59 LF _____ _ RF_____LRI _____ LRO _____ RRI _____ RRO _____ _
- 04.70 Clean differential breather, check for fluid leaks
- 04.80 Undercarriage inspection.
- 04.81 Check rear brake hoses for damaged clamps and frayed hoses
- 04.82 Check rubber front brake hoses to brake diaphragms for cracks and chafing
- 04.83 Inspect Inductive charging pads, HV cables, impact plate and camera mounting for damage.
- 04.84 Clean Inductive charging FOO camera lenses.
- 04.90 Tie rods and ends.
- 05.10 Check king pins and front wheel bearing adjustment.
- 05.20 Check steering gear and linkage.
- 05.21 Check steering gear mounting plate for cracks.
- 05.30 Check wheel seals.
- 05.40 Check air bags.
- 05.50 Check lateral & radius rod bushings.
- 05.60 Check drive line and u-joints.
- 05.70 Check shocks and bushings.
- 05.71 Lube Chassis
- 05.72 Remove cover - inspect & lube lower steering shaft
- 05.80 Check engine mounts; cradle supports.

SALEM AREA MASS TRANSIT DISTRICT

Preventative Maintenance - Vehicles

Veh#: 2379 **Make / Model:** GILLIG 40' ELECTRIC **Work Order #:**
Year: 2023 Veh Tag#: E298736
Fleet: ELB ELECTRIC BUS

Inspection Id: Elec **Type:** C **Description:** 36,000 mile

Check All Items Serviced

- 05.81 Inspect traction motor and Inverter *for* signs of damage & coolant leaks.
- 05.82 Check torque seal on gland nuts that they have not rotated.
- 06.00 Replace hydraulic fluid and filter every 100,000miles. Last done _____miles.
- 06.10 Drain 4 air tanks at front of bus & check for excess moisture.
- 06.20 Check ground straps, battery cables, terminals, and starter connections.
- 06.30 Clean battery Tops. Load test.
- 06.31 1) _____ CCA 2) _____ CCA
- 06.40 Clean *or* replace driver's heater filter-THERE ARE TWO
- 06.41 Lube Zirks on outside mirrors-only one short shot
- 06.42 Lube entrance & exit door lube points
- 06.43 Remove two lower steering column cover screws and lube lower u-joint
- 06.50 Check air compressor inlet filter
- 06.90 Check coolant, air & electrical lines in engine compartment.
- 07.40 Check all side compartment *door* latches, clean and lube. Check adjustment of the 3 proximity switches. (Loctite and mark with paint pen)
- 07.42 Check the 5 outside camera housing lense for signs of moisture
- 07.52 Check to ensure blow-off caps *are* in place on all 4 fire suppression nozzles.
- 07.55 Check for exterior body damage, note on photo page.
- 07.56 Change AC drier if moisture indicator not green.
- 07.60 Check evaporator drains are clear. Check evaporator compartment and clean as needed..
- 07.61 Check condenser compartment and clean as needed.
- 07.68 Clear engine codes with lap top.
- 07.71 Check driver seat condition and lube sliders with WD-40.
- 08.10 Clean wheel chair ramp area.
- 08.13 Dry lube pivot points and pins.
- 08.14 Check operation of wheel chair ramp and tie down system.
- 08.98 Check & Fill day pass in Fare box. DO NOT OVER FILL
- 09.00 Clean swipe card & trim with cleaning card.
- 09.05 Clean coin insert slot.
- 09.07 Clean Coin Validator externally & internally.
- 09.09 Clean, lube & inspect Coin Validator soleniod
- 09.11 Clean Bill Validator externally & internally.
- 09.13 Inspect & clean trim belts & pulleys

SALEM AREA MASS TRANSIT DISTRICT
Preventative Maintenance - Vehicles

Veh #: 2379 Make/ Model: GILLIG 40' ELECTRIC
Year: 2023 Veh Tag #: E298736
Fleet: ELB ELECTRIC BUS

Work Order#:

Inspection Id: Elec **Type:** C **Description:** 36,000 mile

Check All Items Serviced

- 09.17 Clean & inspect trim black rubber rollers
- 09.37 Bill Transport - lube & inspect.
- 10.04 Wheel stud nuts - check for proper torque (450 to 500 ft/lbs). Use a torque wrench.
- 10.05 Check toe-in on front tires.
- 10.07 Supervisor QC check and Defect inspection while vehicle is on the lift.
- 10.09 Road test on return check for leaks and fluid levels.
- 10.10 Check interior cleanliness to make sure it is presentable for the public before parking.

Veh #: 2379 Make/ Model: GILLIG 40' ELECTRIC

Work Order #:

Year: 2023 Veh Tag#: E298736

Fleet: ELB ELECTRIC BUS

Inspection Id: Elec Type: D Description: 72,000 mile

Inspection #: 12

Forecast Miles: 5000.0

Forecast Hours:

Forecast Days:

Actual Miles: 6000.0

Actual Hours:

Actual Days:

Ltd Mileage: 146.0

Ltd Hours: 0.00

Current Date: 2/4/2025 1:19 PM

Hubodometer: 1795.0

Last Hours Reading: 0.00

Date Last Inspected: 7/13/2023 9:23 AM

Miles Last Inspection: 1795.0

Hours Last Inspection: 0.00

Days Last Inspection: 0

Miles Remaining: 4205.0

Hours Remaining: 0.00

Days Remaining: 0

Inspection Due

Date Completed:

Performed By:

Check All Items Serviced

- 01.00 Date _____ Mileage _____ WO# _____ .IND# _____
- 01.01 Probe Fare box, before starting service.
- 01.09 Install protective seat cover on drivers seat
- 01.10 Fire Suppression System Check:
- 01.11 A. Fire suppression green LED on.
- 01.12 B. All other LED's off.
- 01.13 C. Press to test, bell and relay engaged LED on. Push Relay Reset to clear
- 01.20 Check brake and accelerator pedal action and feel, pump down air system.
- 01.21 Check throttle pedal spring on electronic control pedal.
- 01.25 Check seat belt cutter is properly mounted
- 01.30 Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
- 01.40 Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
- 01.50 Check brake and accelerator interlock.
- 01.60 Check tilt steering wheel adjustment and telescope.
- 01.70 Check kneel operation and adjustments.
- 01.80 Check turn signals.
- 01.81 Farebox mounting
- 01.90 Check door operation - speeds and sensitive edges.
- 02.10 Check wheelchair seats, tie-down straps, seat belts, wheel locks, and fold-up seat. Check Q-Straint operation.
- 02.20 Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
- 02.30 Check window operations including emergency features.
- 02.31 Check vandal guard film for damage and scratches, and note if replacement is needed.
- 02.40 Check all interior and exterior lights.
- 02.50 Check back-up lights and horn.
- 02.60 Check bike rack - lube latch, hinges, and check all for proper operation.

Veh #: 2379 **Make / Model:** GILLIG 40' ELECTRIC

Work Order#:

Year: 2023 **Veh Tag#:** E298736

Fleet: ELB ELECTRIC BUS

Inspection Id: Elec **Type:** D **Description:** 72,000 mile

Check All Items Serviced

- 02.65 Check Wheelchair Ramp operation.
- 02.70 Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
- 02.71 Fill windshield washer reservoir
- 02.80 Check for intact red tie on emergency triangle box - repl as needed.
- 02.81 Check expiration date on fire extinguisher - replace if needed.
- 02.82 Check for DVI book.
- 02.83 Check tank regulators behind driver head for 23 lbs setting. (+, - ,3 lbs)
- 02.89 Check paper towel and puke bag
- 02.90 Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
- 02.91 10 ea - Band-aids(+/- 1 or 2)
- 02.92 3-4 - Gauze pads
- 02.93 3-4 - Disinfectant towelettes
- 02.94 2-3 - Pair Latex Gloves
- 02.95 1 ea - CPR Microshield
- 02.96 1 ea - Red Biohazard Bag
- 03.00 Check destination signs - operation, lights, glass.
- 03.10 Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
- 03.20 Loss of air pressure in one minute - brake. Record loss _____
- 03.25 Clean Heaters and Evaporator coil areas, and change filter only if it is determined filter is plugged.
- 03.27 Operate Radiator Cooling fans in reverse to blow out debris
- 03.28 Please don't blast electric fan motors with the pressure washer. Thanks.
- 03.29 Clean water spots on mirrors and drivers window areas.
- 03.30 Steam clean undercarriage before inspection and road test.
- 03.34 Open rear fenders & steam clean
- 03.40 Road test - check engine performance, steering, suspension noise.
- 03.42 Check the Drivers camera LCD screen. There should not be a Error message. There should be a "P" for recording on the primary drive. "S" means the harddrive is not locked into place.
- 03.51 Decel test Service brakes _____% _____ foot from 20 mph
- 03.52 Decel test Park brake _____ % _____ foot from 20 mph.
- 03.53 AC check freon level.
- 03.54 Check fire suppression bottle gauge in green area
- 03.57 Pressure check cooling system-Should hold 16 lbs. There are 3 different systems to test
- 03.58 Test BTMS coolant conductivity.

Veh #: 2379 Make/ Model: GILLIG 40' ELECTRIC

Work Order#:

Year: 2023 Veh Tag #: E298736

Fleet: ELB ELECTRIC BUS

Inspection Id: Elec Type: D Description: 72,000 mile

Check All Items Serviced

- 03.60 Check all fluid levels -power steering fluid, coolant level for HVAC, ECP (Pink Coolant), TMS (Clear Coolant)
- 03.69 Check fuel fill door safety switch - Engine should die when door is opened. PARK BRAKE MUST BE SET!
- 04.10 Check water, air, electrical & PS lines under bus for rubbing, kinks, frays & leaks
- 04.30 Brake Pad Thickness percentage %-check wear indicator-25%or less-remove wheels & inspect pads-4mm minimum pad thickness-Replace @ 3mm.
- 04.31 LF _____ RF _____ LR _____ RR _____
- 04.32 For reference only for pad change-Rotor Thickness- Discard 1.460"
- 04.50 Record tire tread depth - Fronts, replace @ 6/32 Rear, replace @ 4/32.
- 04.51 LF_____ RF _____LRI _____LRO _____ RRI _____ RRO _____
- 04.52 Rear duals-Inside tire should not be more than 4/32 less than outside tire. If so, replace pair.
- 04.53 Flip rear tires if more than 3/32 difference across the tread.
- 04.54 Record Curb side sidewall depth-fresh sidewall needed if the dimple is under 3/32..
- 04.55 RF_ RRO
- 04.58 Record tire air pressure. - 130 PSI Front and Rear cold.
- 04.59 LF _____ RF_____ LRI _____ LRO _____ RRI _____ RRO _____
- 04'.70 Clean differential breather, check for fluid leaks
- 04.80 Undercarriage inspection.
- 04.81 Check rear brake hoses for damaged clamps and frayed hoses
- 04.82 Check rubber front brake hoses to brake diaphragms for cracks and chafing
- 04.83 Inspect Inductive charging pads, HV cables, impact plate and camera mounting for damage.
- 04.84 Clean Inductive charging FOD camera lenses.
- 04.90 Tie rods and ends.
- 05.10 Check king pins and front wheel bearing adjustment.
- 05.20 Check steering gear and linkage.
- 05.21 Check steering gear mounting plate for cracks.
- 05.30 Check wheel seals.
- 05.40 Check air bags.
- 05.50 Check lateral & radius rod bushings.
- 05.60 Check drive line and u-joints.
- 05.70 Check shocks and bushings.
- 05.71 Lube Chassis
- 05.72 Remove cover - inspect & lube lower steering shaft
- 05.80 Check engine mounts; cradle supports.

Veh #: 2379 **Make/ Model:** GILLIG 40' ELECTRIC

Work Order #:

Year: 2023 **Veh Tag#:** E298736

Fleet: ELB ELECTRIC BUS

Inspection Id: Elec

Type: D

Description: 72,000 mile

Check All Items Serviced

- 05.81 Inspect traction motor and Inverter for signs of damage & coolant leaks.
- 05.82 Check torque seal on gland nuts that they have not rotated.
- 06.00 Replace hydraulic fluid and filter every 100,000miles. Last done_____ miles.
- 06.10 Drain 4 air tanks at front of bus & check for excess moisture.
- 06.20 Check ground straps, battery cables, terminals, and starter connections.
- 06.30 Clean battery Tops. Load test.
- 06.31 1) _____CCA 2) _____ CCA
- 06.40 Clean or replace driver's heater filter-THERE ARE TWO
- 06.41 Lube Zirks on outside mirrors-only one short shot
- 06.42 Lube entrance & exit door lube points
- 06.43 Remove two lower steering column cover screws and lube lower u-joint
- 06.50 Check air compressor inlet filter.
- 06.51 Replaced scoll compressor seals and grease bearings every 144,000 miles. Last done_____miles.
- 06.64 Service AD-IP air dryer.
- 06.65 Replace air dryer cartridge.
- 06.90 Check coolant, air & electrical lines in engine compartment.
- 07.40 Check all side compartment door latches, clean and lube. Check adjustment of the 3 proximity switches. (Loctite and mark with paint pen)
- 07.42 Check the 5 outside camera housing lense for signs of moisture
- 07.52 Check to ensure blow-off caps are in place on all 4 fire suppression nozzles.
- 07.55 Check for exterior body damage, note on photo page.
- 07.56 Change AC drier if moisture indicator not green.
- 07.60 Check evaporator drains are clear. Check evaporator compartment and clean as needed..
- 07.61 Check condenser compartment and clean as needed.
- 07.68 Clear engine codes with lap top.
- 07.71 Check driver seat condition and lube sliders with WD-40.
- 08.10 Clean wheel chair ramp area.
- 08.13 Dry lube pivot points and pins.
- 08.14 Check operation of wheel chair ramp and tie down system.
- 08.98 Check & Fill day pass in Fare box. DO NOT OVER FILL
- 09.00 Clean swipe card & trim with cleaning card.
- 09.05 Clean coin insert slot.
- 09.07 Clean Coin Validator externally & internally.

Veh #: 2379 Make/ Model: GILLIG 40' ELECTRIC

Work Order #:

Year: 2023 Veh Tag#: E298736

Fleet: ELB ELECTRIC BUS

Inspection Id: Elec Type: D Description: 72,000 mile

Check All Items Serviced

- 09.09 Clean, lube & inspect Coin Validator soleniod
- 09.11 Clean Bill Validator externally & internally.
- 09.13 Inspect & clean trim belts & pulleys
- 09.17 Clean & inspect trim black rubber rollers
- 09.37 Bill Transport - lube & inspect.
- 10.04 Wheel stud nuts - check for proper torque (450 to 500 ft/lbs). Use a torque wrench.
- 10.05 Check *toe-in* on front tires.
- 10.07 Supervisor QC check and Defect inspection while vehicle is on the lift.
- 10.09 Road test on return check for leaks and fluid levels.
- 10.10 Check interior cleanliness to make sure it is presentable for the public before parking.

Cherriots – LIFT Inspections
A Service

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: CLG

Type: A

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____.
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats..
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear 6MM OK- 5MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold---
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: CLG

Type: A

Item Number	Description
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
05.92	CHECK hoses to rear heaters-they should be soft.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level-
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque.150-165lbs
07.51	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & Bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C pivot points & check fasteners.
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for drivers defects (DVI)
07.88	Reset oil change light.-if equipped.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

Cherriots – LIFT Inspections
B Service

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: CLG

Type: B

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st _____ mph 2nd _____ mph 3rd _____ mph 4th _____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.6 MM OK-5 MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold--
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: CLG
Type: B

Item Number	Description
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
05.92	CHECK hoses to rear heaters-they should be soft.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Check coolant protection level (-25 to -40)
07.40	Check all side compartment door latches, clean and lube.
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.50	Wheel stud nuts - check for proper torque.150-165 lbs
07.52	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & Bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fastners.
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for driver defects-(DVI)

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: CLG
Type: B

Item Number	Description
07.88	Reset oil change light.-if equipped.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: CLG

Type: C

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st _____ mph 2nd _____ mph 3rd _____ mph 4th _____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
03.85	Replace Trans pick up filter- change ATF- Fill with 9qts Mercon LV- ARBOC 7QTS DEXRON VI
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.6MM OK- 5MM or less brakes Due
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold-

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: CLG
Type: C

Item Number	Description
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
05.92	CHECK hoses to rear heaters-they should be soft.
06.00	Replace fuel filter-ARBOC & 2010 buses do not have a inline fuel filter.
06.10	Replace air cleaner
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Check coolant protection level (-25 to -40)
07.40	Check all side compartment door latches, clean and lube.
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.50	Wheel stud nuts - check for proper torque.150-165 lbs
07.52	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & Bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fastners.
07.72	Remove pump module cover & inspect hoses, fittings, connections,cables, fuses & relays
07.75	Inspect micro switches for security & adjustment

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: CLG

Type: C

Item Number	Description
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for drivers defects-DVI
07.88	Reset oil change light.-if equipped.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: CLG

Type: D

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
03.85	Replace Trans pick up filter- change ATF- Fill with 9qts Mercon LV- ARBOC 7QTS DEXRON VI
03.90	Change differential fluid -use 75W-90W fluid 5gallon can
03.91	Clean differential breather, check for fluid leaks
04.00	Change Anti-Freeze
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: CLG
Type: D

Item Number	Description
04.30	Brake Linings - check wear for wear.6MM OK- 5 MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold-
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
05.92	CHECK hoses to rear heaters-they should be soft.
06.00	Replace fuel filter-2010 buses do not have a inline fuel filter.
06.10	Replace Air cleaner
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Check coolant protection level (-25 to -40)
07.40	Check all side compartment door latches, clean and lube.
07.42	Repack front wheel bearings-ARBOC FT BEARINGS ARE SEALED UNIT-NOT SERVICABLE
07.43	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.44	Replace PCV valve-NO PCV ON ARBOC
07.45	Replace Spark Plugs-ARBOC GAP .043-11 FT LBS. TORQUE
07.50	Wheel stud nuts - check for proper torque.150-165lbs
07.52	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & Bus number.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: CLG

Type: D

Item Number	Description
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C LIFT operation
07.70	Lube W/C Pivot points & check fastners.
07.72	Remove pump module cover & inspect hoses, fittings, connections, cables, fuses & relays
07.73	Check fluid level-change if fluid looks contaminated.
07.75	Inspect micro switches for security & adjustment
07.80	Check outer barrier operation.
07.81	Check inner barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.85	CHECK TOE IN-1/8 TO 5/32 ALL VEHICLES
07.87	Check file for drivers defects-DVI
07.88	Reset oil change light.-if equipped.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0740

Type: A

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover on drivers seat
01.10	Gas Detector Fire Suppression Check:
01.11	A. Fire suppression green LED on.
01.12	B. Gas detection green LED on.
01.13	C. All other LED's off.
01.14	D. Press to test - all LED's for significant, trace and sensor fault on.
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and lock.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.81	Fare box mounting
01.90	Check door operation - speeds and sensitive edges.
02.10	Check wheelchair ramp operation, for leaks, and fluid level.
02.11	Check tie-down straps, seat belts, wheel locks, and fold-up seat.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.89	Check paper towel and puke bag
02.90	Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0740

Type: A

Item Number	Description
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.22	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
03.23	Fill windshield washer reservoir
03.28	Clean water spots on mirrors and drivers window areas.
03.29	Before steam clean engine cover marine pump with something to keep it dry.
03.31	Steam clean engine, transmission, radiator, & undercarriage before inspection and road test.
03.32	Perform shop test with digital recorder - Route code 9999
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____ 5th ____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.52	Decel test Park brake _____ % _____ foot from 20 mph.
03.60	Check all fluid levels - engine oil, power steering fluid, transmission, coolant.
03.62	HYD TANK-FLUID SHOULD ONLY COVER LOWER SIGHT GLASS
03.70	Check fuel fill door safety switch - Engine should die when door is opened.
03.80	Change oil and filters, take sample at operating temperature. Locktite 592 Sealer on threads. Torque drain plug 35-40 ft/lbs
03.97	Clean differential breather and check for fluid leaks & fluid level.
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft lbs or 156 in/lbs.
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjusters Clevis and Pins.
04.45	Check rear Brake Chambers vent tubes for cracking.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0740

Type: A

Item Number	Description
04.46	Do brake stroke measurement with 90 to 100 PSI Orion 7 Fronts 2",Rears 2 3/8" Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____.
04.48	Brakes released RF _____ LF _____ RR _____ LR _____.
04.49	Stroke length RF _____ LF _____ RR _____ LR _____.
04.50	Record tire air pressure. Orion VII - 115 front -120 rear psi cold.
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals. Verify correct gear oil level on front hubs.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.- Lube S- cams & Anchor pins. 1 pump by hand pump only.
06.10	Drain air tanks under bus & check for excess moisture.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. .
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.60	Change crankcase breather filter.
06.70	Check air filter minder - change filter if in red area. Date filter when changed.
06.71	Remove belt covers ,check belts,ldlers pulleys bearings & tensioner.
06.80	Check condition of alternator belt and power steering pump belt.
06.81	Check AC compressor drive belt (200 lbs +/- 10 lbs)
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Drain air tanks above engine and check for moisture.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0740

Type: A

Item Number	Description
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.41	Check bike rack - lube latch, hinges, and check all for proper operation.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.60	Check Amerex fire suppression bottle gauge - should be in the green zone.
08.71	Remove hard drive. View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
08.72	Check recorder date and time ,make sure it is set the same as the present time and date.
08.73	Clear engine codes with lap top. Check and set Date and time on ECM Detroit's only.
08.74	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.08	Pressure check cooling system.-Should hold 10 lbs.
09.11	Road test on return check for leaks and fluid levels.
09.12	Check interior cleanliness to make sure it is presentable for the public before parking.

**SALEM AREA MASS TRANSIT DISTRICT
 Inspection Checklist Items**

Inspection Id: 0735
 Type: B

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover on drivers seat
01.10	Gas Detector Fire Suppression Check:
01.11	A. Fire suppression green LED on.
01.12	B. Gas detection green LED on.
01.13	C. All other LED's off.
01.14	D. Press to test - all LED's for significant, trace and sensor fault on.
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and lock.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.81	Farebox mounting
01.90	Check door operation - speeds and sensitive edges.
02.10	Check wheelchair ramp operation, for leaks, and fluid level.
02.11	Check tie-down straps, seat belts, wheel locks, and fold-up seat.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.89	Check paper towel and puke bag
02.90	Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735
 Type: B

Item Number	Description
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.21	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
03.22	Fill windshield washer reservoir
03.25	Clean water spots on mirrors and drivers window areas.
03.29	Before steam cleaning engine cover marine pump with something to keep it dry.
03.30	Steam clean engine, transmission, radiator, & undercarriage, before inspection and road test.
03.31	Perform shop test with digital recorder - Route code 9999
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____ 5th ____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.52	Decel test Park brake _____ % _____ foot from 20 mph.
03.60	Check all fluid levels - engine oil, power steering fluid, transmission, coolant.
03.62	HYD TANK-FLUID SHOULD ONLY COVER LOWER SIGHT GLASS
03.70	Check fuel fill door safety switch - Engine should die when door is opened.
03.75	Sample Trans fluid at operating temperature if pan is painted red.
03.80	Change oil and filters, take sample at operating temperature. Locktite 592 Sealer on threads. Torque drain plug 35-40 ft/lbs
03.97	Clean differential breather and check for fluid leaks & fluid level.
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft lbs or 156 in/lbs.
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjuster Clevis and pin.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0735
Type: B

Item Number	Description
04.45	Check rear Brakes Chamber vent tubes for cracking.
04.46	Do brake stroke measurement with 90 to 100PSI Orion 7 fronts 2" ,rears 2 3/8. Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____
04.48	Brakes released RF _____ LF _____ RR _____ LR _____
04.49	Stroke Length RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Orion VII - 115 front -120 rear psi cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals. Verify correct gear oil level on front hubs.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis. --Lube S-cams & Anchor pins -1 pump with hand grease gun only.
06.10	Drain air tanks under bus & check for excess moisture.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 CCA Interstate batteries. .
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.60	Change crankcase breather filter.
06.70	Check air filter minder - change filter if in red area. Date filter when changed.
06.71	Remove belt covers and check belts, Idler pulleys, and tensioner for condition.
06.80	Check condition of alternator belt and power steering pump belt.
06.81	Check AC compressor drive belt (200 lbs +/- 10 lbs)
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0735

Type: B

Item Number	Description
07.10	Drain air tanks above engine and check for moisture.
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.41	Check bike rack - lube latch, hinges, and check all for proper operation.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.60	Check Amerex fire suppression bottle gauge - should be in the green zone.
07.61	Check driver seat condition and lube sliders with Lift U chain lube.
08.71	Remove hard drive. View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
08.72	Check recorder date and time. Make sure it is set the same as the present time and date.
08.73	Clear engine codes with lap top. Check and set Date and time on ECM Detroit's only.
08.74	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.09	Clean, lube & inspect Coin Validator solenoid
09.11	Clean Bill Validator externally & internally.
09.13	Inspect & clean trim belts & pulleys
09.14	Clean & inspect trim black rubber rollers
09.17	Pressure check cooling system.-Should hold 10 lbs.
09.18	Road test on return check for leaks and fluid levels.
09.19	Check interior cleanliness to make sure it is presentable for the public before parking.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0735

Type: C

Item Number	Description
	cart Check bike rack - lube latch, hinges, and check all for proper operation.
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover.
01.10	Gas Detector Fire Suppresion Check:
01.11	A. Fire suppression green LED on.
01.12	B. Gas detection green LED on.
01.13	C. All other LED's off.
01.14	D. Press to test - all LED's for significant, trace and sensor fault on.
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and guages.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and lock.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.90	Check door operation - speeds and sensitive edges.
02.10	Check wheelchair ramp operation,for leaks,and fluid level.
02.11	Check tie-down straps, seat belts, wheel locks, and fold-up seat.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.35	Farebox mounting
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.90	Check paper towel & puke bag. Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735
 Type: C

Item Number	Description
02.93	3-4 - Disinfectant towelettes
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.21	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry. Fill reservoir.
03.22	Fill windshield washer tank.
03.27	Remove screen & steam clean radiator
03.28	Clean water spots on mirrors and drivers window areas.
03.29	Before steam cleaning engine cover marine pump with something to keep it dry.
03.30	Steam clean engine, transmission, radiator, & undercarriage before inspection and road test.
03.31	Clean Heaters And Evaporator coil area, and change filter only if it is determined filter is plugged.
03.32	Perform shop test with digital recorder-Route Code 9999
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st _____ mph 2nd _____ mph 3rd _____ mph
03.42	4th _____ mph 5th _____ mph
03.50	Brake decel test.
03.51	Service brakes _____ % _____ foot from 20 mph
03.52	Park brake _____ % _____ foot from 20 mph.
03.53	AC check freon level.
03.60	Check power steering & coolant fluid levels.
03.61	HYD TANK-FLUID SHOULD ONLY COVER LOWER SIGHT GLASS
03.62	Sample trans fluid at operating temperature if pan is painted red.
03.70	Check fuel fill door safety switch - Engine should die when door is opened.
03.72	Shut off fuel at manual shut off valve. Check 500 lbs low fuel warning light & buzzer. .
03.73	Change fuel filters. 20000027
03.80	Perform starter amp. Draw: _____ (max. 600 amps).
03.90	Change oil and filters, take samples of operating temperature.
03.97	Clean differential breather, check for fluid leaks
04.00	Change coolant filter : Caution : Turn shut valves back on.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735

Type: C

Item Number	Description
04.10	Check fuel, oil, water, air, transmission, and power steering lines for rubbing, kinks, fraying, and leaks under bus.
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft/lbs or 156 in/lbs
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjusters Clevis and Pin
04.45	Check rear Brake Chambers vent tubes for cracking.
04.46	Due brake stroke measurement with 90 to 100 PSI Orion 7 fronts 2" rears 2 3/8" Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____
04.48	Brakes released RF _____ LF _____ RR _____ LR _____
04.49	Stroke length RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Orion VII - 115 front -120 rear psi cold
04.51	RF _____ LF _____ RRI _____ RRO _____ LRI _____ LRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	RF _____ LF _____ RRO _____ RRI _____ LRO _____ LRI _____
04.90	Undercarriage inspection.
05.00	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals. Verify correct gear oil level on front hubs.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis. -Lube S-cams & Anchor pins 1 pump by hand grease gun only.
05.91	Drain air tanks under bus & check for excess moisture.
05.95	Lube wheelchair ramp mechanism
06.20	Check ground straps, battery cables, terminals, and starter connections.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735
 Type: C

Item Number	Description
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. .
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.42	Lube rollers & zirks on entrance & exit doors
06.43	Lube Zirks on outside mirrors-only one short shot
06.44	Check and Lube grease zirks on upper steering column shaft inside bus.
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.60	Change crankcase breather filter.
06.72	Remove belt covers ,check belts,Idlers pulleys bearings & tensioner.
06.80	Check condition of alternator belt and power steering pump belt.
06.90	Check fuel, oil, coolant, air, transmission, and power steering lines for rubbing, kinks, fraying, and leaks in engine compartment.
07.10	Drain air tanks above engine and check for moisture.
07.20	Check A/C compressor drive belt (200 lbs. +/- 10 lbs.)
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.60	Check Amerex fire suppression bottle gauge - should be in the green zone.
07.70	Check to ensure blow-off caps are in place on all 4 fire suppression nozzles.
07.80	Amerex Electrical Actuator has a shelf life of 12 years and a service life of 6 years. Date in service. _____
07.82	Check for exterior body damage, note on photo page.
08.20	Change hydraulic filter.
08.21	Clean foam filter inside hydraulic tank fill cap-take apart cap.
08.30	Change hydraulic fluid every 108,000 miles. Fluid last changed: _____
08.60	Change AC drier if moisture indicator not green.
08.62	Lube AC clutch with one pump of designated grease.
08.63	Lube evaporator motor shaft bearings.
08.64	Check evaporator compartment drains are clear. Clean compartment as needed
08.66	Check driver seat condition and lube sliders with Lift U chain lube.
08.67	Change driver seat bottom cushion & cover every 16 to 18 month. Date last done: _____01000870__
08.71	Remove hard drive. View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
08.72	Check recorder date and time,make sure it is set the same as the present time and date.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735
 Type: C

Item Number	Description
08.73	Clear engine code with lap top, Check and set Date and time on ECM Detroit only.
08.74	Clean air line filter that goes into pressure protection valve, (located above LR supply tank, next to fire extinguisher for fire system.)
08.75	Adjust valves.
08.76	Replace spark plugs in Detroit engines every 72,000 miles. Last done _____ miles.
08.77	Change starter at 120,000 miles. Last done: _____ miles.
08.78	Change AD- 9 Cartridge every 36,000 miles and service purge valve assembly Date _____ Mileage _____
08.88	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.09	Clean, Lube & Inspect Coin Validator solenoid
09.11	Clean Bill Validator externally & internally.
09.13	Inspect & clean trim belts & pulleys
09.15	Clean & inspect trim yellow feed rollers
09.17	Clean & inspect trim black rubber rollers
09.23	Clean & inspect trim solenoids, gears & edge guides
09.37	Bill Transport - lube & inspect.
09.38	Pressure check cooling system.-Should hold 10 lbs.
10.05	Check toe-in on front tires.
10.06	Check condenser, clean as needed
10.07	Perform CNG tank inspection and certification.
10.08	Road test on return check for leaks and fluid levels.
10.09	Check interior cleanliness to make sure it is presentable for the public before parking.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735

Type: D

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.01	Probe Fare box, before starting service.
01.05	Install protective seat cover.
01.10	Gas Detector Fire Suppression Check:
01.11	A. Fire suppression green LED on.
01.12	B. Gas detection green LED on.
01.13	C. All other LED's off.
01.14	D. Press to test - all LED's for significant, trace and sensor fault on.
01.20	Check brake and accelerator pedal action and feel, pump down air system.
01.21	Check throttle pedal spring on electronic control pedal.
01.25	Check seat belt cutter is properly mounted
01.30	Check warning buzzer, horn, tell tale lamps, driver's controls, and guages.
01.40	Check parking brake operation holds without movement. Idle to full throttle -- max 2 sec.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and lock.
01.70	Check kneel operation and adjustments.
01.80	Check turn signals.
01.90	Check door operation - speeds and sensitive edges.
02.10	Check wheelchair ramp operation,for leaks,and fluid level.
02.11	Check tie-down straps, seat belts, wheel locks, and fold-up seat.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.31	Check vandal guard film for damage and scratches, and note if replacement is needed.
02.35	Farebox mounting
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.80	Check for intact red tie on emergency triangle box - repl as needed.
02.81	Check expiration date on fire extinguisher - replace if needed.
02.90	Check paper towel & puke bag. Check driver's first aid box for an intact seal. If seal is broken, check contents and restock items as necessary (see list below)
02.91	10 ea - Band-aids (+/- 1 or 2)
02.92	3-4 - Gauze pads
02.93	3-4 - Disinfectant towelettes

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0735

Type: D

Item Number	Description
02.94	2-3 - Pair Latex Gloves
02.95	1 ea - CPR Microshield
02.96	1 ea - Red Biohazard Bag
03.00	Check destination signs - operation, lights, glass.
03.10	Allow air compressor to build to 125 lbs., cut off pressure, shut off engine.
03.20	Loss of air pressure in one minute - brake. Record loss _____
03.21	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry. Fill reservoir.
03.22	Fill windshield washer tank.
03.24	Clean Heaters and Evaporator coil area -and change filter only if it is determined filter is plugged.
03.25	Remove screen from radiator before steam cleaning.
03.28	Clean water spots on mirrors and drivers window areas.
03.29	Before steam cleaning engine cover marine pump with something to keep it dry.
03.31	Steam clean engine, transmission, radiator,& undercarriage before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st _____ mph 2nd _____ mph 3rd _____ mph
03.42	4th _____ mph 5th _____ mph
03.43	Perform shop test with digital recorder-Route Code 9999
03.50	Brake decel test.
03.51	Service brakes _____ % _____ foot from 20 mph
03.52	Park brake _____ % _____ foot from 20 mph.
03.53	Sample trans fluid at operating tempature if pan is painted red.engine running - drain out one pint before sample
03.54	AC check freon level.
03.60	Check power steering & coolant fluid levels.
03.70	Check fuel fill door safety switch - Engine should die when door is opened.
03.72	Shut off fuel at manual shut off valve. Check 500 lbs low fuel warning light & buzzer. .
03.73	Change fuel filters.(20000001)
03.80	Perform starter amp. Draw: _____ (max. 600 amps).
03.81	Change trans fluid & filters and refill with Petro Canada fluid-paint pan & dip stick handle red.
03.82	Torque drain pan plug 18-24 ft/lbs. Filter cover bolts 25 ft/lbs.
03.90	Change oil and filters, take samples of operating temperature.(20000009)
03.96	Change rear axle gear oil. (FL000008)
03.97	Clean differential breather, check for fluid leaks

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735
 Type: D

Item Number	Description
03.99	Change Antifreeze.(FL000005)
04.00	Change coolant filter : Caution : Turn shut valves back on.(20000029)
04.10	Check fuel, oil, water, air, transmission, and power steering lines for rubbing, kinks, fraying, and leaks under bus.
04.20	Check exhaust system manifold and turbo for leaks.
04.30	Brake Linings - check wear line.
04.31	RF _____ LF _____ RR _____ LR _____
04.40	Check roller to cam positions.
04.41	RF _____ LF _____ RR _____ LR _____
04.42	Check Slack adjuster adjusting bolt with a torque wrench @ 13 ft/lbs or 156 in/lbs
04.43	RF _____ LF _____ RR _____ LR _____
04.44	Check slack adjuster Clevis Pins.
04.45	Check Rear Brakes Chambers vent tubes for cracking.
04.46	Do brake stroke measurement with 90 to 100 PSI Orion 7 Fronts 2", Rears 2 3/8" Max.
04.47	Applied RF _____ LF _____ RR _____ LR _____.
04.48	Brakes released RF _____ LF _____ RR _____ LR _____.
04.49	Stroke Length RF _____ LF _____ RR _____ LR _____.
04.50	Record tire air pressure. Orion VII - 115 front -120 rear psi cold.
04.51	RF _____ LF _____ RRI _____ RRO _____ LRI _____ LRO _____
04.60	Record tire tread depth - Minimum of 4/32" on Fronts & Rears
04.61	RF _____ LF _____ RRO _____ RRI _____ LRO _____ LRI _____
04.90	Undercarriage inspection.
05.00	Tie rods and ends.
05.10	Check king pins and front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals. Verify correct gear oil level on front hubs.
05.40	Check air bags.
05.50	Check lateral & radius rod bushings.
05.60	Check drive line and u-joints.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.- Lube S- cams & Anchor pins. 1 pump by hand pump only.
05.91	Drain air tanks under bus & check for excess moisture.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: 0735

Type: D

Item Number	Description
05.95	Lube wheelchair ramp mechanism
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery Tops. Load test @ DECA 700 CCA & 950 Interstate batteries. .
06.31	1) _____ 2) _____ 3) _____ 4) _____
06.40	Clean driver's heater filter.
06.42	Lube rollers & zirks on entrance & exit doors
06.43	Lube Zirks on outside mirrors-only one short shot
06.44	Check and Lube grease zirks on upper steering column shaft inside bus.
06.50	Tighten intake clamps, check air compressor inlet hose condition.
06.60	Change crankcase breather filter. (20000012)
06.71	Change air filter at 72,000 miles. Mileage & Date last done _____(20000022)
06.72	Remove belt covers ,check belts,ldlers pulleys bearings & tensioner.
06.80	Check condition of alternator belt and power steering pump belt.
06.90	Check fuel, oil, coolant, air, transmission, and power steering lines for rubbing, kinks, fraying, and leaks in engine compartment.
07.10	Drain air tanks above engine and check for moisture.
07.20	Check A/C compressor drive belt (200 lbs. +/- 10 lbs.)
07.30	Check exhaust system and muffler.
07.40	Check all side compartment door latches, clean and lube.
07.41	Check bike rack - lube latch, hinges, and check all for proper operation.
07.50	Wheel stud nuts - check for proper torque (450 to 500 ft/lbs).
07.60	Check Amerex fire suppression bottle gauge - should be in the green zone.
07.70	Check to ensure blow-off caps are in place on all 4 fire suppression nozzles.
07.80	Amerex Electrical Actuator has a shelf life of 12 years and a service life of 6 years. Date in service. _____
07.82	Check for exterior body damage, note on photo page.
08.20	Change hydraulic filter. (20000023)
08.21	Clean foam filter inside Hydraulic tank fill cap-take apart cap.
08.30	Change hydraulic fluid every 108,000 miles. Fluid last changed: _____
08.31	HYD TANK-FLUID SHOULD ONLY COVER LOWER SIGHT GLASS
08.60	Change AC drier if moisture indicator not green.
08.62	Lube AC clutch with one pump of designated grease.
08.63	Lube evaporator motor shaft bearings.
08.64	Check evaporator compartment drains are clear. Clean compartment as needed

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735

Type: D

Item Number	Description
08.66	Check driver seat condition and lube sliders with Lift U chain lube.
08.67	Change driver seat bottom cushion & cover every 16 to 18 month. Date last done: _____(01000870)
08.71	Remove hard drive. View hard drive for about 2 min, to make sure all cameras and sound are working normal. Reinstall hard drive and check to see if system reboots and says: System OK.
08.72	Check recorder date and time,make sure it is set the same as the present time and date.
08.73	Clear engine code with lap top,Check and set Date and Time on ECM Detroit's only.
08.74	Change starter at 120,000 miles. Last done: _____miles.(R06000038)
08.75	Change AD-9 Cartridge every 36,000 miles and service purge valve assembly Date _____ Mileage _____(06000985)
08.76	Clean air line air filter that goes into pressure protection valve.(Located above LR supply tank,next to fire extinguisher bottle for fire system.)
08.77	Adjust valves.
08.78	Replace spark plugs in Detroit engines every 72,000 miles. Last done _____ miles.(06001183)
08.80	Inspect & Repack Front Wheel Bearings. Mileage _____ Date _____ last done.(72,000 miles)(05000294)
08.85	Check DVI books-1 book they are using, 1 last 30 days used, 1 new book, all others remove.
08.98	Check & Fill day pass in Fare box. DO NOT OVER FILL
09.00	Clean swipe card & trim with cleaning card.
09.05	Clean coin insert slot.
09.07	Clean Coin Validator externally & internally.
09.09	Clean, lube & inspect Coin Validator soleniod
09.11	Clean Bill Validator externally & internally.
09.13	Inspect & clean trim belts & pulleys
09.15	Clean & inspect trim yellow feed rollers
09.17	Clean & inspect trim black rubber rollers
09.27	Clean & lube Cash box locking mechanism coin & bill stripper
09.29	Lube electronic lock drive gear & drive stud
09.37	Bill Transport -clean, inspect & Lube.
09.39	Cash Box - clean & lube locking mechanism, clean slides. USE GREASE SPARINGLY ! THANK YOU
09.41	Cash Box - every 3 years, replace battery.
09.42	Mark date battery was replaced on cash box.
09.43	Electronic Lock & Locking Bar - lube drive gear & stud.
09.44	Electronic Lock Door Switch - check & adjust if necessary.
09.45	Coin Bypass - clean, lube & inspect.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: 0735

Type: D

Item Number	Description
09.46	Pressure check cooling system.-Should hold 10 lbs.
10.06	Check steering stops, adjust if needed. (1/8 inch gap)
10.07	Check toe-in on front tires.
10.08	Check condenser, clean as needed
10.09	Perform CNG tank inspection and certification.
10.10	Road test on return check for leaks and fluid levels.
10.11	Check interior cleanliness to make sure it is presentable for the public before parking.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: KR34
Type: A

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Brake and accelerator pedal action and feel, pump down air system.
01.22	Check throttle pedal spring on electronic control pedal.
01.30	Warning buzzer, horn, tell tale lamps, drivers' controls, and gauges
01.32	Check route sign operation if equipped.
01.40	Parking Brake operation - holds without movement, idle to 1200 rpm max
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
02.85	Bike rack - lube latch, hinges, and check all for proper operation
02.87	* Allow air compressor to build to 130lbs., cut off pressure, shut off engine.
02.88	Loss of air pressure in one minute, brake and accelerator applied. Record Loss _____
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.31	REMOVE SIDE DOOR & CLEAN RADIATOR AS IF TOMORROW WILL BE 100 DEGREES
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st _____ mph 2nd _____ mph 3rd _____ mph 4th _____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.80	Sample Engine Oil at operating Temperature
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: KR34

Type: A

Item Number	Description
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. 100 PSI 22.5 TIRE-110 PSI 19.5 TIRE
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32" REARS
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.63	Check brake stroke measurement with 90 to 100 PSI --- Fronts 1 3/4" Rears 2".
04.64	Applied RF _____ LF _____ RR _____ LR _____.
04.65	Released RF _____ LF _____ RR _____ LR _____.
04.66	Stroke Length RF _____ LF _____ RR _____ LR _____.
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.82	Soap Air Bags and Check For Leaks
04.84	
04.90	Tie rods and ends.
05.10	Check KING PINS & Front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.05	Check air cleaner filter minder & reset.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level-
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.40	Check all side compartment door latches, clean and lube.
07.49	Check front wheel oil level

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: KR34
Type: A

Item Number	Description
07.50	Wheel stud nuts - check for proper torque.
07.51	If equipped; Remove hard drive. View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C lift operation
07.70	Lube W/C Pivot points & check fastners.
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for driver defect sheets.
07.90	Take for a SHORT test drive & check for leaks and fluid level after defects are completed.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: KR34

Type: B

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Brake and accelerator pedal action and feel, pump down air system.
01.22	Check throttle pedal spring on electronic control pedal.
01.30	Warning buzzer, horn, tell tale lamps, drivers' controls, and gauges
01.32	Check route sign operation if equipped.
01.40	Parking Brake operation - holds without movement, idle to 1200 rpm max
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
02.87	* Allow air compressor to build to 130lbs., cut off pressure, shut off engine.
02.88	Loss of air pressure in one minute, brake and accelerator applied. Record Loss _____
020.8	Bike rack - lube latch, hinges, and check all for proper operation
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.31	REMOVE SIDE DOOR & CLEAN RADIATOR AS IF TOMORROW WILL BE 100 DEGREES
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.80	Change oil and filter, take sample at operating temperature. Torque plug,use ECO Oil 15/40 oil
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: KR34
 Type: B

Item Number	Description
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts psi- Rears psi --cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32" Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.63	Check brake stroke measurement with 90 to 100 PSI --- Fronts 1 3/4" Rears 2 "
04.64	Applied RF _____ LF _____ RR _____ LR _____.
04.65	Released RF _____ LF _____ RR _____ LR _____.
04.66	Stroke Length RF _____ LF _____ RR _____ LR _____.
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.82	Soap Air Bags and Check For Leaks
04.90	Tie rods and ends.
05.10	Check King Pins -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.00	Replace fuel filters.
06.05	Check air cleaner filter minder & reset.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.01	Replace crank case breather filter-BUS 358 & 359 ONLY
07.10	Check coolant protection level (-25 to -40); check Nalcool with test strip (minimum = 10)

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: KR34

Type: B

Item Number	Description
07.40	Check all side compartment door latches, clean and lube.
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.49	Check front wheel oil level
07.50	Wheel stud nuts - check for proper torque. Lbs
07.51	If equipped; Remove hard drive. View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fasteners
07.80	Check inner barrier operation.
07.81	Check outer barrier operation
07.82	Check Thershold warning plate.
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for driver defect sheets.
07.90	Take for a SHORT test drive & check for leaks and fluid levels. After PM defects are completed.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: KR34
Type: C

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Brake and accelerator pedal action and feel, pump down air system.
01.22	Check throttle pedal spring on electronic control pedal.
01.30	Warning buzzer, horn, tell tale lamps, drivers' controls, and gauges
01.32	Check route sign operation if equipped.
01.40	Parking Brake operation - holds without movement, idle to 1200 rpm max
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
02.85	Bike rack - lube latch, hinges, and check all for proper operation
02.87	* Allow air compressor to build to 130lbs., cut off pressure, shut off engine.
02.88	Loss of air pressure in one minute, brake and accelerator applied. Record Loss _____
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.31	REMOVE SIDE DOOR & CLEAN RADIATOR AS IF TOMORROW WILL BE 100 DEGREES
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st _____ mph 2nd _____ mph 3rd _____ mph 4th _____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.80	Change oil and filter, take sample at operating temperature.Torque plug,use ECO Oil 15/40 oil.
03.85	Replace Trans Filters & ATF-use Mercon V- in the over head reels

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: KR34
Type: C

Item Number	Description
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts psi- Rears psi --cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.63	Check brake stroke measurement with 90 to 100 PSI --- Fronts 1 3/4" Rears 2".
04.64	Applied RF _____ LF _____ RR _____ LR _____
04.65	Released RF _____ LF _____ RR _____ LR _____
04.66	Stroke Length RF _____ LF _____ RR _____ LR _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.82	Soap Air Bags and Check For Leaks
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.00	Replace fuel filters.
06.05	Check air cleaner filter minder & reset.
06.10	Replace Air Cleaner
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: KR34
Type: C

Item Number	Description
07.00	Adjust Valves
07.01	Replace crank case breather filter-BUS 358 & 359 ONLY
07.10	Check coolant protection level (-25 to -40); check Nalcool with test strip (minimum = 10)
07.21	Replace Hyd filter
07.40	Check all side compartment door latches, clean and lube.
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.49	Check front wheel oil level-check bearings if oil is discolored
07.50	Wheel stud nuts - check for proper torque. Lbs
07.51	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fastners.
07.72	Remove pump module cover & inspect hoses, fittings, connections,cables, fuses & relays
07.75	Inspect micro switches for security & adjustment
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for driver defect sheets.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: KR34

Type: D

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Brake and accelerator pedal action and feel, pump down air system.
01.22	Check throttle pedal spring on electronic control pedal.
01.30	Warning buzzer, horn, tell tale lamps, drivers' controls, and gauges
01.32	Check route sign operation if equipped.
01.40	Parking Brake operation - holds without movement, idle to 1200 rpm max
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
02.85	Bike rack - lube latch, hinges, and check all for proper operation
02.87	* Allow air compressor to build to 130lbs., cut off pressure, shut off engine.
02.88	Loss of air pressure in one minute, brake and accelerator applied. Record Loss _____
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.31	REMOVE SIDE DOOR & CLEAN RADIATOR AS IF TOMORROW WILL BE 100 DEGREES
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.80	Change oil and filter, take sample at operating temperature. Torque plug, Use ECO Oil 15/40 oil
03.85	Replace Trans Filters & ATF-use Mercon V- in the over head reels

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: KR34
Type: D

Item Number	Description
03.90	Change differential fluid -use ? Fluid
03.91	Clean differential breather, check for fluid leaks
04.00	Change Anti-Freeze
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts psi- Rears psi --cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.63	Check brake stroke measurement with 90 to 100 PSI --- Fronts 1 3/4" Rears 2".
04.64	Applied RF _____ LF _____ RR _____ LR _____.
04.65	Released RF _____ LF _____ RR _____ LR _____.
04.66	Stroke Length RF _____ LF _____ RR _____ LR _____.
04.80	Undercarriage inspection.
04.82	Soap Air Bags and Check For Leaks
04.90	Tie rods and ends.
05.10	Check King pins & check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.00	Replace fuel filters.
06.05	Check air cleaner filter minder & reset.
06.10	Replace Air Cleaner
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: KR34
Type: D

Item Number	Description
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.00	Adjust valves
07.01	Replace crank case breather filter-BUS 358 & 359 ONLY
07.10	Check coolant protection level (-25 to -40); check Nalcool with test strip (minimum = 10)
07.12	Replace DPF filter-BUS 358 & 359 ONLY
07.20	Change Hyd oil
07.21	Replace Hyd filter
07.40	Check all side compartment door latches, clean and lube.
07.42	Drain front hubs & refill with 85/140 oil-check bearings if oil is discolored
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.50	Wheel stud nuts - check for proper torque. Lbs
07.51	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fastners.
07.72	Remove pump module cover & inspect hoses, fittings, connections,cables, fuses & relays
07.73	Check fluid level-change if fluid looks contaminated
07.75	Inspect micro switchs for security & adjustment
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.85	Check Toe In
07.87	Check file for driver defect sheets.
07.90	Take for a SHORT test drive & check for leaks and fluid levels. After PM defects are completed.

Cherriots – Shop and Ride Inspections
A Service

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: RDL
Type: A

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ____ mph 2nd ____ mph 3rd ____ mph 4th ____
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.6MM OK-5MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: RDL
Type: A

Item Number	Description
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32" REARS
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level-
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.40	Check all side compartment door latches, clean and lube.
07.50	Wheel stud nuts - check for proper torque.150-165lbs
07.51	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C lift operation
07.70	Lube W/C Pivot points & check fastners.
07.80	Check inner barrier operation.
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for driver defect sheets.
07.88	Reset oil change light if equipped with.
07.90	Take for a SHORT test drive & check for leaks and fluid level after defects are completed.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: RDL

Type: B

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts - Fan - A/C - Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.6MM OK-5MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: RDL
Type: B

Item Number	Description
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32" Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.00	Replace fuel filter --DIESEL ONLY
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Check coolant protection level (-25 to -40)
07.40	Check all side compartment door latches, clean and lube.
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.50	Wheel stud nuts - check for proper torque. 150-165lbs
07.51	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fasteners
07.80	Check inner barrier operation.
07.81	Check outer barrier operation
07.82	Check Thershold warning plate.
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for driver defect sheets.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: RDL
Type: B

Item Number	Description
07.88	Reset oil change light if equipped with.
07.90	Take for a SHORT test drive & check for leaks and fluid levels. After PM defects are completed.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: RDL

Type: C

Item Number	Description
01.00	Date _____ Mileage _____ WO# _____ IND# _____
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
03.85	Replace Trans pick up filter- change ATF- Fill with 9qts Mercon LV
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.
04.30	Brake Linings - check wear for wear.6MM OK-5MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: RDL
Type: C

Item Number	Description
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.70	Clean differential breather, check for fluid leaks
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.00	Replace fuel filter-DIESEL & GASOLINE
06.10	Replace air cleaner
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Check coolant protection level (-25 to -40)
07.40	Check all side compartment door latches, clean and lube.
07.45	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.50	Rotate rear Tires from side to side if needed. Fronts if side walls are bad.
07.52	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number.
07.53	Lube W/C & rear exit door key locks with dry lube
07.60	Check W/C operation
07.70	Lube W/C Pivot points & check fastners.
07.72	Remove pump module cover & inspect hoses, fittings, connections,cables, fuses & relays
07.75	Inspect micro switches for security & adjustment
07.80	Check inner barrier operation.

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: RDL
Type: C

Item Number	Description
07.81	Check outer barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.87	Check file for drivers defects
07.88	Reset oil change light if equipped with.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: RDL
Type: D

Item Number	Description
- Date _____ Mileage _____ WO# _____ IND# _____	
01.05	Install protective seat cover on drivers seat
01.20	Check brake and accelerator pedal action and feel,
01.30	Check horn, tell tale lamps, driver's controls, and gauges.
01.40	Check parking brake operation -- holds on a slope.
01.50	Check brake and accelerator interlock.
01.60	Check tilt steering wheel adjustment and telescope.
01.80	Check turn signals.
01.90	Check door operation - sensitive edges.
02.10	Check wheelchair tie-down straps, seat belts, and fold-up seats.
02.20	Check interior and exterior for damage, missing parts, decals, seats, stanchions, vents, panels, and locks.
02.30	Check window operations including emergency features.
02.40	Check all interior and exterior lights.
02.50	Check back-up lights and horn.
02.60	Check drivers mirror mounting and adjustment.
02.70	Check windshield wipers and washers. Rinse windshield - do not allow soap to dry.
02.71	Check engine belts-Fan -A/C -Alt etc.
02.73	Check Brake Fluid Level
02.77	Check power steering fluid level.
02.80	Fill windshield washer reservoir.
03.30	Steam clean engine, transmission & radiator, before inspection and road test.
03.40	Road test - check engine performance, steering, suspension noise, transmission, and shift points.
03.41	1st ___ mph 2nd ___ mph 3rd ___ mph 4th ___
03.51	Decel test Service brakes _____ % _____ foot from 20 mph
03.60	Check Transmission Fluid Level.
03.81	Change oil and filter, take sample at operating temperature. Torque plug , 5w30 oil. 7QT FORD-6QT CHEVY
03.85	Replace Trans pick up filter- change ATF- Fill with 9qts Mercon LV
03.90	Change differential fluid -use 75W-90W fluid 5gallon can
03.91	Clean differential breather, check for fluid leaks
04.00	Change Anti-Freeze
04.10	Check fuel, oil, water, air, trans. & PS lines under bus for rubbing, kinks, frays & leaks
04.20	Check exhaust system.

**SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items**

Inspection Id: RDL
Type: D

Item Number	Description
04.30	Brake Linings - check wear for wear.6MM OK-5MM or less brakes Due.
04.31	RF _____ LF _____ RR _____ LR _____
04.50	Record tire air pressure. Fronts 80 psi- Rears 80 psi --cold
04.51	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.60	Record tire tread depth - Minimum of 6/32" on Fronts & 4/32 Rears
04.61	LF _____ RF _____ LRI _____ LRO _____ RRI _____ RRO _____
04.80	Undercarriage inspection.
04.90	Tie rods and ends.
05.10	Check ball joints-upper & lower -check front wheel bearing adjustment.
05.20	Check steering gear and linkage.
05.30	Check wheel seals.
05.60	Check drive line and u-joints & center support bearing.
05.70	Check shocks and bushings.
05.80	Check engine and transmission mounts; cradle supports.
05.90	Lube chassis.
06.00	Replace fuel filter DIESEL & GASOLINE
06.10	Replace Air cleaner
06.20	Check ground straps, battery cables, terminals, and starter connections.
06.30	Clean battery tops and terminals if needed-Check water level- Load test batteries.
06.32	Clean battery compartment. Load test both batteries.
06.34	1) _____ 2) _____
06.40	Clean or replace heater filter on rear heater-A/C.
06.90	Check fuel, oil, coolant, air, transmission, & PS lines in engine compartment.
07.10	Check coolant protection level (-25 to -40)
07.40	Check all side compartment door latches, clean and lube.
07.42	Repack front wheel bearings
07.43	Rotate or flip rear Tires from side to side if needed. Fronts if side walls are bad.
07.44	Replace PCV valve- if equipped
07.45	Replace Spark Plugs-if equipped
07.50	Wheel stud nuts - check for proper torque.150-165lbs
07.52	If equipped; Remove hard drive.View hard drive for about 2 min, to make sure all cameras and sound are working normal. CHECK DATE, Time & bus number. .
07.53	Lube W/C & rear exit door key locks with dry lube

SALEM AREA MASS TRANSIT DISTRICT
Inspection Checklist Items

Inspection Id: RDL
Type: D

Item Number	Description
07.60	Check W/C LIFT operation
07.70	Lube W/C Pivot points & check fasteners.
07.72	Remove pump module cover & inspect hoses, fittings, connections, cables, fuses & relays
07.73	Check fluid level-change if fluid looks contaminated.
07.75	Inspect micro switches for security & adjustment
07.80	Check outer barrier operation.
07.81	Check inner barrier operation.
07.82	Check Threshold Warning Plate Alarm
07.83	Check cigarette lighter port and power port for power if equipped.
07.85	Check Toe In
07.87	Check file for drivers defects
07.88	Reset oil change light if equipped with.
07.90	Take for a SHORT test drive & check for leaks and fluid levels.

APPENDIX B. DAILY VEHICLE INSPECTION REPORT



Daily Vehicle Inspection Report

Vehicle No. _____

Date: _____

Operator's Name (Please Print)	RT / Run #	RT / Run #	RT / Run #	RT / Run #	RT / Run #	RT / Run #
1.						
2.						
3.						
4.						

1	2	3	4	Inspection Item	1	2	3	4	Inspection Item
				Headlights operational - High & Low beam					Triangle reflectors - red tie present
				Turn signals complete and operational					Seatbelt cutter present
				Emergency 4-way flashers operational					Check fire system says "OK"
				Clearance lights operational & reflectors present					Check camera system for "system ok".
				Mirrors are complete & in good condition					2-way radio is operational (key up mic)
				Bike rack is operational					Windshield wipers operational
				Windshields have no cracks/chips					Horn operational
				Route signs are operational before departing					Doors operational
				Tire Condition					Kneeling System operational
				Lug nuts tight, no rust or damage					W/C Ramp operating properly
				Coolant level (Orion 7 only)					Steering wheel secure, no excessive play
				Check under engine for leaks					List low air warning (by 60psi) _____
				Brake lights are complete and operational					Applied brake loss (no more than 3 psi in 60 sec)
				operational					Air compressor cut in (min 85 psi) _____
				Fuel cap secured (Except CNG)					Air compressor cut out (max 130 psi) _____
				Seats and cushions are secure, no vandalism					Parking brake complete and operating properly
				Tie-downs operational - # of tie-downs: _____					Brake pedal feels good and stopping properly
				Windows & panels secure before departing					Brake/throttle interlock operational
				First aid kit zip tie intact					Log on to farebox, check operation
				Fire extinguisher present and fully charged					Shut all windows and vents once returned to the facility.

Passing items indicate with a "V", failed items denote with an "X". Please explain in detail below any defect found with the vehicle or when a problem occurs prior to leaving the yard. Circle the diagrams below with any existing damage.



I declare that I have properly performed a vehicle inspection on the vehicle indicated above and have inspected and marked the inspection items listed above accordingly.

Operator 1 Signature: _____

Operator 2 Signature: _____

Operator 3 Signature: _____

Operator 4 Signature: _____

Reviewed Technician's Signature: _____

Noted for Repair

Could not duplicate problem Maint. Sup. Signature: _____

Repaired

Comments:

Inspection of your vehicle is required by federal law and must be performed before moving the vehicle.

APPENDIX C. TRANSIT ASSET MANAGEMENT TARGETS

TRANSIT ASSET MANAGEMENT									
#	Reporting Category	Asset Inventory	Detail	Type	FTA Requirement (ULB)	CPC (ULB)	Performance Measure	SAMTD Current Performance	TAM Targets
1	Rolling Stock Urban	Fixed Route Bus (BU)	35 ft.	Diesel	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	Diesel	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	35 ft.	CNG	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	CNG	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	20%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	BEB	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	100%	No more than 10% above CPC ULB
1	Rolling Stock Rural	Fixed Route Bus (BU)	33 ft.	Diesel	10 yrs or 350K miles	12 yrs	Percent met or exceeded ULB	16%	No more than 10% above CPC ULB
1	Rolling Stock Rural	Fixed Route Bus (BU)	22-24 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Paratransit Service (CU)	22-24 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Paratransit Service (VN)	15 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
2	Equipment	Non-Revenue Service Vehicle	Utility Non-Revenue Service	Maintenance Pickups	8 yrs.	10 yrs. or 150,000 miles	Percent met or exceeded ULB	5%	No more than 10% above CPC ULB
2	Equipment	Non-Revenue Service Vehicle	Staff Non-Revenue Vehicles	Supervisor vehicles and pool cars	8 yrs.	8-10 yrs. or 150,000 miles	Percent met or exceeded ULB	90%	No more than 10% above CPC ULB
3	Facilities	DW Maintenance Operations Facilities	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale
3	Facilities	DW Operations Facilities	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale
3	Facilities	Keizer Transit Center/ Layover	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale

TRANSIT ASSET MANAGEMENT

#	Reporting Category	Asset Inventory	Detail	Type	FTA Requirement (ULB)	CPC (ULB)	Performance Measure	SAMTD Current Performance	TAM Targets
3	Facilities	Downtown Transit Center/ Layover	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale

*Useful life benchmark detail

**FTA Transit Economic Requirements Model Benchmark - Ratings below 3.0 for conditions

Equipment Benchmark - Age

Rolling Stock Benchmark - Age

Facilities Benchmark - Condition

Infrastructure Benchmark - Performance

All Systems -



FACILITIES MAINTENANCE PLAN

2025

DOCUMENT CONTROL HISTORY

Version	Document Title	Date	Comments
0.1	Facilities Maintenance Plan	10/31/15	
0.2		5/4/2018	General Update - 2018 Triennial Review
0.3		9/13/18	Update to Mechanical Equipment to include building envelope inspections (checklist inserted in Appendix)
.04		10/1/2024	Review and Update

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Title VI

Cherriots ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally- assisted programs and activities. For questions regarding Cherriots Title VI Program, you may call (503) 588-2424.

Americans with Disabilities Act (ADA) Information

The Americans with Disabilities Act, Title II, states, in part, that "no otherwise qualified disabled individual shall, solely by reason of such disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in programs, services or activities sponsored by a public entity." At Cherriots, we are committed to complying with the requirements of Title II of the ADA in all of its programs, services, benefits and activities.

ACRONYMS

- ADA** Americans with Disabilities Act
- CNG** Compressed Natural Gas
- FTA** Federal Transit Administration
- HVAC** Heating, Ventilation and Air Conditioning
- MSDS** Material Safety Data Sheets
- PM** Preventive Maintenance
- SDS** Safety Data Sheets
- SPCC** Spill Prevention Control and Countermeasures
- TAM** Transit Asset Management
- UGB** Urban Growth Boundary

1. INTRODUCTION

Salem Area Mass Transit District, more commonly known as Cherriots, is a transit district based in Salem, Oregon. Cherriots provides weekday, Saturday, Sunday and most holiday bus and paratransit service in Salem and neighboring Keizer, as well as to Marion and Polk counties. Salem Area Mass Transit District was established by the State of Oregon in 1979. Before then, the City of Salem operated bus service under the name Cherriots.

The population of Salem's urbanized area is around 252,700 along Interstate 5 and the population of the overall Cherriots service area is around 428,500, covering 114 square miles in the Willamette Valley of Oregon. In Fiscal Year 2019, annual Cherriots ridership between all services was just over 3.1 million, averaging 12,686 rides per day. With the effects of COVID-19, Fiscal Year 2021 ridership was down significantly providing 1.5 million rides averaging 5,752 rides per day. Cherriots local bus service operates with 53 peak vehicles. There are an additional 43 vehicles dedicated to providing Cherriots LIFT paratransit service.

Cherriots is governed by a seven-member appointed Board of Directors and provides service in both Marion and Polk counties. Salem is the Capital of Oregon, and the Salem-Keizer urbanized area is situated 47 miles south of Portland and 64 miles north of Eugene.

The range of Cherriots urban local fixed-route and commuter bus service, rural commuter express service, paratransit service, and dial-a-ride service specific to seniors and individuals with limited abilities, provide approximately 3.1 million passenger trips annually in Fiscal Year 2019 and 1.5 million in Fiscal Year 2021 down due to COVID-19. All Cherriots local services operate Monday through Friday, 5:00 a.m. to 11:00 p.m., and Saturday, 7:00 a.m. to 9:00 p.m. Sunday and most holidays, 8:00 a.m. to 8:00 p.m. Sunday service began on Sunday, September 5, 2021. Holiday service began on Veterans Day, November 11, 2021.

Cherriots local fixed-route bus services are primarily offered within the Salem-Keizer Urban Growth Boundary (UGB), as defined by state statute. The Cherriots Regional service connects the Salem-Keizer area with the city of Wilsonville to the north, where riders can directly access the Portland metropolitan area, as well as to surrounding, rural communities in Marion, Polk, Linn, Yamhill, and Clackamas counties. The population served by Cherriots full range of services is well over 500,000.

Cherriots mission is to connect people with places through safe, friendly, and reliable public transportation services. With 20 Cherriots local routes, fixed-route service provides regularly-scheduled transit service connecting workforce centers, a multitude of medical and health care services, senior centers, continuing education establishments, and shopping districts. Cherriots partners with outlying communities to provide commuter express services that bring people directly from outlying areas to the critical services offered within the cities of Salem and Keizer.

Salem is the state capital and the county seat of Marion County. Cherriots operates specific routes that are aimed at providing transportation to large work centers, such as the Capitol Mall, Chemeketa Community College, and Salem Hospital. One of the busiest corridors of the city, Lancaster Drive, is home to malls and retail facilities. These are large employment providers and generate jobs for economically-disadvantaged individuals. The most popular destination of transit riders in east Salem is Chemeketa Community College, another large employer and the local community college.

The population of Cherriots service area grew 11.6 percent from 2010 to 2020. Approximately 58 percent of Cherriots riders do not have access to a vehicle, compared to 39 percent of neighboring TriMet riders and 29.4 percent of Lane Transit District's riders.

While economic growth is slowly returning to the Salem-Keizer area, 35.8 percent of the residents who live within the Salem-Keizer urban growth boundary still live below 200 percent of the federal poverty line and are considered “low-income.”

Cherriots LIFT service provides complementary paratransit service under the Americans with Disabilities Act (ADA) within the UGB. Cherriots Shop and Ride is a shopper shuttle and dial-a-ride service available to seniors 60+ and individuals with limited abilities with no required qualification. Cherriots operates Cherriots Regional providing commuter express and flex-route service in rural Marion, Polk, and Linn counties. Cherriots Trip Choice promotes and coordinates easy and cost-effective transportation options throughout Marion, Polk, and Yamhill counties. It offers information and coordination for carpooling, vanpooling, public transit, bicycling, walking, and telecommuting.

Cherriots serves the largest public and private employers in Salem. These are the State of Oregon offices (39,000 employees as of June 2020) and Salem Health (5,200 employees). An analysis of the September 2021 transit network and 2019 employment data identified 84 percent of jobs within the Salem-Keizer urban growth boundary are located within a quarter mile of any bus stop in Cherriots Local transit service network. Focusing jobs, housing, and services to best take advantage of the Cherriots transit system ultimately will reduce the need to drive, therefore, enriching the lives of the community.

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

Cherriots

Local bus routes serve local streets in the Salem-Keizer area, providing service within the Salem-Keizer UGB (Figure 1).

Cherriots Regional

Regional express routes provide bus service between towns and cities mostly in Marion and Polk counties. Additionally, Cherriots provides the Polk County Flex, an origin-to-destination service in Dallas, Monmouth, and Independence (Figure 2). In May 2020, the Polk County Flex became a deviated fixed route called the Route 45. Route 45 provides service between Dallas, Monmouth, and Independence. Route 45 runs every 2 hours between 8:00 a.m. and 5:00 p.m. on weekdays. Stops on Route 45 are spaced about a quarter mile apart, providing more access for seniors and people with limited abilities.

Cherriots LIFT

Origin-to-destination paratransit service provides rides to those who are unable to independently access Cherriots local bus service due to their functional ability. LIFT serves the Salem-Keizer UGB. Riders must be found eligible and trips must be scheduled in advance. During Fiscal Year 2020, Cherriots provided 47,143 LIFT rides (down due to the ongoing Covid-19 pandemic.) Cherriots Contracted Services Department is part of the Operations Division, which includes Cherriots LIFT, Regional, and Shop and Ride services. The LIFT service is expressed in all caps to distinguish the program name from the vehicle lifts. LIFT is not an acronym. Cherriots operates LIFT service through a contract with a private-sector company, which provides staff for the operation of the vehicles. Cherriots owns and maintains the LIFT vehicles operated by the private company. Cherriots LIFT trips are reserved through the Cherriots Call Center, formerly known as Trip Link, which is also operated by a private-sector company. Cherriots provides the facility and all equipment to the Call Center. Cherriots additionally contracts with a private-sector company for Cherriots LIFT eligibility determinations. Cherriots is responsible for program, contract, and operations management for the LIFT transportation service, Call Center, and LIFT Eligibility.

Cherriots Shop and Ride

Shop and Ride includes both a shopper shuttle and origin-to-destination dial-a-ride service for seniors and individuals with limited abilities who may not qualify for ADA service. This service operates throughout the Salem-Keizer UGB, and trips must be scheduled in advance.

Cherriots Maintenance Department

The Cherriots Maintenance Department is responsible for all aspects of maintaining, servicing, and cleaning of buses and support vehicles for transit services in the Salem-Keizer area. The Maintenance Department is also responsible for the upkeep and repair of Cherriots equipment and facilities, including bus stop signs and passenger shelters. The Maintenance Department strives to provide safe, reliable, and clean buses, using the most efficient and cost-effective maintenance practices, products, and personnel resources.

The primary elements of the Maintenance Department's function and the means by which it satisfies its responsibilities are described below, as well as descriptions of specific methods and procedures. As can be seen, the Maintenance Department continually seeks to improve operations, equipment, employee performance, and cost savings, thereby, providing the best possible service to the public.

2. PURPOSE OF THE PLAN

This comprehensive Facilities Maintenance Plan is established to help identify, improve and develop the maintenance program of Cherriots. A core divisional value is to ensure facilities that provide a safe and healthy environment. The mission of all Cherriots operations is to ensure the proper environment is provided, while managing the efficient use of all resources.

3. PLAN OBJECTIVES

The overall objective of the Facilities Maintenance Plan is to maintain, throughout its expected useful life, the interior and exterior of facilities, the grounds and parking areas, and all fixed and moveable equipment through preventive maintenance and repairs. Further, this objective is specifically intended to provide the following:

1. Facilities and their components which function safely and at top efficiency.
2. Facilities and equipment which greatly minimize the possibility of fires, accidents, and safety hazards.
3. Continuous use of facilities without disruptions to the transit operations.
4. Protection of Cherriots property through proper planning, scheduling, and preventive maintenance.
5. Provide quality management of maintenance projects and tasks.
6. Conservation of energy, through utilization of the latest technology and energy conservation measures.
7. Ensure a quality maintenance program through effective management and efficient utilization of resources.
8. Provide the best indoor air quality possible by maintaining a physical environment that supports the needs of the operational services, staff, customers and other stakeholders who use operational facilities and grounds.

4. CHERRIOTS-OWNED FACILITIES

Starting in June 1988, Cherrlots Administration, Operations, and Maintenance Divisions/Departments occupied the current Del Webb Facility. In October 2000, the Administration Department moved to a new transit mall facility in downtown Salem; this facility is called Courthouse Square. In September 2009, a capital project was completed adding 5,000 square feet to the existing vehicle maintenance building and 1,000 square feet to the Del Webb office spaces.

Del Webb Operations Building



The **Del Webb Operations Building** is located at 3140 Del Webb Avenue, NE, Salem, OR 97303. The building is the primary headquarters for the Transportation and Contracted Services Departments. Our fixed-route service employees report to the Operations Building. The Cherrlots Call Center is located in the Del Webb building as well.

Del Webb Maintenance Building



The **Del Webb Maintenance Building** is located at 3170 Del Webb Avenue, NE, Salem, OR 97303. It provides approximately 28,000 square feet of space for: scheduled and unscheduled bus repairs and inspections; storage, maintenance, and charging of spare batteries; tire changing, repair, and storage; brake replacing, brake drum and linings turned and stored; glass repair; rebuilding major components, including cylinder heads, differentials, engines, and transmissions; rebuilding small components, such as pumps, starters, motors, compressors, and other air and electrical components; welding, cutting, and fabrication of hardware, brackets, engine cradles, and special tools; component tear-down and cleaning room; drum storage of chassis grease, automatic transmission fluid, gear and motor oil, and antifreeze; air compressor, refrigerated air dryer, and air pumps for the distribution of grease and oils to the service bays; secure storage of Cherrlots-owned portable maintenance equipment, such as scaffolding, cranes, dollies, and jacks; parts receiving, storage, and distribution; toilet, locker room, showers, and lunchroom for Maintenance Department personnel; and, maintenance support and administrative functions.

In 2002, a CNG gas detection system was installed in the Maintenance Building. The gas monitoring system operates as a stand-alone, autonomous system, monitoring ambient methane (gas sensors). It is capable of receiving, analyzing and activating alarms and controlling the equipment that was installed as part of the system, such as the exhaust fans, fire door hold open devices, garage door openers, the new radiant heaters, shutting down of non-essential electrical systems and setting off the visual and audible alarms. At 20 percent LEL, it will sound and display the signaling devices, turn on the explosion proof exhaust fans, release the fire door holders, open two of the garage doors and turn off the radiant heaters. At 45 percent LEL, it will do all the above and shut down the non-essential electrical systems. A computer screen will tell what sensors are picking up a leak and at what LEL. Stand-alone computer monitors with 15 GasBoss sensors; the sensors are calibrated when the monitoring system reads above 10 or after a gas alarm event. A gas monitoring system with 10 infrared detectors was installed in the new shop addition in 2009. Calibration of these sensors is done annually.

The Maintenance Department includes many disciplines and functional areas with varied responsibilities for maintaining buses. The facility is designed, equipped and staffed to perform all maintenance functions, such as major component rebuilds, upholstery repairs, welding and fabrication, front end alignments, tire and brake repairs, in addition to essential daily maintenance activities, such as preventative maintenance inspections, running repairs, servicing and cleaning, and other support functions.

Keizer Transit Center



The **Keizer Transit Center** is located at 5860 Keizer Station Blvd. NE, Keizer, OR 97303. This location serves as a transit center for customers as well as a layover location for Cherriotics Transportation and Maintenance employees. There are restroom facilities for employees and the public. There is an employee breakroom and a medium-sized conference room for meetings. There is also a security office.

Downtown Transit Center



The **Downtown Transit Center** is located at 220 High Street NE, Salem, OR 97301. This location serves as a transit/transfer location for customers and as a layover for District employees. There is a Customer Service office, Security office, Transportation Department Supervisors' office, and an employee breakroom.

5. FACILITIES STRUCTURE

5.1. BUILDING MAINTENANCE

The Maintenance Department is responsible for providing ongoing quality maintenance of the facility structures and technical operations by integrating preventative maintenance with proactive response to repairs and modifications. Performance and administration of all facility construction, maintenance is the responsibility of the Maintenance Manager, Facilities Maintenance Supervisor, and the Facilities Maintenance Workers. The Facilities Maintenance Supervisor and Facilities Maintenance Workers report to the Maintenance Manager.

The Facilities Maintenance Department is responsible for the following:

- Identify, coordinate and provide follow-up on all warranty repairs on buildings, equipment and systems through designated contractors, sub-contractors, and suppliers, ensuring that all work is completed in full compliance with all applicable city, state or federal ordinances, codes and laws.
- Perform preventative maintenance (PM) and general building maintenance.
- Coordinate, schedule and arrange for all repairs for building equipment or systems that require services by an outside contractor (i.e., parts cleaning equipment, landscape maintenance, environmental waste disposal, window cleaning service) or any other contracted service.
- Provide oversight and management of various environmental programs.
- Responsible for all related labor, tools, equipment, and other services required to carry out the mission of the Maintenance Department, including, but not limited to, identifying potential problems and coordinating repairs of the buildings' mechanical equipment, electrical utility systems, plumbing, water systems, and HVAC systems.
- Research, identify and requisition all repair parts or other materials needed to accomplish required tasks, by coordinating parts and material requisitions with the Purchasing Department.
- Establish and maintain an onsite library of all technical publications and service manuals relating to equipment and systems within the facility.
- Establish and maintain individual comprehensive equipment maintenance records for all facility-related equipment and systems in conjunction with equipment maintenance management software.

5.2. FACILITIES WORK REQUESTS

Del Webb Operations and Maintenance Buildings, Keizer Transit Center:

Internally-generated Facilities Work Requests are created by email and prioritized by the Facilities Maintenance Supervisor, with safety given the highest priority. The Facilities Maintenance Supervisor will create a work order and monitors progress of the request. The level of service is monitored and reviewed by the Facilities Maintenance Supervisor. The need for modifications or service improvements is communicated through the Facilities Maintenance Supervisor to the Maintenance Manager. Work is prioritized as follows:

- **Emergency:** Work requested is intended to protect the life, health and safety of customers and employees.
- **High:** Work requested is intended to ensure the functioning of the operation.
- **Medium:** Work requested is not emergency, high priority or cosmetic in nature. Most work requests will fall in this category.
- **Low:** Work requested is strictly cosmetic in nature.

Courthouse Square (Leased from Marion County):

The Courthouse Square office building located downtown is leased from Marion County. Facility work requests for this location are accessed and submitted electronically to Marion County according to their established request procedure. These facilities work requests are submitted by and monitored for completion by the Facilities Maintenance Supervisor. (Marion County Work Order Procedure can be found in Appendix A.)

5.3. CUSTODIAL SERVICES

Custodial services are performed by in-house personnel. Facilities Maintenance Workers are responsible for maintaining offices, restrooms, carpeted areas, flooring and windows. (Frequency schedules can be found in Appendix B.)

5.4. ELECTRICAL, PLUMBING AND HVAC SYSTEMS

The Facilities Maintenance Department holds primary responsibility for the ongoing preventative maintenance and repair of facilities electrical, plumbing, heating, ventilation and air conditioning systems, in addition some of which is handled by outside contractors. (Exterior Light Fixtures Map can be found in Appendix C.)

5.5. ENERGY MANAGEMENT PROGRAM

Conservation is made through a multitude of electrical and water conservation systems throughout the facilities. These include, but are not limited to, energy efficient lighting, occupancy sensors, skylights, energy efficient air conditioning and metered or waterless plumbing fixtures. The maintenance manager and facilities maintenance supervisor review utility use monthly.

5.6. LANDSCAPE MAINTENANCE

The landscaping of the facility is planned with water conservation as a priority, utilizing drought resistant vegetation, low water uses foliage and efficient irrigation systems that are on automatic timers for most efficient use.

5.7. FUEL ISLAND MAINTENANCE

The Facilities Maintenance Department's primary responsibility is to maintain the safe and efficient operation of all fuel island equipment. Cheriots consists of Compressed Natural Gas (CNG) and Clean Bio-Diesel fuels. Fuel island operations are conducted in compliance with all city, county, state, and

federal mandates. The Facilities Maintenance Department monitors inspections, permits, aboveground storage tanks, and tank monitoring equipment certifications.

5.8. ENVIRONMENTAL PROTECTION OPERATIONS

The Facilities Maintenance Department is responsible for implementing, managing, and monitoring the movement and disposal of hazardous materials and other potential pollutants in and around facilities as mandated by city, county, state, and federal authorities and agencies.

The Facilities Maintenance Department management of various environmental programs, are as follows:

1. HAZARDOUS WASTE DISPOSAL AND SPILL PREVENTION

The Facilities Maintenance Department is responsible for disposing of hazardous waste and preventing spills of environmental contaminants as follows:

- a) Coordinating pick-up/disposal of hazardous wastes generated by bus maintenance, including used oil, filters, sludge from water clarifiers and oil/water separators.
- b) Implementing the functions of the Antifreeze Recycling Program.
- c) Managing operations in conjunction with the guidelines set forth by Cherriots Hazardous Waste Spill Prevention Control and Countermeasures Plan (SPCC). (Spill Kit Inspection Form can be found in Appendix D.)

2. HAZARDOUS MATERIALS HANDLING

The Facilities Maintenance Department oversees and monitors all inventories of hazardous materials, including various petroleum and paint products, as well as oil inventories stored in ground. Management monitors and anticipates inspections by supervising agencies and permit renewals. The Facilities Maintenance Department works with the State of Oregon DEQ and Fire Marshall regarding hazardous substance reporting and tank inspections. The Facilities Maintenance Department maintains a comprehensive library of all Material Safety Data Sheets (MSDS) or Safety Data Sheets (SDS) for all chemicals used in and around the facility.

3. BUS WASH SYSTEM

The Facilities Maintenance Department is responsible for the general maintenance, water testing and inspection of the bus wash system. The system is fully automated for maximum efficiency. A sample list of Facilities/Equipment PM frequencies can be found in Appendix A.

6. EQUIPMENT MAINTENANCE AND REPLACEMENT

The Facilities Maintenance Department is responsible to provide ongoing quality maintenance of the facilities equipment by integrating scheduled preventative maintenance with proactive response to unscheduled or emergency repairs and modifications, and to make informed, fiscally-responsible decisions regarding appropriate replacement of facilities equipment.

6.1. OVERVIEW

Cherriots uses a number of processes to track and manage the scheduled and unscheduled maintenance and preventative maintenance of all equipment and facilities repairs. It enables staff to track, schedule and control all maintenance activities. Information generated from its multitude of reports allows staff to efficiently make decisions regarding infrastructure, equipment management, and facilities and equipment life cycles.

6.2. EQUIPMENT INVENTORY AND CLASSIFICATION

All facilities equipment has been identified and records are kept and maintained by the Facilities Maintenance Supervisor.

- Del Webb Elevator

The facility elevator and overhead crane is inspected and serviced monthly by a certified outside company.

Located at 555 Court Street NE, Cherriots occupies roughly 50% of the 5th floor for the administrative staff. The 1st floor contains the operators break room, restrooms, Customer Service, quiet room, Security offices and conference spaces. Additionally, Cherriots shares a meeting room with Marion County.

6.3. WARRANTIES

Warranty claims vary by supplier and the nature of the product. Claims are processed in a variety of ways: warranty service orders, phone calls, faxes, and meetings with supplier representatives until a satisfactory settlement has been received. Warranty claims are recorded prior to submission to the manufacturer.

6.4. FACILITIES/EQUIPMENT PREVENTATIVE MAINTENANCE INSPECTION PROGRAM

A Preventative Maintenance Inspection (PM) is generated for each of the facilities/equipment at each property. These PM's are based on manufacturer's specifications to achieve the highest operational efficiency while considering conservation and budgetary planning. Work orders are generated based on preprogrammed timeframes.

6.4.1. CONSTRUCTION MANAGEMENT

The Facilities Maintenance Department is responsible for all building/site improvements and construction. During a project, the Facilities Maintenance Department would oversee all construction management and supervision.

7. SAFETY SYSTEMS

7.1. FIRE PREVENTION/SUPPRESSION/LIFE SAFETY SYSTEMS

To provide immediate suppressive response to abnormal levels of air contaminants, high levels of heat, smoke, or fire in all areas of the facilities, each building is equipped with a smoke alarms.

7.2. ESCAPE AND EVACUATION PLAN

The plans for escape and evacuation of individuals from the facilities have been developed and implemented to concur with the recommendations of the Salem Fire Department. Annual drills are conducted in which all employees participate to review these emergency escape routes.

8. SERVICE STANDARDS AND METHODS

8.1. BUILDING CODES

Various federal, state and city codes (Building, Safety, Fire, Health, ASHRAE, ADA and indoor air quality) change from time-to-time. These standards must be adhered to in order to ensure a safe, accessible and healthy building environment for employees and the public. Maintaining compliance with these code modifications is certainly a cost factor that must be considered in addition to regular building maintenance.

8.2. NEW MEASURES

New technology and energy savings measures related to building equipment and components need to be carefully considered and incorporated into the building maintenance program in order to insure a more cost-effective level of maintenance.

These new technological advances may require the development of revised maintenance and operations procedures and may reduce operating costs. While such advances may show a first-time or one-time increase in the maintenance budget, there may be significant long-term decrease in the plant operations budget or increase in life.

8.3. CONDITION ASSESSMENTS

The condition of existing facilities need to be considered, as well as frequency of use of facilities beyond the normal day when evaluating the overall maintenance effort. These factors create a significant impact to the plant maintenance program to provide adequate funding, staffing, and effective building maintenance.

8.4. SERVICE STANDARDS

Maintenance service standards for facilities are best established through adequate program administration and supervision, effective employee selection and training and maintaining employee performance within the organization.

8.5. PREVENTATIVE MAINTENANCE

The custodial services component is an important consideration in assessing overall maintenance levels and determining costs associated with building maintenance. An effective building operation function should complement the centralized facilities maintenance function to provide an overall effective facilities maintenance program. Cherriots has developed and implemented such a plan. We feel this combined effort is providing an effective facilities maintenance program.

There are several methods for performing required facilities and equipment maintenance that have proven to be cost-effective and are presently being utilized at Cherriots. They include:

1. Utilization of a centralized maintenance in-house workforce.
2. Effective use of Cherriots personnel to perform preventative maintenance.
3. Utilization of outside contractors and service agreements, as needed.

A full-time Cherriots maintenance workforce provides the following services:

- Emergency response to power failures, plumbing, heating and air conditioning failures.
- Monitoring energy management with state-of-the-art computerized system.
- Interior and exterior painting.
- Carpentry, electrical, plumbing, HVAC service and minor roof repairs.
- Grounds maintenance, mowing, landscaping, etc.
- Minor building modifications.
- Vandalism repairs.
- Maintenance and repairs to fire and security systems.
- Hardware maintenance and repairs.
- Situational Response – ensuring the Facilities Maintenance Department is prepared, facilities maintenance trucks are checked weekly for adequate response supplies. (Facilities Trucks Response Supply Checklists can be found in Appendix K.)

The contracted services component relates to the following areas:

- HVAC chiller service.
- Elevator maintenance and inspection.
- Energy management control service.
- Fire sprinkler systems maintenance and inspection.

- Roof repair and inspection.
- Fire extinguisher inspection and service.
- Fire and security monitoring.
- Bleacher inspection.
- Plumbing repairs (major).

Automated processes are essential to the operation of the maintenance program at Cherriots, with various systems that are used for a variety of activities all intended to assist managing the daily operation and maintenance of all facilities.

9. TRANSIT ASSET MANAGEMENT TARGETS

Cherriots establishes transit asset management targets (state of good repair) based on FTA Useful Life requirements. (Transit Asset Management Targets can be found in Appendix L.)

APPENDIX A. MARION COUNTY WORK ORDER PROCEDURE

Log onto <https://www.myfacilitydude.com> The screen below will appear, fill out and submit.

Welcome

In the event of an actual life safety emergency please call 9-911

To submit your request complete the following form and refer to the priority choices to complete step #3 to aid the maintenance staff with identifying the urgency of your needs.

Priority Choices:

- Emergency Requests-Staff will drop everything and respond. Please call 503-588-5154 in addition to your written request.
- High-Staff will respond by end of business day.
- Medium-Staff will respond by end of the business week.
- Low-Staff will respond a.s.a.p. within the month.

Step 1 Please be yourself, click [here](#) if you are not Trent McCoy

First Name	Last Name	Email
Trent	McCoy	trent.mccoy@cherrlots.org
Phone	Pager	Cellular Phone
503-361-7577		503-910-5323

Step 2 **Location**

Your current location is **S-CS-Courthouse Square**
[Change Location](#)

Bldg./Unit

Area

Area/Room Number

Yes, remember my area entries for my next new request entry.

Step 3 **Priority:**

Low

Step 4 **Select Problem Type:**

Maintenance Help Desk:

Click [here](#) for Maintenance Emergency Contacts

Click on the problem type below that best describes your issue.

Appliance Repair	Architect	Custodial	Delivery
Doors and Hardware	Electrical	Fire Sprinkler System	Furniture
General Maintenance	Grounds	Health/Safety	Heating/Ventilation /Air Conditioning
Lead	Lighting	Mechanical	Plumbing
Refrigeration	Risk Management	Security	Special Projects
Surplus	Training		

Emergency Contact

Contact Name	Contact Phone
Terry Stoner	503-588-5154

Step 5 Please describe your problem or request.

Step 6 Time Available for Maintenance

Step 7 Purpose

Step 8 Requested Completion Date

	<input type="text"/> (A valid date is required. Text is not accepted, but you may leave it blank. Click here for assistance in date entry.)
Step 9	Budget <input type="text" value="_580-11-00-"/>
Step 10	Attachment Attach New File (Maximum allowed is two attachments with a size of 3MB or less per file.)
Step 11	<input type="button" value="Submit"/> NOTE: You will receive the following notifications. You will be notified if this request is completed. You will be notified if this request is marked as voided. You will be notified when this request has been duplicated.

APPENDIX B. CUSTODIAL SERVICES – FREQUENCY SCHEDULES

Frequency Schedule – Del Webb Facilities

FREQUENCY SCHEDULE

The following schedule of daily, weekly, monthly, quarterly, and semi-annual janitorial services is provided to identify work to be accomplished on a regular and on-going basis. Janitorial personnel will review this schedule daily and mark each activity as the services are completed.

DAILY SERVICES

I. Administration/Operations Office (3140 Del Webb Avenue Northeast)

A. Restrooms (4)

	Mon	Tue	Wed	Thu	Fri
Sweep, wet-mop, or scrub floors with disinfectant.					
Wash and sanitize water closets, urinals and wash basins (maintain traps odor-free).					
Damp wipe and polish mirrors, dispensers and chrome fixtures.					
Damp wipe and polish all other surfaces (walls, doors, partitions).					
Empty and wipe clean waste receptacles. Replace plastic liners.					
Service toilet tissue, seat cover, paper towel, sanitary napkin/tampon, and soap dispensers.					
Replace burned-out light bulbs.					

B. Shower Stalls (2)

	Mon	Tue	Wed	Thu	Fri
Damp wipe and polish dispensers and chrome fixtures.					
Spot clean and polish all other surfaces (walls, bench, doors, partitions).					

C. Office Area, Conference Rooms, and Storerooms.

	Mon	Tue	Wed	Thu	Fri
Vacuum all carpeted floors.					
Vacuum chairs in main entry.					
Empty and wipe clean waste receptacles, replace plastic liners as needed.					
Dust all horizontal surfaces including furniture, desks, filing cabinets, wall cabinets, window ledges, baseboards, chair rails, etc. NOTE – do not disturb materials left on surfaces to be cleaned.					
Replace burned-out light bulbs.					

D. Lunchroom/Driver Area (Operations)

	Mon	Tue	Wed	Thu	Fri
Vacuum floor and Wet mop vinyl floors with mild detergent.					
Empty and wipe clean waste receptacles. Replace plastic liners in waste receptacles.					
Wipe clean all other surfaces (walls, tables, counters, doors, exterior of all appliances) and dust horizontal surfaces.					
Neatly arrange and/or put books and magazines in designated area.					
Wash and sanitize sinks and drinking fountain.					
Replace burned out light bulbs.					

E. Hallways, Lobby, and Sidewalks

	Mon	Tue	Wed	Thu	Fri
Vacuum carpeted floors.					
Spot clean vertical surfaces (doors, walls, etc.).					
Wash interior and exterior glass on main entry door. Wipe door handles.					
Sweep sidewalks and pick up trash at entry door areas of building.					
Clean smoking shelter area.					
Replace burned-out light bulbs.					

II. Maintenance Facility (3170 Del Webb Avenue Northeast)

A. Restrooms (2), Locker Rooms, Shower Stalls

	Mon	Tue	Wed	Thu	Fri
Wash and disinfect locker room floors, and shower stalls.					
Sweep, wet mop or scrub floors with disinfectant.					
Wash and sanitize water closets, urinals and wash basins (maintain traps odor-free).					
Damp wipe and polish mirrors, dispensers, and chrome fixtures.					
Damp wipe and polish all other surfaces (walls, doors, partitions).					
Empty and wipe clean waste receptacles. Replace plastic liner.					
Service toilet tissue, seat cover, paper towel, sanitary napkin/tampon, and soap dispensers.					

B. Lunchroom (Mezzanine)

	Mon	Tue	Wed	Thu	Fri
Sweep and mop all floors with mild detergent.					
Empty and wipe clean waste receptacle. Replace plastic liners in waste receptacles (all waste receptacles must be maintained odor free).					
Spot clean walls and doors.					
Wipe clean all tables, counters, and exterior of appliances.					
Dust all other horizontal surfaces.					
Wash and sanitize sink. (2) as designated.					
Neatly arrange books and magazines.					
Replace burned-out light bulbs.					

C. Office Areas (4), Hallways, Elevator (First Floor and Mezzanine)

	Mon	Tue	Wed	Thu	Fri
Sweep and mop all floors with mild detergent.					
Empty and wipe clean waste receptacles. Replace plastic liners as needed.					
Dust all horizontal surfaces including furniture, desks, filing cabinets, wall cabinets, window ledges, baseboards, chair rails, etc. NOTE: Do not disturb materials left on surfaces to be cleaned.					
Clean and sanitize wash basin in hallway on main floor (outside men's restroom).					
Clean and sanitize drinking fountain.					
Replace burned-out light bulbs.					

WEEKLY SERVICES

I. Administration/Operations Building

	Week 1	Week 2	Week 3	Week 4	Week 5
Vinyl and tile floors scrubbed and disinfected in restrooms, locker rooms and lunchrooms.					
Men's Only -- Wash and disinfect floors & stall walls					
Wipe door frames, window frames and venetian blinds with treated dust cloths.					
Clean interior and exterior of glass on all interior and exterior doors.					
Clean telephones.					
Remove smudges and fingermarks from doors and adjacent areas, woodwork, walls, and light switches.					
Wash counter tops and tabletops with neutral soap and water.					
Janitor closet floor, sink and walls cleaned.					

II. Maintenance Building

	Week 1	Week 2	Week 3	Week 4	Week 5
Vinyl and tile floors scrubbed and disinfected in restrooms, locker rooms, and lunchrooms.					
Wipe door frames, window frames, and Venetian blinds with treated dust cloths.					
Clean telephones.					
Remove smudges and finger marks from doors and adjacent areas, woodwork, walls, light switches, partition glass, and elevator.					

MONTHLY SERVICES

Month: _____

I. Administration/Operations Building

Spray buff or seal tile floors after washing and disinfecting.	
Scrub wall surfaces, partitions, doors, sills, and waste receptacles in restrooms.	
Dust wall surfaces within 84" of floor and under surfaces such as knee wells on desks, table legs, etc.	
Clean plastic upholstered furniture and spot clean upholstered furniture.	
Clean kick plates, push plates and door handles from entrance doors, and remove oil, grease, mold, etc. from around latches, hinges and frame.	
Clean exterior of all light fixtures and ventilation ducts.	
Clean, relight areas around all interior and exterior doors.	
Clean both sides of glass skylights over all exterior doors.	
Wash all wastebaskets.	

II. Maintenance Building

Spray buff or seal tile floors after washing and disinfecting.	
Scrub wall surfaces, partitions, doors, sills, and waste receptacles in restrooms.	
Dust wall surfaces within 84" of floor and under surfaces such as knee wheels on desks, table legs, etc.	
Clean plastic upholstered furniture and spot clean upholstered furniture.	
Clean kick plates, push plates and door handles from entrance doors, and remove oil, grease, mold, etc. from around latches, hinges and frame.	
Clean exterior of all light fixtures and ventilation ducts.	
Wash all wastebaskets.	

QUARTERLY SERVICES

3-Month Period: _____

I. Administration/Operations Building

Women's Only -- Wash and disinfect floors & stall walls	
Dust or vacuum all ventilating and air conditioning outlets.	
Clean and polish metal thresholds.	
Polish bright metal and woodwork.	
Change air freshener in restrooms.	
Clean carpets with extractor.	

II. Maintenance Building (Office, Restrooms, Hallways, Elevator)

Dust or vacuum all surfaces over 84" from the floor and ceilings.	
Dust or vacuum all ventilating and air conditioning outlets.	
Clean and polish metal thresholds.	
Polish bright metal and woodwork	
Change air freshener in restrooms.	
Clean carpets with extractor.	

Frequency Schedule – Downtown Facility (1st Floor)

FREQUENCY SCHEDULE

The following schedule of daily, weekly, monthly, quarterly, and semi-annual janitorial services is provided to identify work to be accomplished on a regular and on-going basis. Janitorial personnel will review this schedule daily and mark each activity as the services are completed.

DAILY SERVICES

I. Administration/1st floor (555 Court Street)

A. Restrooms (4)

	Mon	Tue	Wed	Thu	Fri
Sweep, wet-mop, or scrub floors with disinfectant.					
Wash and sanitize water closets, urinals and wash basins (maintain traps odor-free).					
Damp wipe and polish mirrors, dispensers and chrome fixtures.					
Damp wipe and polish all other surfaces (walls, doors, partitions).					
Empty and wipe clean waste receptacles. Replace plastic liners.					
Service toilet tissue, seat cover, paper towel, sanitary napkin/tampon, and soap dispensers.					
Replace burned-out light bulbs.					

B. Office Area, Conference Rooms, and Storerooms.

	Mon	Tue	Wed	Thu	Fri
Vacuum all carpeted floors. Sweep and mop hard floors.					
Empty and wipe clean waste receptacles, replace plastic liners as needed.					
Dust all horizontal surfaces including furniture, desks, filing cabinets, wall cabinets, window ledges, baseboards, chair rails, etc. NOTE – do not disturb materials left on surfaces to be cleaned.					
Replace burned-out light bulbs.					

C. Lobby.

	Mon	Tue	Wed	Thu	Fri
<i>Sweep and Mop floors.</i>					
<i>Empty and wipe clean waste receptacles, replace plastic liners as needed.</i>					
<i>Spot clean vertical surfaces (doors, walls, windows, etc.).</i>					
<i>Wash interior and exterior glass on main entry door. Wipe door handles.</i>					
<i>Wash and sanitize drinking fountain.</i>					
<i>Replace burned-out light bulbs.</i>					

D. Lunchroom

	Mon	Tue	Wed	Thu	Fri
<i>Sweep floor and wet mop floors with mild detergent.</i>					
<i>Empty and wipe clean waste receptacles. Replace plastic liners in waste receptacles.</i>					
<i>Wipe clean all other surfaces (walls, tables, counters, doors, exterior of all appliances) and dust horizontal surfaces.</i>					
<i>Neatly arrange and/or put books and magazines in designated area.</i>					
<i>Wash and sanitize sink.</i>					
<i>Replace burned out light bulbs.</i>					

E. Hallways.

	Mon	Tue	Wed	Thu	Fri
<i>Vacuum carpeted floors.</i>					
<i>Spot clean vertical surfaces (doors, walls, etc.).</i>					
<i>Wash interior and exterior glass on main entry door. Wipe door handles.</i>					

WEEKLY SERVICES

I. CH2 1st

	Week 1	Week 2	Week 3	Week 4	Week 5
Tile floors scrubbed and disinfected in restrooms, lunchroom and offices.					
Wipe door frames, window frames and venetian blinds with treated dust cloths.					
Clean interior and exterior of glass on all interior and exterior doors.					
Clean telephones.					
Remove smudges and fingermarks from doors and adjacent areas, woodwork, walls, and light switches.					
Wash counter tops and tabletops with neutral soap and water.					
Janitor closet floor, sink and walls cleaned.					

MONTHLY SERVICES

Month: _____

I. CH2 1st

Spray buff or seal tile floors after washing and disinfecting.	
Scrub wall surfaces, partitions, doors, sills, and waste receptacles in restrooms.	
Dust wall surfaces within 84" of floor and under surfaces such as knee wells on desks, table legs, etc.	
Clean plastic upholstered furniture and spot clean upholstered furniture.	
Clean kick plates, push plates and door handles from entrance doors, and remove oil, grease, mold, etc. from around latches, hinges and frame.	
Clean exterior of all light fixtures and ventilation ducts.	
Clean, relight areas around all interior and exterior doors.	
Wash all wastebaskets.	

QUARTERLY SERVICES

3-Month Period: _____

I. CH2

Dust or vacuum all ventilating and air conditioning outlets.	
Clean and polish metal thresholds.	
Polish bright metal and woodwork.	
Clean carpets with extractor.	
Change air freshener in restrooms.	

Frequency Schedule – Downtown Facility (5th Floor)

FREQUENCY SCHEDULE

The following schedule of daily, weekly, monthly, quarterly, and semi-annual janitorial services is provided to identify work to be accomplished on a regular and on-going basis. Janitorial personnel will review this schedule daily and mark each activity as the services are completed.

DAILY SERVICES

I. Administration/5th Floor (555 Court Street)

A. Restrooms (2)

	Mon	Tue	Wed	Thu	Fri
Sweep, wet-mop, or scrub floors with disinfectant.					
Wash and sanitize water closets, urinals and wash basins (maintain traps odor-free).					
Damp wipe and polish mirrors, dispensers and chrome fixtures.					
Damp wipe and polish all other surfaces (walls, doors, partitions).					
Empty and wipe clean waste receptacles. Replace plastic liners.					
Service toilet tissue, seat cover, paper towel, sanitary napkin/tampon, and soap dispensers.					
Replace burned-out light bulbs.					

B. Office Area, Conference Rooms, and Storerooms.

	Mon	Tue	Wed	Thu	Fri
Vacuum all carpeted floors.					
Vacuum chairs in main entry.					
Empty and wipe clean waste receptacles, replace plastic liners as needed.					
Dust all horizontal surfaces including furniture, desks, filing cabinets, wall cabinets, window ledges, baseboards, chair rails, etc. NOTE – do not disturb materials left on surfaces to be cleaned.					

Replace burned-out light bulbs.					
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C. Lunchroom/Quiet Room

	Mon	Tue	Wed	Thu	Fri
Wet mop vinyl floors with mild detergent.					
Empty and wipe clean waste receptacles. Replace plastic liners in waste receptacles.					
Wipe clean all other surfaces (walls, tables, counters, doors, exterior of all appliances) and dust horizontal surfaces.					
Neatly arrange and/or put books and magazines in designated area.					
Wash and sanitize sinks.					
Replace burned out light bulbs.					

D. Hallways, Lobby

	Mon	Tue	Wed	Thu	Fri
Vacuum carpeted floors.					
Spot clean vertical surfaces (doors, walls, etc.).					
Wash interior and exterior glass on main entry door. Wipe door handles.					
Replace burned-out light bulbs.					

WEEKLY SERVICES

I. Administration/5th Floor

	Week 1	Week 2	Week 3	Week 4	Week 5
Vinyl and tile floors scrubbed and disinfected in restrooms and lunchrooms.					
Wipe door frames, window frames and venetian blinds with treated dust cloths.					
Clean interior and exterior of glass on all interior and exterior doors.					
Clean telephones.					
Remove smudges and fingermarks from doors and adjacent areas, woodwork, walls, and light switches.					
Wash counter tops and tabletops with neutral soap and water.					

MONTHLY SERVICES

Month: _____

I. Administration/5th Floor

Spray buff or seal tile floors after washing and disinfecting.	
Scrub wall surfaces, partitions, doors, sills, and waste receptacles in restrooms.	
Dust wall surfaces within 84" of floor and under surfaces such as knee wells on desks, table legs, etc.	
Clean plastic upholstered furniture and spot clean upholstered furniture.	
Clean kick plates, push plates and door handles from entrance doors, and remove oil, grease, mold, etc. from around latches, hinges and frame.	
Clean exterior of all light fixtures and ventilation ducts.	
Clean, relight areas around all interior and exterior doors.	
Clean both sides of glass skylights over all exterior doors.	
Wash all wastebaskets.	

QUARTERLY SERVICES

3-Month Period: _____

I. Administration/5th Floor

Dust or vacuum all ventilating and air conditioning outlets.	
Clean and polish metal thresholds.	
Polish bright metal and woodwork	
Clean carpets with extractor.	
Change air freshener in restrooms.	

Frequency Schedule – Keizer Facility

FREQUENCY SCHEDULE

The following schedule of daily, weekly, monthly, quarterly, and semi-annual janitorial services is provided to identify work to be accomplished on a regular and on-going basis. Janitorial personnel will review this schedule daily and mark each activity as the services are completed.

DAILY SERVICES

I. KTC

A. Restrooms (4)

	Mon	Tue	Wed	Thu	Fri
Sweep, wet-mop, or scrub floors with disinfectant.					
Wash and sanitize water closets, urinals and wash basins (maintain traps odor-free).					
Damp wipe and polish mirrors, dispensers and chrome fixtures.					
Damp wipe and polish all other surfaces (walls, doors, partitions).					
Empty and wipe clean waste receptacles. Replace plastic liners.					
Service toilet tissue, seat cover, paper towel, sanitary napkin/tampon, and soap dispensers.					
Replace burned-out light bulbs.					

B. Office Area, Conference Rooms, and Storerooms.

	Mon	Tue	Wed	Thu	Fri
Vacuum all carpeted floors.					
Empty and wipe clean waste receptacles, replace plastic liners as needed.					
Dust all horizontal surfaces including furniture, desks, filing cabinets, wall cabinets, window ledges, baseboards, chair rails, etc. NOTE – do not disturb materials left on surfaces to be cleaned.					
Replace burned-out light bulbs.					

C. Lobby.

	Mon	Tue	Wed	Thu	Fri
<i>Sweep and Mop floors.</i>					
<i>Empty and wipe clean waste receptacles, replace plastic liners as needed.</i>					
<i>Spot clean vertical surfaces (doors, walls, windows, etc.).</i>					
Wash interior and exterior glass on main entry door. Wipe door handles.					
<i>Wash and sanitize drinking fountain.</i>					
<i>Replace burned-out light bulbs.</i>					

D. Lunchroom

	Mon	Tue	Wed	Thu	Fri
Sweep floor and wet mop floors with mild detergent.					
Empty and wipe clean waste receptacles. Replace plastic liners in waste receptacles.					
Wipe clean all other surfaces (walls, tables, counters, doors, exterior of all appliances) and dust horizontal surfaces.					
Neatly arrange and/or put books and magazines in designated area.					
Wash and sanitize sink.					
Replace burned out light bulbs.					

E. Hallways.

	Mon	Tue	Wed	Thu	Fri
Vacuum carpeted floors.					
Spot clean vertical surfaces (doors, walls, etc.).					
Wash interior and exterior glass on main entry door. Wipe door handles.					

WEEKLY SERVICES

I. KTC

	Week 1	Week 2	Week 3	Week 4	Week 5
Scrub and disinfect floors in restrooms, and lunchroom.					
Wipe door frames, window frames and venetian blinds with treated dust cloths.					
Clean interior and exterior of glass on all interior and exterior doors.					
Clean telephones.					
Remove smudges and fingermarks from doors and adjacent areas, woodwork, walls, and light switches.					
Wash counter tops and tabletops with neutral soap and water.					
Janitor closet floor, sink and walls cleaned.					

MONTHLY SERVICES

Month: _____

I. KTC

Spray buff or seal tile floors after washing and disinfecting.	
Scrub wall surfaces, partitions, doors, sills, and waste receptacles in restrooms.	
Dust wall surfaces within 84" of floor and under surfaces such as knee wells on desks, table legs, etc.	
Clean plastic upholstered furniture and spot clean upholstered furniture.	
Clean kick plates, push plates and door handles from entrance doors, and remove oil, grease, mold, etc. from around latches, hinges and frame.	
Clean exterior of all light fixtures and ventilation ducts.	
Clean, relight areas around all interior and exterior doors.	
Wash all wastebaskets.	

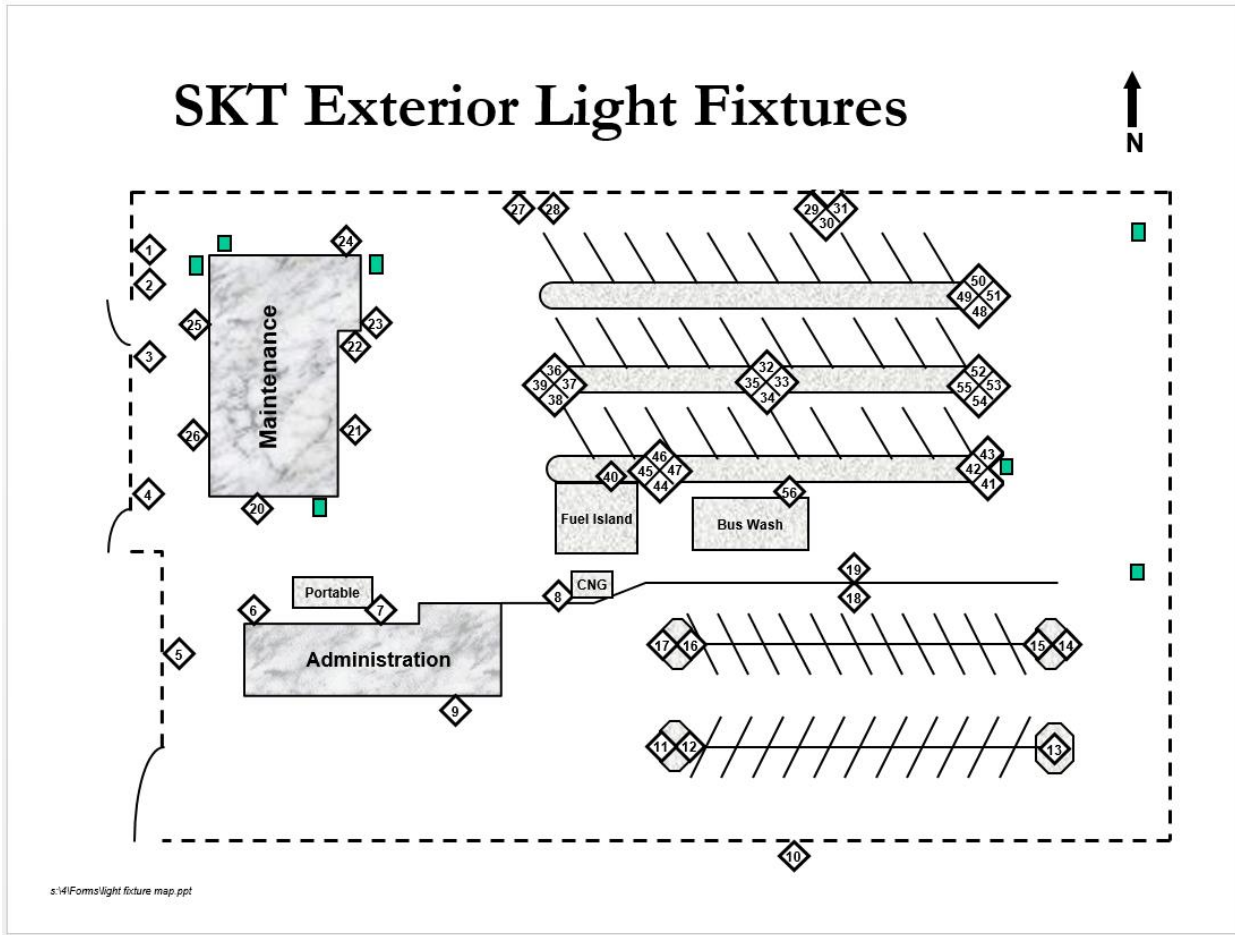
QUARTERLY SERVICES

3-Month Period: _____

I. KTC

Dust or vacuum all ventilating and air conditioning outlets.	
Clean and polish metal thresholds.	
Polish bright metal and woodwork.	
Change air freshener in restrooms.	
Clean carpets with extractor.	

APPENDIX C. EXTERIOR LIGHT FIXTURES



APPENDIX D. SPILL KIT INSPECTION FORM

Spill Kit Inspection Form

Room:

PI/Supervisor/Program Name:

Indicate if the item is present with a check mark. If the item is not functional or not present, replace it. When finished, date and sign to indicate the inspection was complete.

Item	Date									
Disposable nitrile gloves										
Chemical resistant gloves										
Spill X-Acid										
Spill X-Caustic										
Spill X-Solvent										
Ziploc bags										
Indelible marker										
Bench broom or scraper										
Dustpan										
Safety glasses										

If items are missing, are broken, or need to be added to the inventory due to changes in room use, indicate this in the comments section:

Name	Date	Comment

APPENDIX E. BUS WASH MAINTENANCE CHECKLIST

	MAINTENANCE ITEM	WEEKLY	EVERY 3 MONTHS	EVERY 6 MONTHS	ANNUALLY
1	Visually inspect all spray nozzles and brushes during operation	X			
2	Remove and clean plugged nozzles	X			
3	Lubricate brush and curtain bearings	X			
4	Clean sand trap and screen in center trench	X			
5	Clean sump filter-basket	X			
6	Clean in-line Filtration System filter	X			
7	Open valve to flush particulate accelerator	X			
8	Cleanout sump and recovery pits		X		
9	Cleanout water recovery tanks		X		
10	Change gear reducer oil				X
11	Lubricate pump mechanical seal with SAE #30 oil			X	
12	Lubricate console pump				X
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					

APPENDIX F. CNG FUELING MATINENCE SCHEDULE

SKT CNG FUELING STATION MANUFACTURER'S RECOMMENDED MAINTENANCE SCHEDULE

	MAINTENANCE ITEM	EVERY 2 WEEKS	EVERY 500 HRS	EVERY 1000 HRS	EVERY 2000 HRS	EVERY 5000 HRS
1	Check/record compressor inlet pressure	X				
2	Check/record interstage pressures and temps and compare with design	X				
3	Check/record oil pressure and coolant temps	X				
4	Visually inspect compressor hoses, tubing and piping for leaks and abnormalities	X				
5	Visually inspect panels for leaks and abnormalities	X				
6	Check the priority panel for proper operation	X				
7	Check all regulator settings	X				
8	Check oil level in all equipment	X				
9	Check all coolant levels	X				
10	Check coolant pump	X				
11	Check belt tension and alignment	X				
12	Drain oil/condensate from scrubbers and filters	X				
13	Drain oil/condensate from recovery tank, vent header and storage vessels	X				
14	Change oil and filter (non-synthetic)		X			
15	Snoop test all piping/tubing/hoses for leaks		or 6 months			
16	Check and tighten all electrical connections		or 6 months			
17	Check and tighten all compressor skid anchor bolts		or 6 months			
18	Change inlet and discharge filter elements, check filter contents			or annually		
19	Check set points of all instrumentation (pressure and temp gauges, oil level switch , etc) test all shutdowns			X		
20	Check that recovery tank drains slowly to inlet to inlet pressure on startup			X		
21	Check water/glycol mixture of all cooling systems and adjust if necessary to 50/50 mixture - Check and adjust coolant pH.			or annually		
22	Change oil and filter (synthetic)				X	
23	Check and clean compressor valves - repair as necessary				X	
24	Change dispenser filter elements				X	
25	Lubricate main drive motor bearings				X	
26	Inspect connecting rod journal bearings					X
27	Check valves, rod packing and piston rings - replace as needed					X
28	Retest all relief valves					5 yrs.
29	Flush cooling system, refill with fresh coolant					2 yrs.
30	Tank inspection storage buffer					3 yrs.

APPENDIX G. MOBILE VEHICLE LIFTS DAILY CHECKLIST



Daily Check list for SEFAC Mobile Vehicle Lifts

<i>Component To be checked</i>	<i>Inspection</i>	<i>Control means</i>	<i>Corrective measure</i>	<u>OK</u>	<u>NO</u>
Cables (Power & interconnecting)	Inspect for damage	Visual	replace		
Plug	Check for damage	Visual	replace		
Limit Switch	Check for damage	Manual activation	replace		
Protection Band	Tension	Manual & visual	replace		

SLEC, Inc. | 23 Fontana Lane, Suite 109 | Baltimore, MD 21237
 Ph: 443.730.1023 | Fax: 443.730.1026 | slec@slec.com
www.slec.com

APPENDIX H. AIR COMPRESSOR MAINTENANCE SCHEDULE

SKT AIR COMPRESSOR MANUFACTURER'S RECOMMENDED MAINTENANCE SCHEDULE

	MAINTENANCE ITEM	WEEKLY	ANNUALLY
	Air Compressors - 3 Total: 2 in Oil Room (East / West) & 1 in Fuel Island		
1	Check Oil Level	X	
2	Check automatic drain operation	X	
3	Check belt tension & condition 3/8 - 1/2 Deflectron	X	
4	Change Oil		X
5	Change or clean air filters		X
6	Check for loose bolts		X
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			

APPENDIX I. MAINTENANCE WEDNESDAY CHECKLIST



Maintenance Wednesday Checklist

EMPLOYEE INFORMATION

Name:		Start date:	
Position:		Manager:	

Quarterly Jan April July October

<input type="checkbox"/> Clean and Lube shop hoists	
<input type="checkbox"/> Check Locking Mechanisms	
<input type="checkbox"/> Look for fluid around cylinders	
<input type="checkbox"/>	

Eye Wash Check

Stations clean of debris	<input type="checkbox"/> Battery room	<input type="checkbox"/> New Shop	<input type="checkbox"/> Hallway	<input type="checkbox"/> Fuel Island
Run water for 30 seconds	<input type="checkbox"/> Battery room	<input type="checkbox"/> New Shop	<input type="checkbox"/> Hallway	<input type="checkbox"/> Fuel Island
Temperature Reading.	<input type="checkbox"/> Battery room _____	<input type="checkbox"/> New Shop _____	<input type="checkbox"/> Hallway _____	<input type="checkbox"/> Fuel Island _____
Caps in place	<input type="checkbox"/> Battery room	<input type="checkbox"/> New Shop	<input type="checkbox"/> Hallway	<input type="checkbox"/> Fuel Island

Grinders Check

<input type="checkbox"/> Check gap between tool rest and stone, should be less than 1/8"	<input type="checkbox"/> Clean windows on grinders and face shield	<input type="checkbox"/> Check for foreign material
--	--	---

Used Oil and Diesel

<input type="checkbox"/> Drain all used oil barrels (leave over flow drain tubes clean)	<input type="checkbox"/> Check fuel level on steam cleaner pressure washer
<input type="checkbox"/> Check and drain solvent tank used oil	<input type="checkbox"/> Fill shop diesel cans
<input type="checkbox"/> Clean unleaded and diesel overflow drain tubes on underground tanks (3).	<input type="checkbox"/> Fill shop diesel cans
<input type="checkbox"/> Fill shop diesel cans	

First Wednesday of every month

- Lubricate steam bay lift (26 grease fitting)
- Dip all fuel tanks and record
- Look for fluid around cylinders
-

Tire Cage Monthly

- Safety Warning Labels are installed and legible
- The air hose for inflation of the tire is at least 24 inches long and equipped with a clip on chuck.
- The air hose for inflation of the tire has an in line shut off valve, regulator and gauge
- The Safety Cage displays no damage(Bent, Cracked, altered in any way)
-

APPENDIX J. FLOOR SCRUBBER MAINTENANCE CHECKLIST

Tennant 465 Floor Scrubber

Date: _____ Name: _____

Daily

- | | | |
|------------------|------------------------------|-------|
| 1) Squeegee | Check for damage and wear | _____ |
| 2) Scrub brushes | Check for damage and wear | _____ |
| 3) Recovery tank | Clean and Backflush Squeegee | |
| | Suction hose | _____ |

Monthly

- | | | |
|----------------------------|---------------------------|-------|
| 1) Scrub Head Floor Skirts | Check for damage and wear | _____ |
| 2) Squeegee | Check deflection | _____ |
| 3) Front tires | Check air pressure | _____ |

Quarterly

- | | | |
|---------------------------|----------------------|-------|
| 1) Rear casters | Lubricate | _____ |
| 2) Parking brake | Check adjustment | _____ |
| 3) Wheel drive chain | Lubricate | _____ |
| 4) Scrub head side skirts | Check for adjustment | _____ |

Annually

- | | | |
|----------------------|---------------------|-------|
| 1) Vacuum fan motor | Check motor brushes | _____ |
| 2) Scrub brush motor | Check motor brushes | _____ |
| 3) Propelling motor | Check motor brushes | _____ |

As Needed

Visually inspect batteries, electrolyte level, and cables for corrosion. Clean, top off electrolyte, and service cables as required. Use appropriate personal protective equipment as required including gloves and safety glasses. Avoid contact with battery acid and clean any spills immediately.

APPENDIX K. FACILITIES TRUCKS RESPONSE SUPPLY CHECKLISTS

TRUCK 1654

Updated: May 2017

Name: _____

Date: _____

- 1. Ck Fuel in Air Compressor
- 2. Ck Antifreeze Tank & Fill
- 3. Ck ATF Tank & Fill
- 4. 2 Push Brooms
- 5. 1 Large Pry Bar
- 6. 1 Flat Shovel
- 7. 1 Hammer Sledge
- 8. 2 Big Silver Shovels
- 9. Gray Garbage Can - sweep
- 10. 1 Small Broom

Top Left Compartment

- 1. 2 Cargo Straps - yellow
- 2. 2 Cargo Straps -blue
- 3. First Aid Kit
- 4. 1 Brake Clean Spray --
 - 1 777 Spray
 - 1 Dry Lube Spray
 - 1 Pipe Sealant
 - 1 Silicon Sealant
 - Impact Socket 1-5/16
- 5. 4 Bungee Straps
- 6. 2 Headlights - H5062
- 7. 1 Module- Hamsar #45095
- 8. 3 Headlights H4651LL

Top Left Rear

- 1. Brass Fittings - assortment
- 2. Hose Clamps - assortment
- 3. Electrical & Duct Tape, Mechanic Wire, 2 Small Brushes
- 4. Nylon Ties - assortment
- 5. Absorbent Socks
- 6. Fuses: Standard/Mini

Side Door 1 Left

- 1. Safety Triangles
- 2. 4 Safety Cones
- 3. 1 Gray Air Hose
- 4. 1 Black Air Hose Adapter
- 5. 1 Air Blow Gun
- 6. 1 Fire Extinguisher
- 7. Knee Pad

Side Door 2 Left

- 1. Chains for Pickup Truck
- 2. 2 Tow Straps
- 3. Empty Buckets
- 4. 4 1-gallon Oil Cans,
 - 1 ea. 15/40 CNG oil
 - 2 ea. 15/40 Diesel Engine Power Steering
 - 1 ea. Empty

Side Door 3 Left

- 1. 2 Red Creeper Pads
- 2. Gray & White Absorbent Pads - universal & oil type stack of each.
- 3. Small & Large Garbage Bags

Side Door 4 Left

- 1. Blocks of Wood
- 2. Dust Pan
- 3. 2 Buckets - dirty & clean absorbent

Right Side Top Flip

- 1. 2 Flashlights
- 2. 1 Chain Cutter
- 3. 2 Small Pry Bars
- 4. 1 Hacksaw
- 5. 1 Tape Measure
- 6. 1 Utility Knife
- 7. 2 Safety Glasses
- 8. Ear Protection
- 9. Rubber Gloves
- 10. Shop Towels
- 11. Test Light
- 12. Tire Gauge
- 13. 1/2" Air Gun - 6 bolts for axle pull
- 14. 2 Hammers
- 15. 2 Hose Crimp Tools
- 16. 1-1/2 Drive Flex Ratchet
- 17. 1 Crescent Wrench
- 18. 2 Vise Grips
- 19. 1 Channel Lock
- 20. 2 Cable Cutters
- 21. Remote Button

Right Side Top Back

- 1. Socket set, complete, Metric/SAE: 1/4, 3/8, 1/2
- 2. Ratchets, one each: 1/4, 3/8, 1/2
- 3. Extensions: 1-1/4, 1-1/2, 3-3/8
- 4. 8 Screw Drivers - 3 Philips / 5 bladed
- 5. 15 Bit - assorted
- 6. 3 Assorted Pliers
- 7. Impact socket set
- 8. 1/2 Drive breaker bar

Right Side Door 1

- 1. Check Breaker - reset if needed.

Right Side Door 2

- 1. 2 Plastic Drain Pan Axles
- 2. 4 Plastic Axle Covers
- 3. Jumper Cables
- 4. 2 Garbage Cans - cut
- 5. Jumper Cables- Gillig Buses

Right Side Door 3

- 1. Wrench Set - 9 wrenches in set, 1-1/2 - 13/16
- 2. Battery carrier
- 3. Gloves-- black

Right Side Door 4

- 1. Allen Wrench set, standard.
- 2. 8 Metric Wrenches
- 3. 2 Crescent Wrenches
- 4. 9 Standard Wrenches
- Start air compressor
- Pump each gun into tank to make sure it works
- Drain air tank
- Cycle Tommy Lift

T-4/Maintenance/GENE/1654 CHECKLIST

TRUCK TS01G

Updated: May 2017

Name: _____

Date: _____

- 1. Ck Fuel in Air Compressor
- 2. Ck Antifreeze Tank & Fill
- 3. Ck ATF Tank & Fill
- 4. 2 Push Brooms
- 5. 1 Large Pry Bar
- 6. 1 Flat Shovel
- 7. 1 Hammer Sledge
- 8. 1 Small Broom
- 9. 3 Big Safety Cones

Top Left Compartment

- 1. Gloves (L – XL – XXL)
- 2. TY - Rap
- 3. Hack Saw
- 4. Bolt Cutters
- 5. Battery Lifter

Top Left Rear

- 1. 2 Pry Bars
- 2. Absorbent Socks
- 3. 4 Bungee Straps

Side Door 1 Left

- 1. Fire Extinguisher
- 2. Knee Pad
- 3. 2 Head Lights H5062
- 4. Safety Triangles
- 5. First Aid Kit
- 6. Air Hose (Gray)

Blue Drawers

- **Drawer 1**
- 7. Tape Measure
- 8. Allen Wrench Set
- 9. Air Hose Adapter
- 10. Fuses: Standard/Mini
- 11. 2 Box Knives
- 12. Test Light
- 13. Pipe Sealant
 - Duct Tape
 - Electrical Tape
 - Mechanic Wire
 - 2 Small Wire Brushes

- **Drawer 2**

- 14. Safety Glasses
- 15. Ear Plugs
- 16. D.R.I Module
- 17. Cherry Lift Headlights
 - 2. 9007
 - 2. 9008

Blue Drawers Cont.

- **Drawer 3**
- 18. Brass fittings
- 19. Hose Clamps
- **Drawer 4**
- 20. Rubber Gloves
- 21. Red Rags

Side Door 2 Left

- 1. 2 Tow Straps
- 2. 2 Set Tire Chains
- 3. 4 1-gallon Oil Cans,
 - 1 ea. 15/40 CNG oil
 - 1 ea. 15/40 Diesel Engine Power Steering
 - 1 5w30
 - 1 ATF Petro Canada
- 4. Empty Buckets

Side Door 3 Left

- 1. 2 Snow Shovels
- 2. Small & Large Garbage Bags
- 3. 2 Red Creeper Pads

Side Door 4 Left

- 1. Blocks of Wood
- 2. Dust Pan
- 3. 2 Buckets – dirty & clean absorbent

Right Side Top Flip

- 1. Wasp Killer
- 2. Starting Fluid
- 3. Silicone
- 4. Brake Clean
- 5. Penetrating Lube
- 6. Air Gauge
- 7. Air Nozzle
- 8. 3 Each Vise Grips
- 9. 2 Hose Pinch Pliers
- 10. Pliers
- 11. Side Cut
- 12. Channel Lock
- 13. Wire Cutters
- 14. Nut Drive Set
- 15. 2 Flashlights
- 16. 2 Hammers
- 17. ½ Impact Gun
- 18. Axle Removing Bolts
- 19. Remote Start Switch

Top Rear Door

- 1. ½ Drive Sockets:
 - SAE & Metric Deep & Shallow Adapters
- 2. ½ Ratchet
- 3. ½ Flex Ratchet
- 4. 1 5” Extension
- 5. 1 3” Extension
- 6. 3/8 Drive Sockets:
 - SAE & Metric Deep & Shallow
- 7. Ratchet, Extensions, & Adapters
- 8. ½ Impact Sockets
- 9. ¼ Socket Set
- 10. 8 Screw Driver Assortment
- 11. Square Key
- 12. Cart Key
- 13. ¼ Wrench (Ratchet)
- 14. Bits
- 15. ½ Driver breaker bar

Right Side Door 1

- 1. Jumper Cables
- 2. Jumper Cables for Gilligs

Right Side Door 2

- 1. 2 Plastic Drain Pan Axles
- 2. 2 Garbage Cans – cut
- 3. 4 Plastic Axle Covers

Right Side Door 3

- 1. Metric Wrench Set 6 – 32
- 2. Standard Wrench Set 3/8 – 1 1/4
- 3. 1 15” Crescent Wrench
- 4. 1 12” Crescent Wrench
- 5. 1 8” Crescent Wrench

Right Side Door 4

- Gray & White Absorbent Pads - universal & oil type stack each.
- Start air compressor
- Pump each gun into tank to make sure it works
- Drain air tank
- Cycle Tommy Lift

T-4/Maintenance/GENE/TS01G CHECKLIST

APPENDIX L. TRANSIT ASSET MANAGEMENT TARGETS

TRANSIT ASSET MANAGEMENT									
#	Reporting Category	Asset Inventory	Detail	Type	FTA Requirement (ULB)	CPC (ULB)	Performance Measure	SAMTD Current Performance	TAM Targets
1	Rolling Stock Urban	Fixed Route Bus (BU)	35 ft.	Diesel	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	Diesel	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	35 ft.	CNG	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	CNG	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	20%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Fixed Route Bus (BU)	40 ft.	BEB	12 yrs or 500K miles	15 yrs	Percent met or exceeded ULB	100%	No more than 10% above CPC ULB
1	Rolling Stock Rural	Fixed Route Bus (BU)	33 ft.	Diesel	10 yrs or 350K miles	12 yrs	Percent met or exceeded ULB	16%	No more than 10% above CPC ULB
1	Rolling Stock Rural	Fixed Route Bus (BU)	22-24 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Paratransit Service (CU)	22-24 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
1	Rolling Stock Urban	Paratransit Service (VN)	15 ft.	Gas	5 yrs or 150K miles	8 yrs	Percent met or exceeded ULB	0%	No more than 10% above CPC ULB
2	Equipment	Non-Revenue Service Vehicle	Utility Non-Revenue Service	Maintenance Pickups	8 yrs.	10 yrs. or 150,000 miles	Percent met or exceeded ULB	5%	No more than 10% above CPC ULB
2	Equipment	Non-Revenue Service Vehicle	Staff Non-Revenue Vehicles	Supervisor vehicles and pool cars	8 yrs.	8-10 yrs. or 150,000 miles	Percent met or exceeded ULB	90%	No more than 10% above CPC ULB
3	Facilities	DW Maintenance Operations Facilities	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale
3	Facilities	DW Operations Facilities	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale
3	Facilities	Keizer Transit Center/ Layover	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale

TRANSIT ASSET MANAGEMENT

#	Reporting Category	Asset Inventory	Detail	Type	FTA Requirement (ULB)	CPC (ULB)	Performance Measure	SAMTD Current Performance	TAM Targets
3	Facilities	Downtown Transit Center/ Layover	All systems and components	SAMTD-Owned Facilities	NA	Defined by FTA	% rated below 3 on the TERM scale	100%	100% at 3.0 or above on TERM scale

*Useful life benchmark detail

**FTA Transit Economic Requirements Model Benchmark - Ratings below 3.0 for conditions

Equipment Benchmark - Age

Rolling Stock Benchmark - Age

Facilities Benchmark - Condition

Infrastructure Benchmark - Performance

All Systems -

APPENDIX M. BUILDING ENVELOPE QUARTERLY CHECKLIST

Building Envelope Quarterly Checklist

Items to be inspected/serviced quarterly

Activity	Issue?	Completion Date
KTC Roof. Inspect roof, irrigation systems gutters and overhangs for possible leaks or damage. Roof ladder secure. No moss visible-Quarterly		
Del Webb Admin Roof- Inspect for any signs of leaks or damage Roof ladder secure. Roof ladder secure. No moss visible-Quarterly Del Webb Maintenance Roof- Inspect for any signs of leaks or damage. Roof ladder secure. No moss visible-Quarterly		
Del Webb Garage Doors. No unusual noises?		
Door Operator functioning and serviced (Lubed and adjusted)		
Rollers and tracks lubricated		
No unusual signs of wear on panels or glass		



CONTINGENCY FLEET PLAN

2025

DOCUMENT CONTROL HISTORY COMMITTEE

Version	Document Title	Date	Comments
0.1	Contingency Fleet Plan	6/27/2025	Initial Draft
0.2		11/4/2024	Review & Update
0.3			
0.4			
0.5			
0.6			
0.7			
0.8			

DOCUMENT DEVELOPMENT COMMITTEE

Recipient Name	Title	Email	Phone
David Trimble	Deputy General Manager	david.trimble@cherriots.org	503.588.2424
Zach Leeth	Maintenance Manager	zachery.leeth@cherriots.org	503.588.2424
Tom Dietz	Chief Operations Officer	tom.dietz@cherriots.org	503.361.7552

AUTHORITY ACCEPTANCE

Recipient Name	Title	Signature
Allan Pollock	General Manager	

Contingency Fleet Plan

Cherriots maintains a contingency fleet of four (4) fixed route buses in the event there is a need for vehicles that surpass the existing vehicle count needed. The General Manager or designee will inform the Maintenance Manager to activate the contingency fleet, how long the fleet will be active, and/or where the vehicles will operate.

The contingency fleet will be housed at the Operations Headquarters on Del Webb Ave in Salem, OR. This is a secure facility with security services on premises. The bus yard is also covered with a CCTV system to further ensure the assets are protected.

This contingency fleet may be used in the event of the following:

- Declaration of Emergency that would require the deployment of revenue vehicles to aid in an evacuation or relocation of citizens in the Salem-Keizer region (flooding, wild fires, etc.);
- A large fleet impact due to accident, damage, or incapacitation of the existing fleet for revenue service;
- High rate of hiring new operators, thus the vehicles are used for training vehicles.
- Other circumstances, at the direction of or as deemed appropriate by the General Manager.

Contingency Fleet Service Requirements

The Cherriots contingency fleet will consist of vehicles that have already reached the end of their useful life and are no longer needed for normal scheduled service. A contingency fleet will be maintained under a scheduled maintenance cycle tracked by days. A contingency fleet will be maintained under the following circumstances:

- Restoration of previously reduced service.
- Major temporary, dedicated service events such as construction or other interruptions to regular service.
- Major service emergency conditions, like declared natural disasters such as major region-wide flood or winter storm, resulting in a temporary surge for Cherriots ridership demand, or possibly damage to regular active fleet buses requiring temporary substitution of contingency buses for regular buses until the regular buses can be returned to service.
- Sudden surge in Cherriots ridership demand due to national or regional fuel emergencies.
- Other circumstances, at the direction of or as deemed appropriate by the General Manager.

Cherriots shall send a letter of notification to the FTA should there be a need to fully reactivate a contingency bus for active service.

Contingency Fleet Maintenance

At the time Cherriots establishes a contingency fleet, contingency buses will be removed from normal scheduled maintenance and put into a Contingency Bus Inspection (CBI) program, which is performed every 180 days. CBI inspections consist of: brake adjustments, air, electrical, throttle, interlock system operation check and fluid level check for all contingency buses.



To: Board of Directors
From: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Adopt Resolution 2025-02, Regarding Rider and Employee Safety with Regard to Immigration Status

ISSUE

Shall the Board adopt Resolution 2025-02 (Attachment A) affirming the District's commitment to providing a safe work environment for employees and safe public transportation for all riders regardless of immigration status, in alignment with Oregon's sanctuary laws?

BACKGROUND AND FINDINGS

The District has a fundamental responsibility to ensure safe and reliable public transportation services are accessible to all members of our community. Oregon state law, specifically ORS 181A.820 and the Sanctuary Promise Act (HB 3265), prohibits state and local agencies from assisting federal authorities with immigration enforcement.

The proposed resolution establishes clear guidelines for protecting rider and employee confidential information while ensuring uninterrupted transit services. Key provisions include:

1. Protection of rider and employee confidential information
2. Direction of legal requests regarding passenger or employee information to the Chief Security Officer's office for legal review
3. Declining to collect information on or ask passengers about their citizenship status, immigration status, or country of birth
4. Limiting access to facilities by federal immigration authorities to the same level as the general public, absent a judicial order or emergency
5. Declining to remove riders for immigration enforcement purposes, absent a judicial order or emergency
6. Partnering with community organizations serving immigrant communities
7. Training staff on responding appropriately to immigration enforcement situations

The resolution reinforces the District's commitment to serving the entire community while complying with state law and protecting constitutional rights.

FINANCIAL IMPACT

The financial impact is primarily related to staff training and communication materials. These costs can be absorbed within existing departmental budgets.

RECOMMENDATION

Staff recommends that the Board adopt Resolution 2025-02 regarding rider and employee safety with regard to immigration status, establishing guidelines for protecting rider and employee confidential information, and ensuring uninterrupted transit services in compliance with Oregon sanctuary laws.

PROPOSED MOTION

I move that the Board adopt Resolution 2025-02 regarding rider and employee safety with regard to immigration status, establishing guidelines for protecting rider and employee confidential information, and ensuring uninterrupted transit services in compliance with Oregon sanctuary laws.



RESOLUTION NO. 2025-02

RIDER AND EMPLOYEE SAFETY WITH REGARD TO IMMIGRATION STATUS

WHEREAS, the Salem Area Mass Transit District, hereafter referred to as “the District,” believe that everyone has a right to safe, reliable public transportation. Affirming this right aligns with Oregon's sanctuary laws and our mission to serve the entire community; and,

WHEREAS, the District has a responsibility to provide a safe work environment for all employees regardless of immigration status; and,

WHEREAS, the District has a responsibility to provide safe public transportation for all riders regardless of immigration status; and,

WHEREAS, under ORS 181A.820 and the Sanctuary Promise Act (HB 3265), Oregon law prohibits state and local agencies from assisting federal authorities with immigration enforcement; and,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TRANSIT DISTRICT:

THAT, the District shall protect rider and employee confidential information; and,

THAT, the District shall direct any legal requests regarding passenger or employee information to the Chief Security Officer’s office for legal review; and

THAT, the District shall decline to collect information on or ask passengers about their citizenship status, immigration status, or country of birth information; and

THAT, absent a judicial order or emergency, give federal immigration authorities no greater access to facilities operated by the District than members of the general public; and,

THAT, absent a judicial order or emergency, decline to remove riders for immigration enforcement purposes.



BE IT FURTHER RESOLVED, the District shall:

1. Partner with community organizations serving immigrant communities;
2. Train staff on responding appropriately to immigration enforcement situations.

ADOPTED by the Board of Directors on the 27th day of February, 2025, and effective thereupon.

ATTEST:

Kirra Pressey
Recording Secretary

Maria Hinojos Pressey
Board President



To: Board of Directors
From: Denise LaRue, Chief Financial Officer
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Adopt Resolution #2025-03, Amending the FY2024-2025 Budget

ISSUE

Shall the Board adopt Resolution #2025-03 ([Attachment A](#)), amending Resolution #2024-01 approved June 27, 2024, in order to transfer funds between appropriated categories in the FY2024-2025 Budget?

BACKGROUND AND FINDINGS

In accordance with Oregon State Budget Law, the FY2024-25 Budget was adopted last June at the Division and Fund level.

Throughout the year, Finance staff monitors actual expenditures and estimates the year-end balances to determine if any appropriated Division or Fund will exceed appropriations. Staff currently projects that in the Capital Fund, the Information Technology and Infrastructure Division will be over budget by approximately \$900,000, or 2.5%. The overage is due to additional costs over budget for the Comprehensive Intelligent Transportation System (CITS), the Maintenance Tracking Software project, Cameras on Local and Regional Buses, Fire Control Detection Equipment, Lifecycle Technology Replacements, and the Overhead Fluid System. Other divisions in the Capital Fund are projected to be under budget due to the projects that are multi-year projects, allowing the capacity to transfer \$900,000 to provide the needed funds to the Information Technology and Infrastructure Division.

The following table shows the recommended appropriation transfers within the Capital Fund.

Capital Fund	Existing Appropriation	Change	Amended Appropriation
Deputy General Manager	\$ 1,540,000	\$(900,000)	\$ 640,000
Finance	\$ 168,863	\$0	\$ 168,863
Information Technology & Infrastructure	\$ 1,613,556	\$ 900,000	\$ 2,513,556
Operations	\$25,628,186	\$0	\$25,628,186
Planning & Development	\$ 7,497,038	\$0	\$ 7,497,038
Total Appropriations	\$36,447,643	\$0	\$36,447,643

The following table shows the projects that are or may become overbudget:

Projects	Need for FY25 Budget
Overhead Dispensing System (c/o add funds)	\$ 4,506
DW Fire Control & Detection Equip	\$ 26,110
DW Maintenance Tracking System Replacement	\$ 200,000
Network Equipment Lifecycle Replacements FY25	\$ 4,931
CITS (ITS replacement)	\$ 600,000
Cameras for Local & Regional	\$ 54,151
Total	\$ 889,699

Per ORS 294.463, appropriations can be transferred within a fund or between funds during the fiscal year by the authorization of the governing body through resolution.

FINANCIAL IMPACT

There is no net increase in total FY2024-25 Budget appropriations with this proposed resolution. The recommended transfer of \$900,000 is from one division to one other division within the Capital Fund.

RECOMMENDATION

Staff recommends the Board adopt Resolution #2025-03, transferring \$900,000 to the Information Technology and Infrastructure division from the Deputy General Manager's division within the Capital Fund, as outlined in the table above.

PROPOSED MOTION

I move that the Board adopt Resolution #2025-03, amending the FY2024-25 Budget by appropriation transfer and authorize the transfer of \$900,000 within the Capital Fund to the Information Technology and Infrastructure division from the Deputy General Manager's division as detailed in this memo.



RESOLUTION NO. 2025-03

ADOPTING A FISCAL YEAR 2024-2025 BUDGET AMENDMENT FOR SALEM AREA MASS TRANSIT DISTRICT

WHEREAS, the Salem Area Mass Transit District (hereafter referred to as “District”) Board of Directors adopted Resolution No. 2024-01 to adopt the Fiscal Year 2025 Budget, making appropriations, and imposing and categorizing taxes;

WHEREAS, ORS 294.463 permits the governing body of a municipal corporation to transfer appropriations within a fund or between funds by resolution if overall appropriations remain the same;

WHEREAS, the Board of Directors has determined that it is necessary to transfer \$900,000 within the Capital Fund to cover higher than anticipated project costs for the Intelligent Transportation Systems project, the Maintenance Software project, and other smaller projects.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TTRANSIT DISTRICT;

THAT, the Board of Directors adopts Resolution No. 2025-03 to amend the Budget for FY2024-25; and

THAT, the amounts shown below are hereby appropriated as follows, and shall become effective upon adoption of this Resolution;

Capital Fund	Existing Appropriation	Change	Amended Appropriation
Deputy General Manager	\$1,540,000	\$(900,000)	\$ 640,000
Finance	\$ 168,863	\$0	\$ 168,863
Information Technology & Infrastructure	\$1,613,556	\$ 900,000	\$ 2,513,556
Operations	\$25,628,186	\$0	\$25,628,186
Planning & Development	\$7,497,038	\$0	\$ 7,497,038
Total Appropriations	\$36,447,643	\$0	\$36,447,643

ADOPTED by the Board of Directors on the 27nd day of February, 2025.

ATTEST:

Maria Hinojos Pressey, Board President

Kirra Pressey, Clerk of the Board



To: Board of Directors
From: Denise LaRue, Chief Financial Officer
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Adopt Resolution 2025-04 Providing Authorization to Apply For, Commit, and Comply with Terms of Federal Awards

ISSUE

Shall the Board adopt Resolution No. 2025-04 ([Attachment A](#)), providing authorization to apply for, commit, and comply with terms of federal awards?

BACKGROUND AND FINDINGS

The Federal Transit Administration (FTA) has updated the Transit Award Management System (TrAMS). They have requested that districts update the authorizing resolution to apply for, commit, and comply with the terms of federal awards. This resolution fulfills this requirement.

FINANCIAL IMPACT

None

RECOMMENDATION

Staff recommends the Board adopt Resolution No. 2025-04 ([Attachment A](#)), providing authorization to apply for, commit, and comply with the terms of federal awards.

PROPOSED MOTION

I move that the Board adopt Resolution No. 2025-04, providing authorization to apply for, commit, and comply with the terms of federal awards.



RESOLUTION NO. 2025-04

AUTHORIZATION TO FILE GRANT APPLICATIONS WITH THE FEDERAL TRANSIT ADMINISTRATION

WHEREAS, the Salem Area Mass Transit District, hereafter referred to as "District," is duly established and empowered under ORS 267;

WHEREAS, the District is authorized to file with the Federal Transit Administration (FTA), an operating administration of the United States Department of Transportation, for Federal transportation assistance authorized by 49 U.S.C. Chapter 53, Title 23 United States Code (USC), and other Federal Statutes administered by the FTA;

WHEREAS, the Federal Transit Administrator has been delegated authority to award Federal financial assistance for a transportation project;

WHEREAS, the grant or Cooperative Agreement for Federal Financial assistance will impose certain obligations upon the Applicant, and may require the Applicant to provide the local share of the project cost;

WHEREAS, the Applicant has or will provide all annual Certifications and Assurances to the FTA required for the project;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TRANSIT DISTRICT;

THAT, the General Manager or their designee is authorized to execute and file applications for Federal assistance on behalf of the District with the FTA for Federal assistance authorized by 49 U.S.C., Chapter 53, Title 23, United States Code, or other Federal Statutes authorizing a project administered by the FTA. The District is the official Designated Recipient authorized to directly receive Urbanized Area Formula Program assistance, as defined by 49 U.S.C. §5307 (a)(2), in addition to other Federal assistance administered by the FTA.

THAT, the General Manager or their designee is authorized to execute and file with its application the annual Certification and Assurances, and other documents the FTA requires before awarding a Federal assistance grant or Cooperative Agreement.



THAT, The General Manager or their designee is authorized to execute grant and Cooperative Agreements with the FTA on behalf of the District.

ADOPTED by the Board of Directors on this 27th day of February 2025 and effective thereupon.

ATTEST:

Kirra Pressey
Recording Secretary

Maria Hinojos Pressey
Board President



To: Board of Directors
From: Bobbi Kidd, Strategic Initiatives Administrator
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Fiscal Year 2025 Quarter 2 (FY25 Q2) Strategic Plan Report

ISSUE

Shall the Board receive the FY25 Q2 Organizational Strategic Plan Report?

BACKGROUND AND FINDINGS

In August 2022, the Board of Directors adopted an updated Organizational Strategic Plan. The Strategic Plan details the District's aspirations and specific steps for attaining goals set forth. It provides clarity around the vision for achieving excellence, supporting employee engagement and professional growth, increasing our value within the community, and achieving financial health.

This report summarizes progress achieved on Organizational Tactics identified in the work plan over the course of FY25 Q2. This is in alignment with the commitment from Executive Leadership and District staff to monitor and report quarterly on Strategic Plan progress. This report will highlight this fiscal year's goals and quarter two accomplishments.

All of the efforts are aligned with the District's four Success Outcomes:

1. Community Value
2. Customer Satisfaction
3. Culture of Ownership
4. Financial Sustainability

FINANCIAL IMPACT

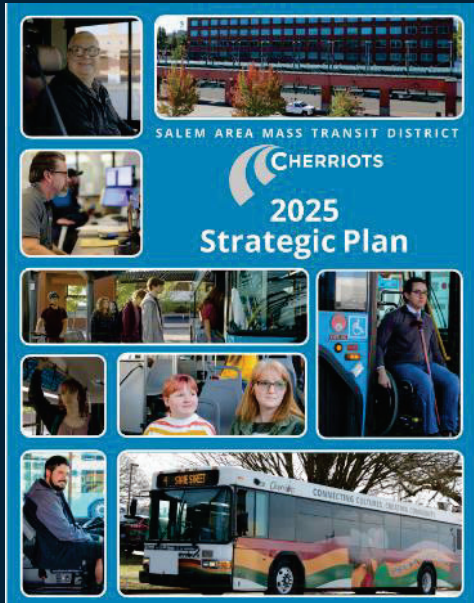
The FY 2025 budget includes funds for implementation of the Strategic Plan.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



Strategic Plan Board Report

Fiscal Year 2025

February, 2025



CHERRIOTS Guiding Principles



CHERRIOTS 2025 Success Outcomes

COMMUNITY VALUE



Community Value Score:
85



CUSTOMER SATISFACTION



Local NPS: 56
LIFT NPS: 69



CULTURE OF OWNERSHIP



Increase our Employee Engagement score over the previous year by 5 percentage points or 69



FINANCIAL SUSTAINABILITY



Year 1: Expenditure/Revenue Reporting
Year 2: 3-Year Rolling Budget Forecast
Year 3: Delivery of Full Capital Program Budget and Successful Completion of Triennial Review



CHERRIOTS Organizational Tactics

COMMUNITY VALUE



1. Establish Zero Emissions Infrastructure Roadmap
2. Share the Cherrits Story

CUSTOMER SATISFACTION



1. Cherrits Intelligent Transportation System Implementation
2. Conduct a Comprehensive Operational Analysis
3. Improve Safety and Security

CULTURE OF OWNERSHIP



1. Implement an Emerging Leaders Program
2. Implement a Mentor/Mentee Plan
3. Successful Negotiation of a Collective Bargaining Agreement
4. Implement a Merit Based Performance Management System
5. Complete Implementation of a Reward and Recognition Program
6. Improve Project Performance and Management
7. Improve Technology Services

FINANCIAL SUSTAINABILITY



1. Develop a Long Range Financial Plan
2. Establish Employee Facing Human Resource and Finance Employee Portal
3. Enhance the Capital Investment Plan
4. Successful Completion of Triennial Review



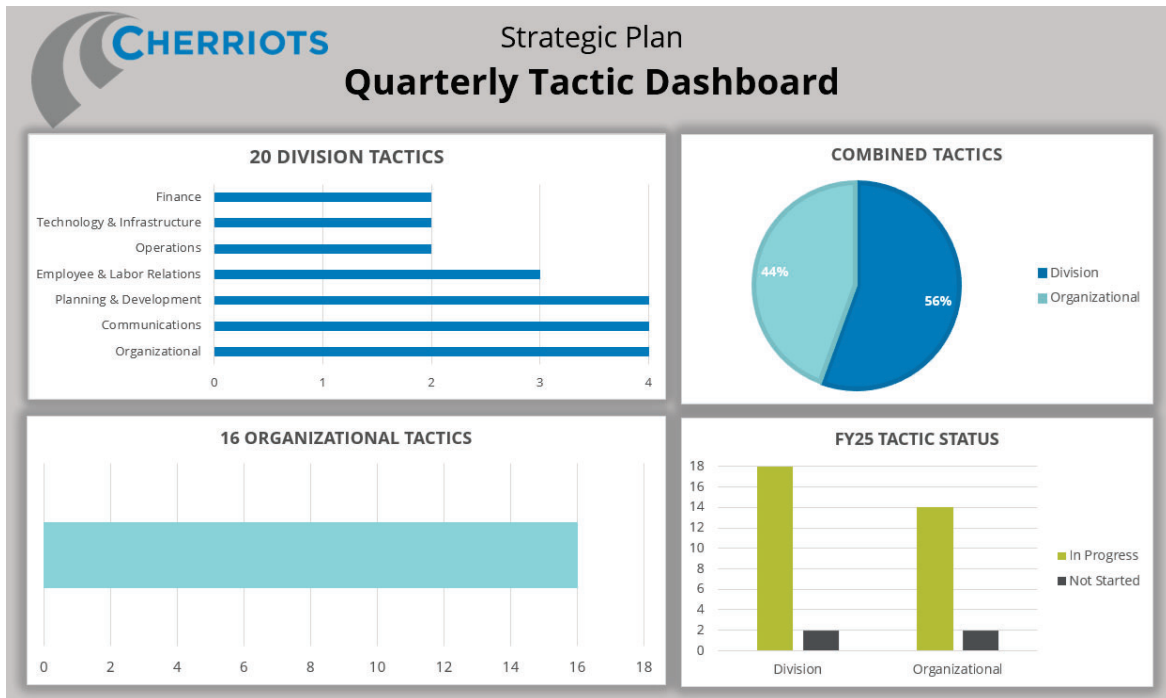


CHERRIOTS Tactic Highlights

Let's hear from the Chiefs!



CHERRIOTS Quarter 2 Overview





- FY26 Work Plan was kicked off in December
 - Planning for FY26 Org and Divisional goals
 - Planning for strategies to achieve goals
 - Will be looking at Success Outcomes for FY26
- Community and Customer surveys were completed and the results were delivered to the Board. Rolled out to employees this month.



QUESTIONS?





To: Board of Directors
From: Shofi Ull Azum, Chief Planning and Development Officer
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: FY2025 Quarter 2 (FY25 Q2) Performance Report

ISSUE

Shall the Board receive the FY25 Q2 Performance Report?

BACKGROUND AND FINDINGS

The second quarter of FY25 began October 1, 2024, and ended December 31, 2024. System-wide ridership **increased by 5.0%** in FY25 Q2, while ridership per revenue hour saw a slight decrease of 0.6% compared to FY24 Q2 due to the implementation of Route 22 Kuebler Link. This new route resulted in a significant increase in revenue hours but the ridership was relatively low. The average monthly ridership in FY25 Q2 for Route 22 was 1,700. The District is working on a targeted outreach strategy and other marketing campaigns to enhance the visibility of this new route and boost ridership.

The On-Time Performance (OTP) for Cherriots Local service during this period was 82.8%, falling short of the District's target of 85%. The Transportation Department is actively working to address the 10.2% early departures (when a bus leaves a timepoint before its scheduled time), which, once resolved, is expected to improve the OTP for Local service.

The Youth Zero Pass program, launched in September 2022, accounted for one-quarter of the total ridership during this quarter. Youth ridership decreased by 9% (-22,916 rides) on Cherriots Local service and 43% (-2,992 rides) on Cherriots Regional service. This decrease follows the implementation of a new policy, introduced in October 2024, that requires verification of youth identification. While this policy may have temporarily affected ridership, it is a strategic measure that will support the long-term success of the Youth Zero Pass Program.

The ten (10) Battery Electric Buses (BEB) collectively drove a total of 31,320 miles in FY25 Q2, marking a great start for the fleet. The use of BEBs saved 11,338 lbs. of CO₂, which is equivalent to the amount of CO₂ absorbed by approximately 236 mature trees over one

year or roughly equivalent to eliminating 1,260 car trips. Additionally, the BEBs contributed to a reduction of 2,293 ounces of NOx gases and 57.3 oz of particulate matter.

Key Performance Indicators (KPIs) for Cherrits fixed route (Local and Regional), paratransit service (also known as LIFT), Shop and Ride, and Vanpool are included in Attachment A: Quarterly Performance Report. The data for these measures are derived from adjusted Trapeze schedules, vehicle fare boxes, passenger counting systems, the trip reservation platform (Via Transportation, Inc), and staff-tracked measures.

All weekday, Saturday, and Sunday totals and daily average data in Attachment A are compared to the same time period of the previous fiscal year, FY24 Q2, when data is available. Cherrits Regional and Shop and Ride services do not operate on Sundays. However, Cherrits paratransit service (LIFT) is available seven days a week.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



FISCAL YEAR 2025

QUARTER 2 PERFORMANCE REPORT

OCTOBER 1, 2024 - DECEMBER 31, 2024



OCTOBER

2024



- Planning led a successful agency-wide initiative to publish real-time passenger information in the Transit and Umo applications, enabling riders to access real-time bus arrival predictions and enhancing travel convenience and efficiency.

NOVEMBER

2024



- Planning assisted in advancing the installation of the new Avail CAD/AVL system, achieving half completion. This Avail system provides real-time vehicle tracking, enhances fleet management, and optimizes scheduling efficiency.

DECEMBER

2024



- The Avail CAD/AVL system was fully installed across the fleet, improving transit operations' effectiveness, safety, and customer experience.
- Planning staff completed the 2024 Annual Needs Assessment, identifying unmet transit demands across the region to guide future service improvements.
- Furthermore, real-time passenger information continues to be published on Google Maps and Trip Planner, expanding accessibility to a broader user base.



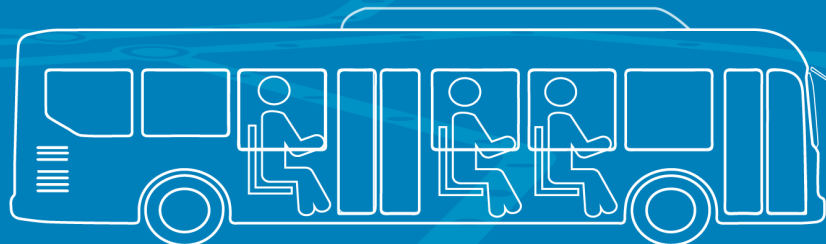
System Summary FY25 Q2



The table below provides a high-level summary of boardings, revenue miles, and revenue hours in Quarter 2 of Fiscal Year 2025 (FY25 Q2) compared to the same period of the previous fiscal year. Total ridership is up 5.0 percent, with the largest share of that coming from Cherriots Local bus service. Revenue hours and miles have increased as well due to the implementation of Route 22 Kuebler Link in May of 2024. This new route resulted in a significant increase in revenue hours, but not a significant increase in rides. Therefore, rides per revenue hour system wide are nearly the same as FY24 Q2.

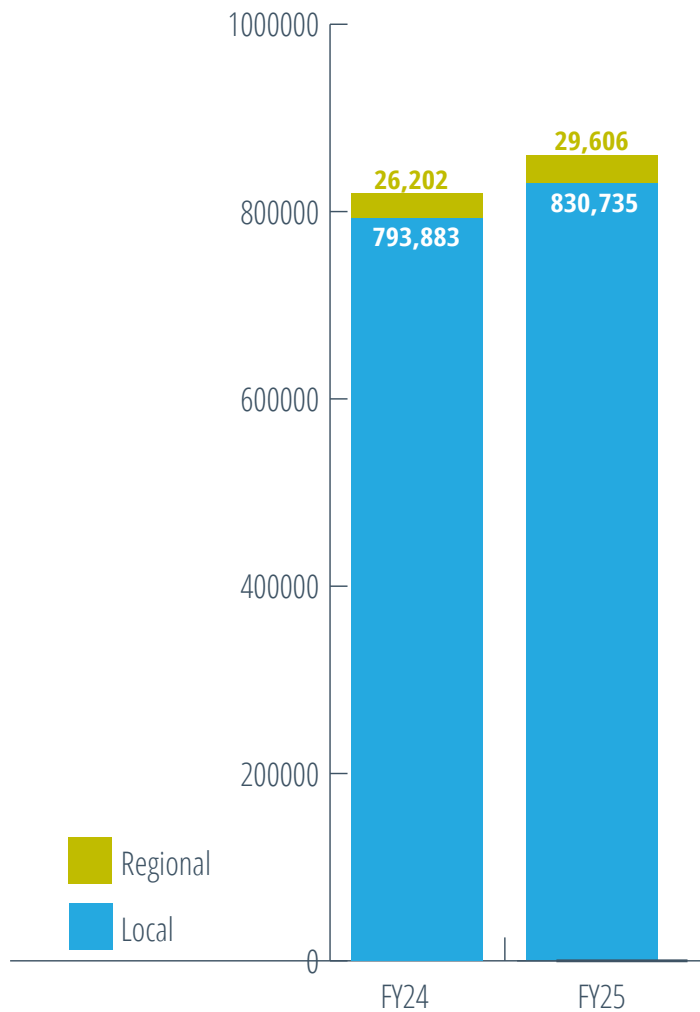
Performance Indicator	Fixed-Route		Paratransit (LIFT)	Dial-a-Ride (Shop and Ride)	Vanpool	Total	% Change from FY24 Q2
	Local	Regional					
Total Boardings	830,735	29,606	25,373	1,203	22,052	908,969	5.0%
Percent of Total Boardings	91.4%	3.3%	2.8%	0.1%	2.4%	--	--
Revenue Miles	670,091	131,561	142,649	7,818	120,395	1,072,514	5.1%
Boardings per Revenue Mile	1.2	0.2	0.2	0.2	0.2	0.8	-0.1%
Revenue Hours	55,045	5,987	11,394	744	3,075	76,245	5.6%
Boardings per Revenue Hour	15.1	4.9	2.2	1.6	7.2	11.9	-0.6%





Ridership Trends FY25 Q2

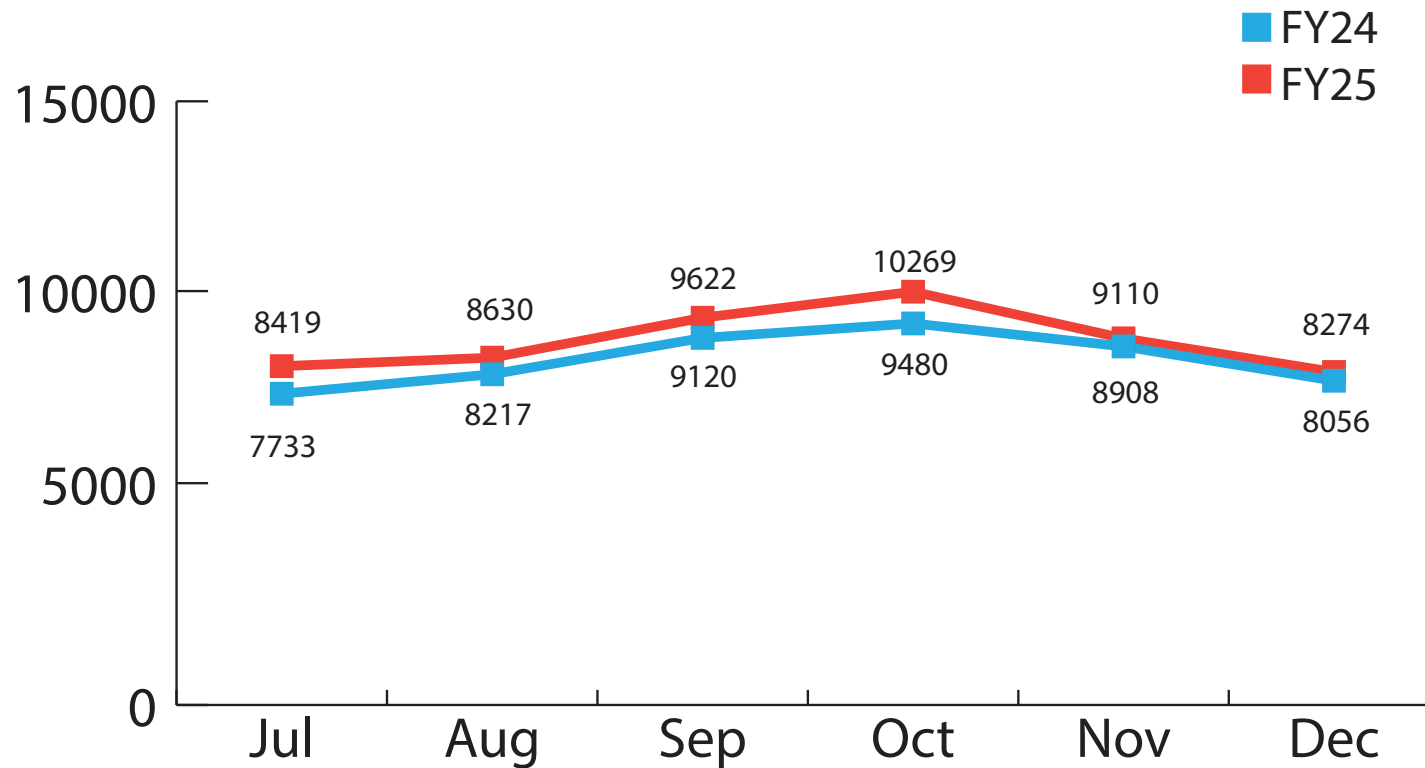
TOTAL FIXED ROUTE BOARDINGS





Ridership Trends FY25

LOCAL AVERAGE DAILY RIDES PER MONTH

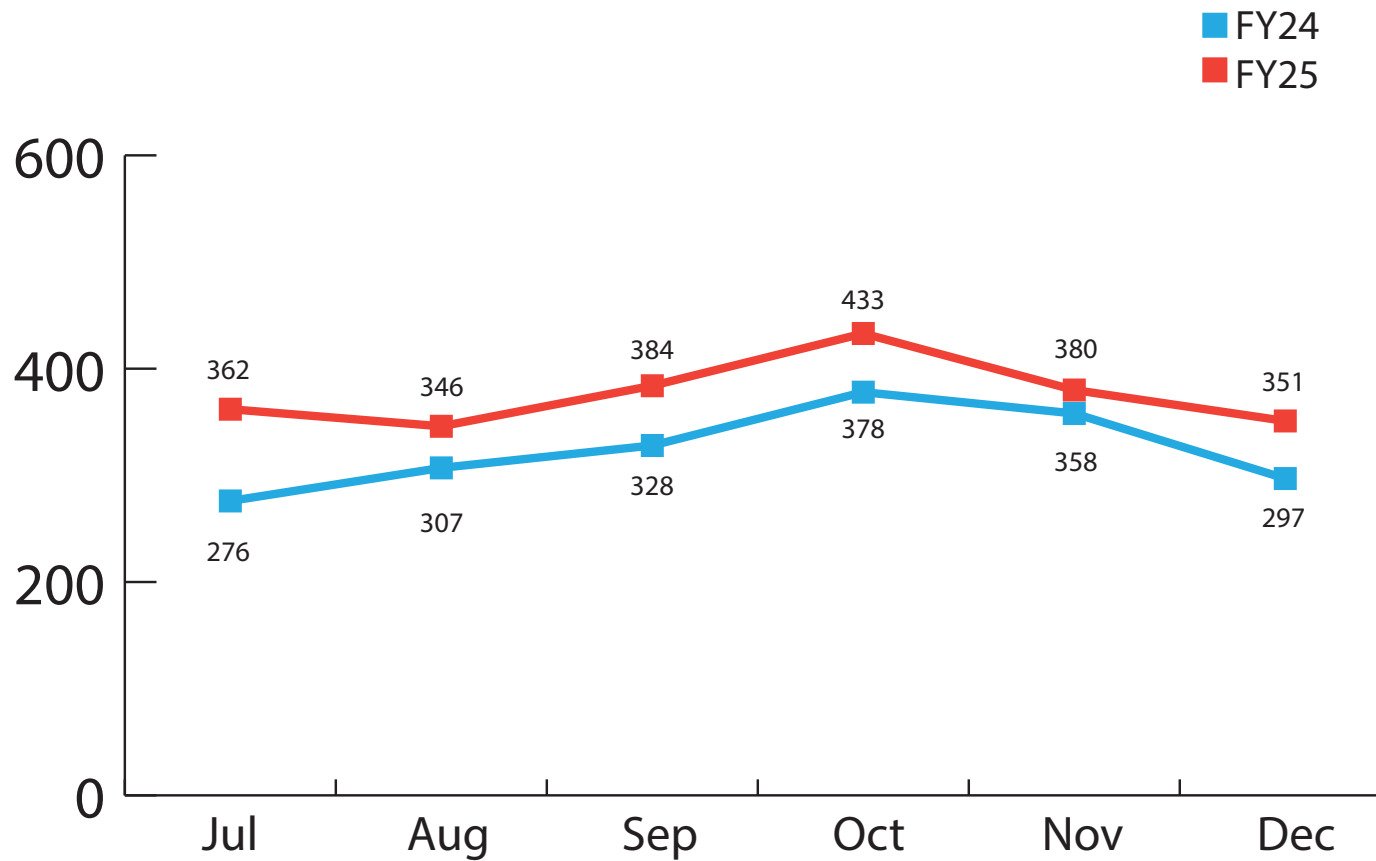




Ridership Trends FY25

QUARTERLY INCREASE/DECREASE

REGIONAL AVERAGE DAILY RIDES PER MONTH



Route Productivity FY25 Q2



Cherriots uses rides per revenue hour to measure a route's productivity. Each type of route is assigned a specific target, as listed below. Once the target is exceeded, additional frequency may be considered for that specific route in order to maintain a suitable level of passenger comfort and service level for the system.

- Corridor routes – Routes that operate on major transit pathways, including the **Core Network**, that connect to areas of major growth, employment, and activity centers. They typically operate at higher frequencies than Coverage routes.
 - Target: 20 rides per revenue hour
- Coverage routes – Routes that focus on providing access to transit over building high ridership, operate at lower frequencies, and typically travel through neighborhoods.
 - Target: 10 rides per revenue hour
- Commuter express routes – Routes that connect metropolitan areas with no stops in between.
 - Target – 10 rides per revenue hour
- Regional express routes – Routes that provide service between towns, cities, and communities in Marion and Polk counties.
 - Target - 10 rides per revenue hour
- Deviated fixed routes – Routes that run along a fixed path with fixed stops, but also can deviate up to three-quarters of a mile away from the route path.
 - Target – 5 rides per revenue hour



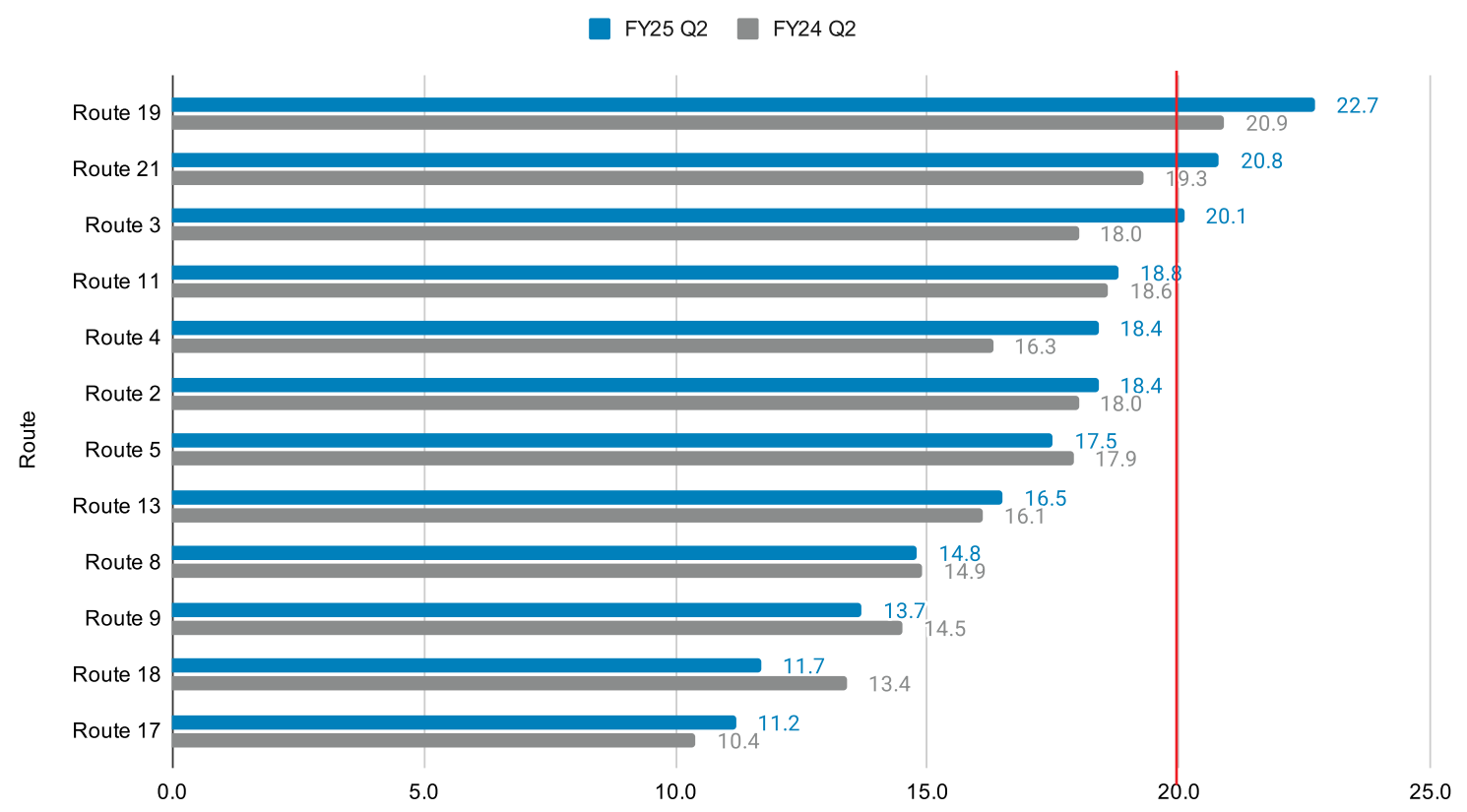


Route Productivity FY25 Q2

FY25 Q2 WEEKDAY RIDES PER REVENUE HOUR LOCAL BUS SERVICE - CORRIDOR ROUTES

Weekday Rides per Revenue Hour Local Bus Service - Corridor Routes

Target: 20 Boardings



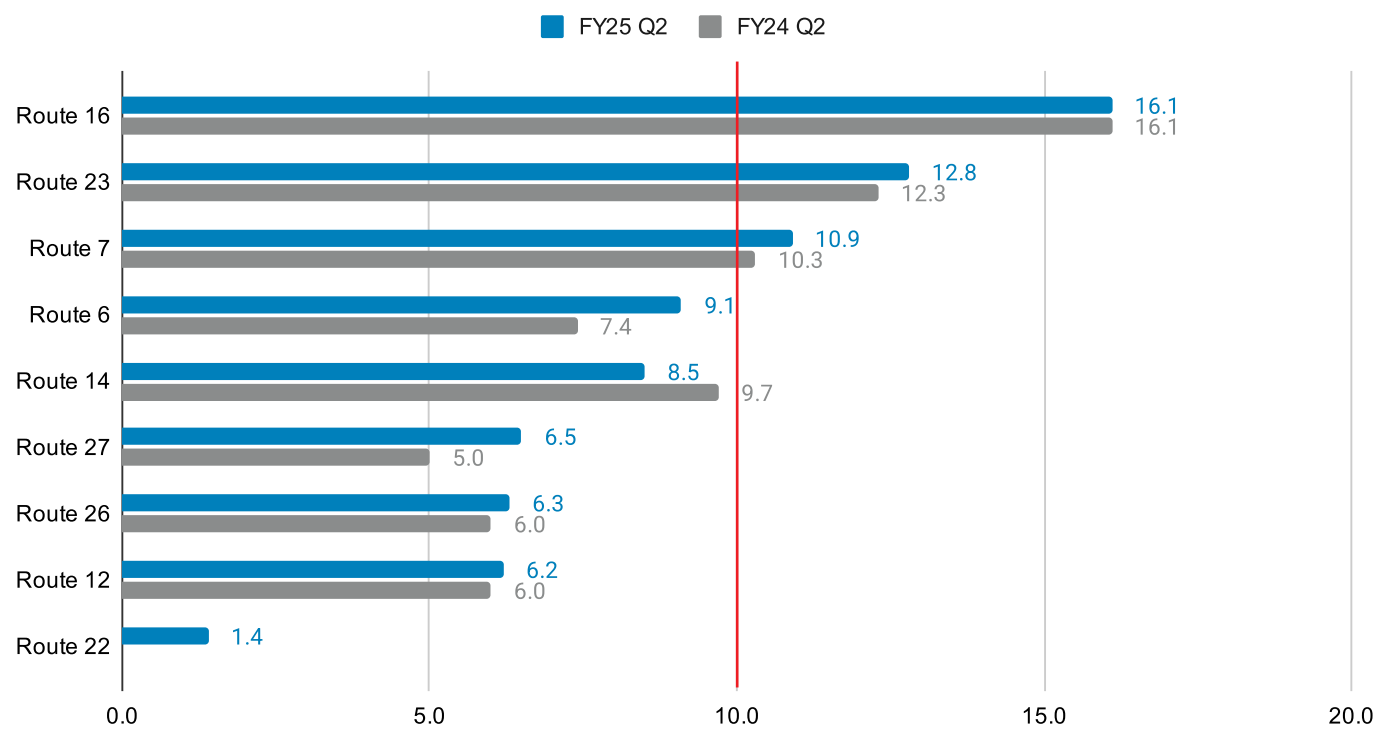


Route Productivity FY25 Q2

FY25 Q2 WEEKDAY RIDES PER REVENUE HOUR
LOCAL BUS SERVICE - COVERAGE ROUTES

Weekday Rides per Revenue Hour Local Bus Service - Coverage Routes

Target: 10 Boardings



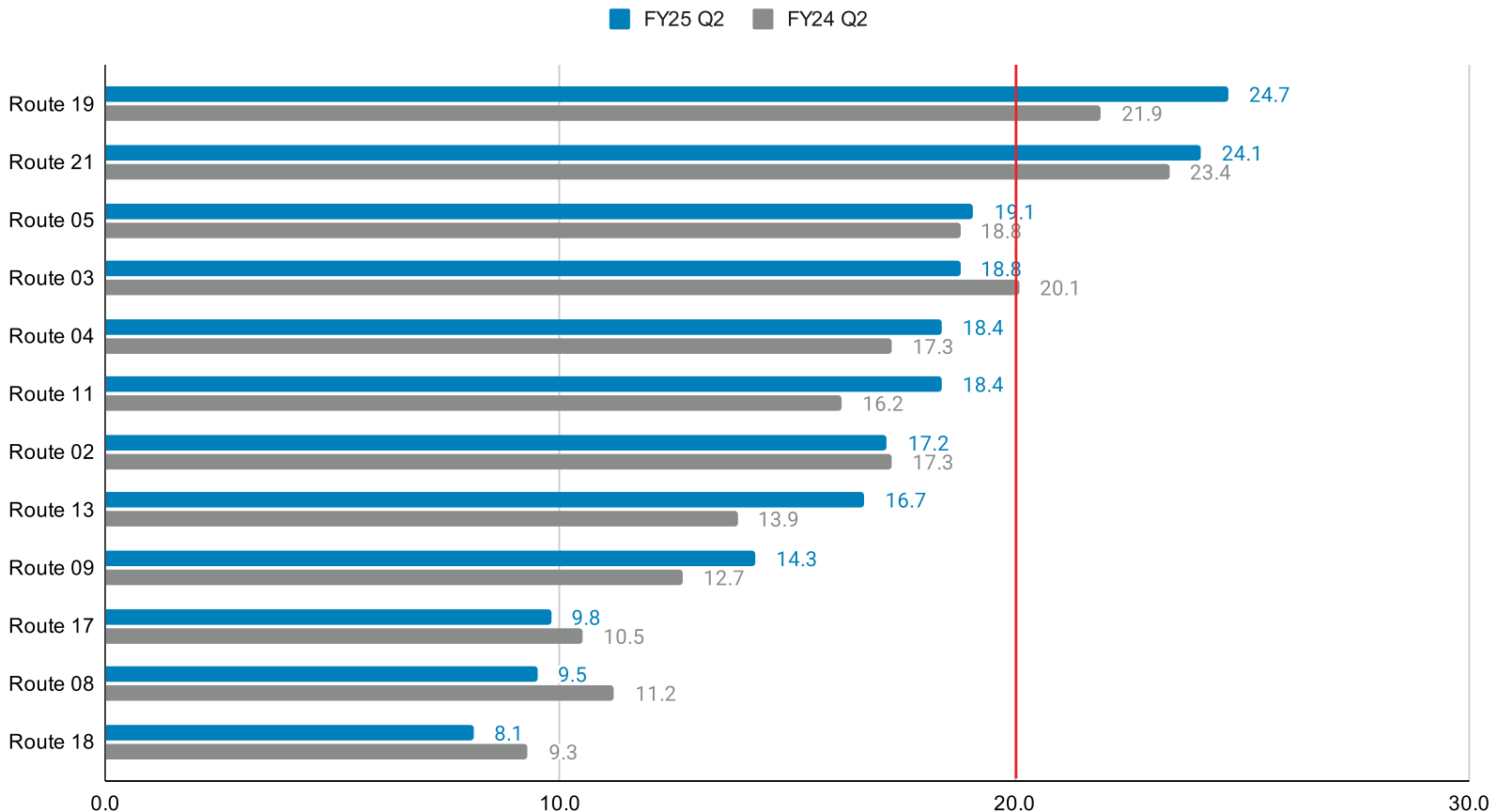


Route Productivity FY25 Q2

FY25 Q2 SATURDAY RIDES PER REVENUE HOUR LOCAL BUS SERVICE - CORRIDOR ROUTES

Saturday Rides per Revenue Hour Local Bus Service - Corridor Routes

Target: 20 Boardings



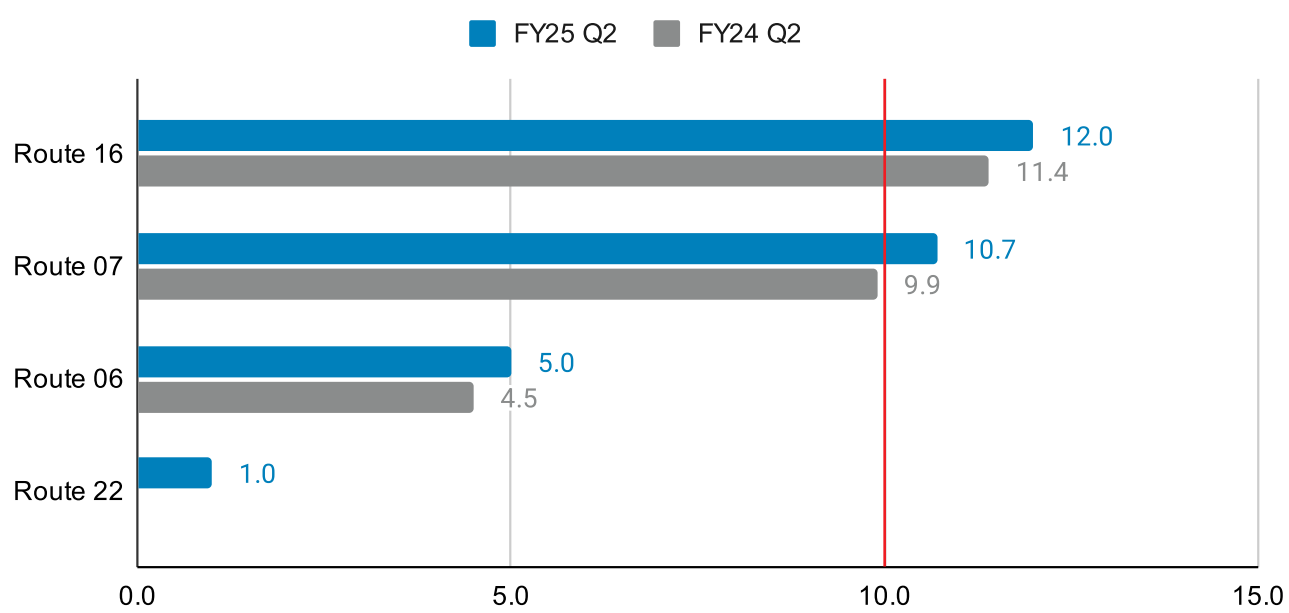


Route Productivity FY25 Q2

FY25 Q2 SATURDAY RIDES PER REVENUE HOUR
LOCAL BUS SERVICE - COVERAGE ROUTES

Saturday Rides per Revenue Hour
Local Bus Service - Coverage Routes

Target: 10 Boardings



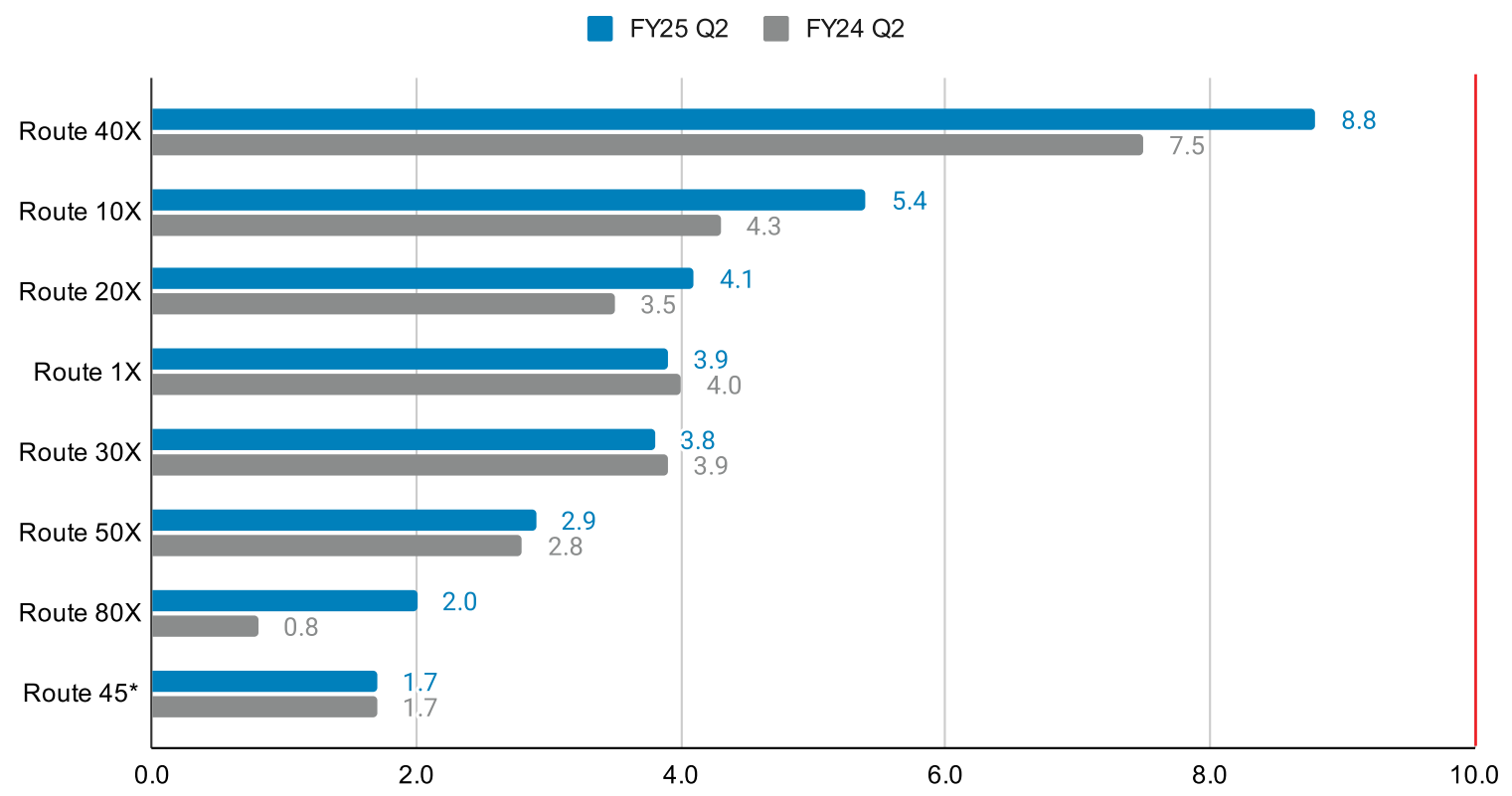


Route Productivity FY25 Q2

FY25 Q2 WEEKDAY RIDES PER REVENUE HOUR
REGIONAL BUS SERVICE

Weekday Rides per Revenue Hour Regional Bus Service

Target: 10 Boardings (*Target: 5 Boardings)



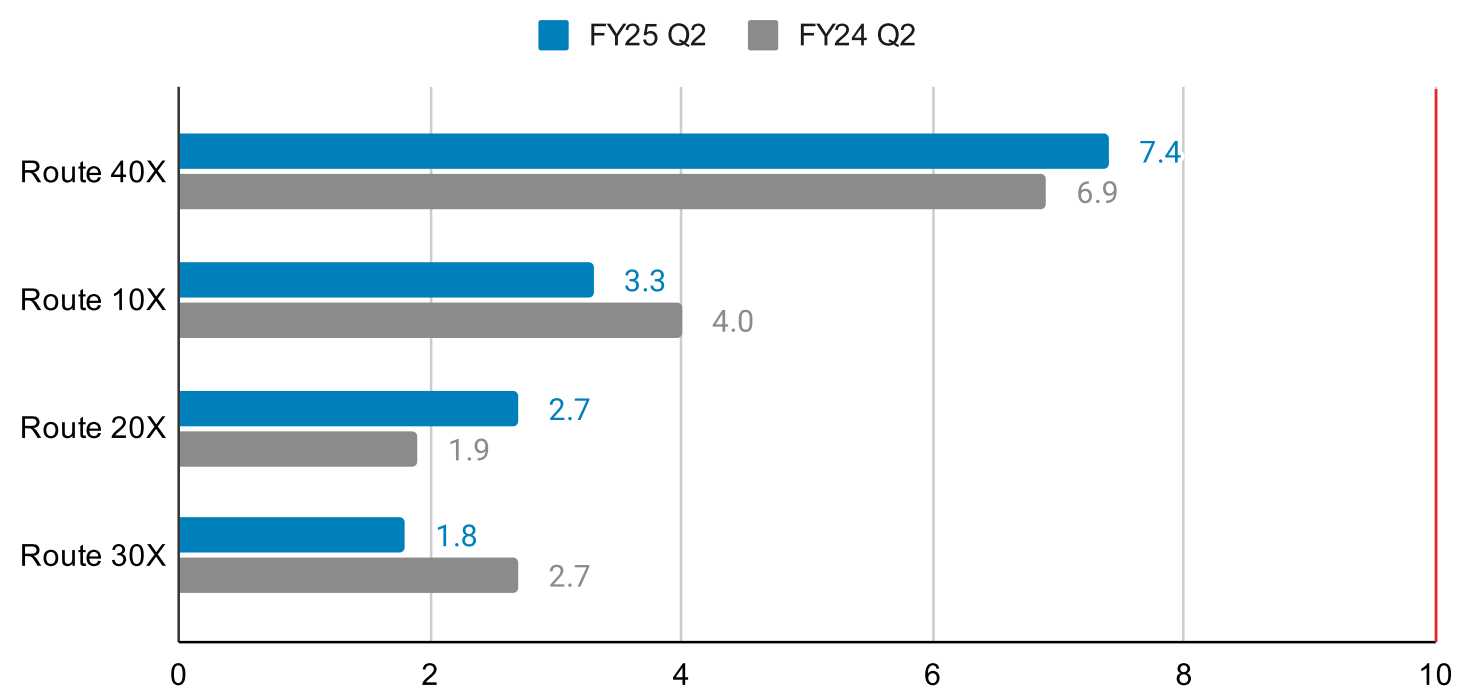


Route Productivity FY25 Q2

FY25 Q2 SATURDAY RIDES PER REVENUE HOUR
REGIONAL BUS SERVICE

Saturday Rides per Revenue Hour Regional Bus Service

Target: 10 Boardings



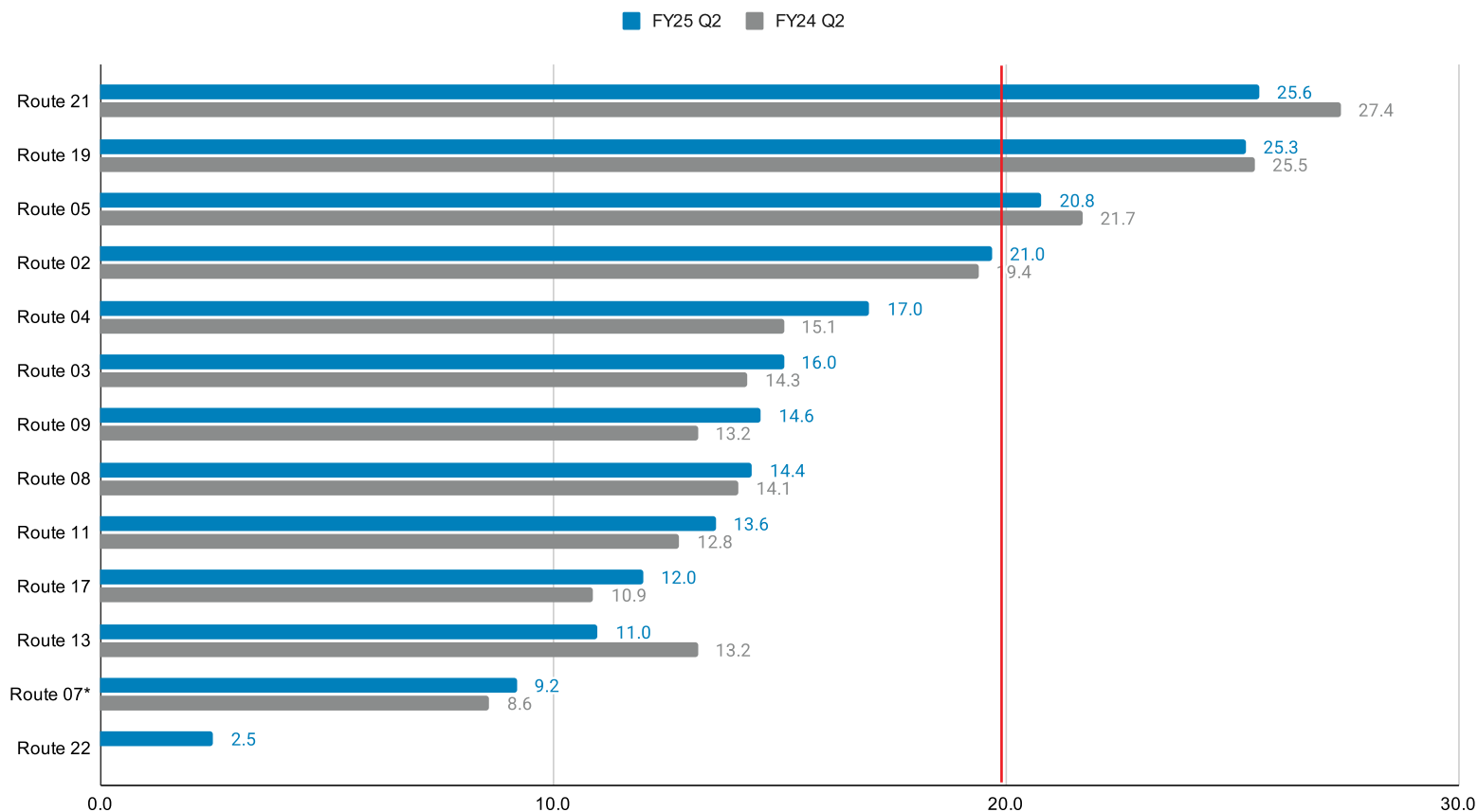


Route Productivity FY25 Q2

FY25 Q2 SUNDAY RIDES PER REVENUE HOUR LOCAL BUS SERVICE - ALL ROUTES

Sunday Rides per Revenue Hour Local Bus Service - All Routes

Target: 20 Boardings (*Target: 10 Boardings)



Snapshot of Youth Zero Pass Program: FY25 Q2



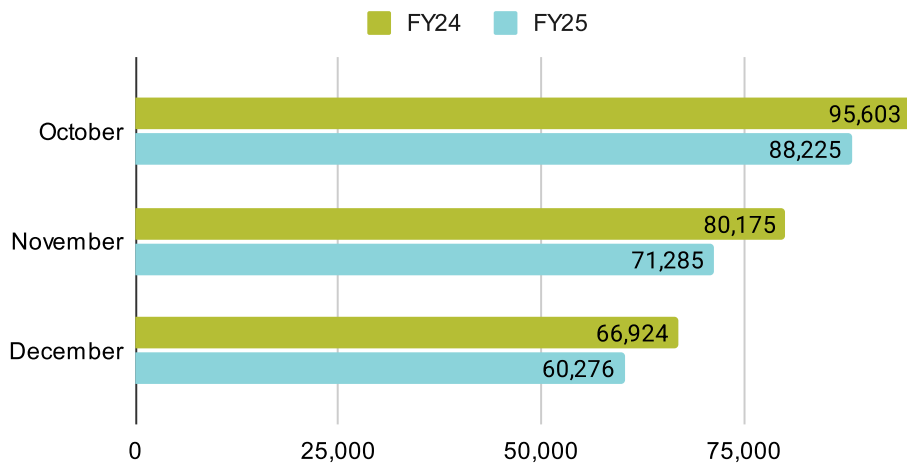
Cherriots provides rides to youth ages zero to 18 at no cost to them. The Youth Zero Pass program began Sunday, September 4, 2022, as a six month pilot program. It was funded for the first year by the Salem-Keizer Public Schools District, the City of Keizer, and the City of Salem. On March 1, 2023, the Youth Zero Pass was implemented as a permanent part of Cherriots fare structure and is now subsidized by Salem-Keizer Public School District and the Statewide Transportation Improvement Fund. Youth ridership on both Cherriots Local and Cherriots Regional buses has declined compared to the same period last year. This decrease follows the implementation of a new policy, introduced in October 2024, that requires verification of youth identification. While this policy may have temporarily affected ridership, it is a strategic measure that will support the long-term success of the Youth Zero Pass Program. The program will cultivate the next generation of Cherriots riders, ensuring future growth and sustainability.

FY25 Q2 QUARTERLY YOUTH RIDERSHIP CHERRIOTS LOCAL

FY25 Q2 QUARTERLY YOUTH RIDERSHIP CHERRIOTS REGIONAL

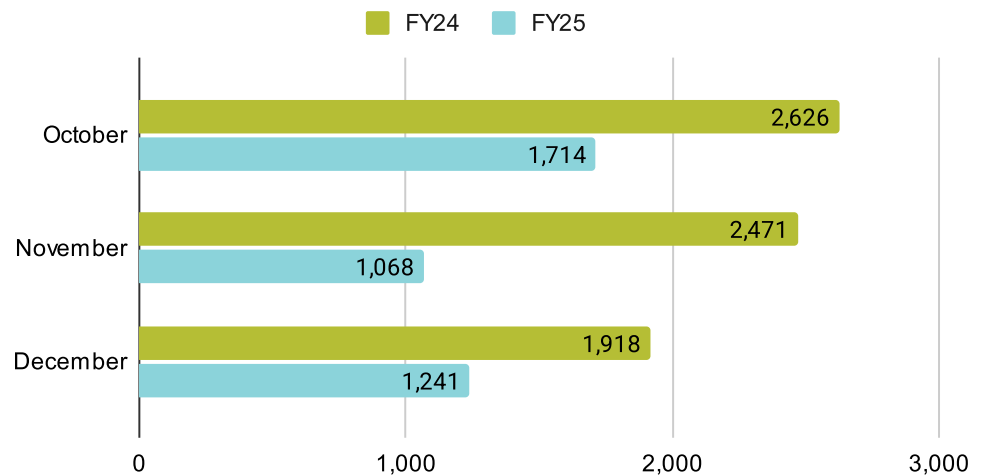
Quarterly Youth Ridership - Cherriots Local

Total Decrease: -22,916 (-9%)



Quarterly Youth Ridership - Cherriots Regional

Total Decrease: -2,992 (-43%)

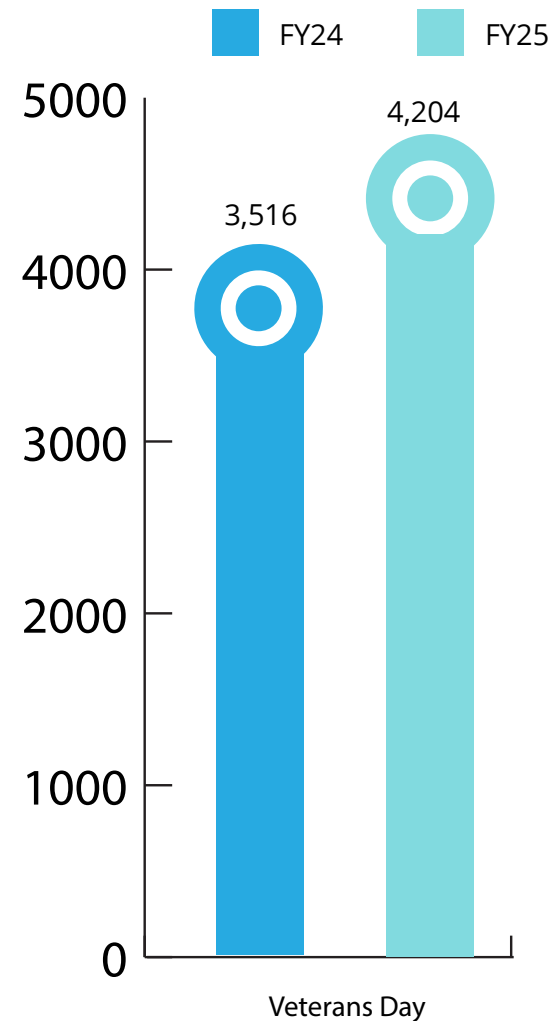


Holiday Service Ridership FY25 Q2



FY25 HOLIDAY BOARDINGS

Holiday service began in 2021 as part of the A Better Cherrriots service change plan made possible by the Statewide Transportation Improvement Fund. The only holiday with service that falls within Q2 each year is Veterans Day. Service operated at the Sunday level on this holiday. Veterans Day saw a 19.57% increase in ridership over the previous year, with 688 more rides.



Cherriots Local On-time Performance



On-time performance (OTP) is the measure of how close a bus adheres to its schedule. It is measured only at bus stops with scheduled departure times, known as timepoints. There are three categories of OTP:

- **Early** - when a bus departs from a time point anytime before the scheduled time.
Goal: 0%
- **On time** - On time - when a bus departs from a time point anywhere between 0 to 5 minutes after the scheduled time.
Goal: 85% or higher
- **Late** - when a bus departs from a time point more than 5 minutes after the scheduled time.
Goal: 15% or lower

OTP data is currently available for Cherriots Local buses. This data is forthcoming for Cherriots Regional buses, once a baseline for the regional system can be established.

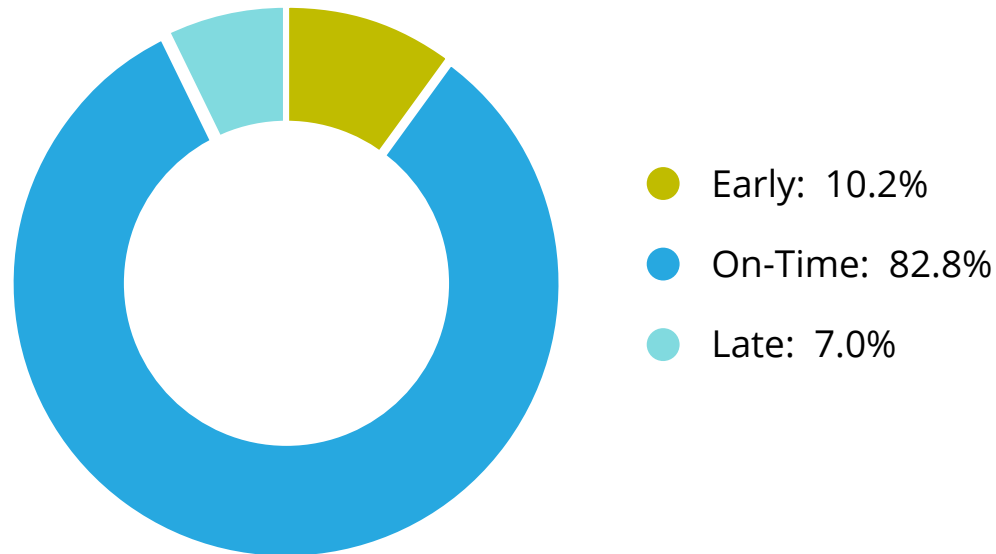


Cherriots Local On-time Performance



FY25 SYSTEM LEVEL OTP FOR CHERRIOTS LOCAL

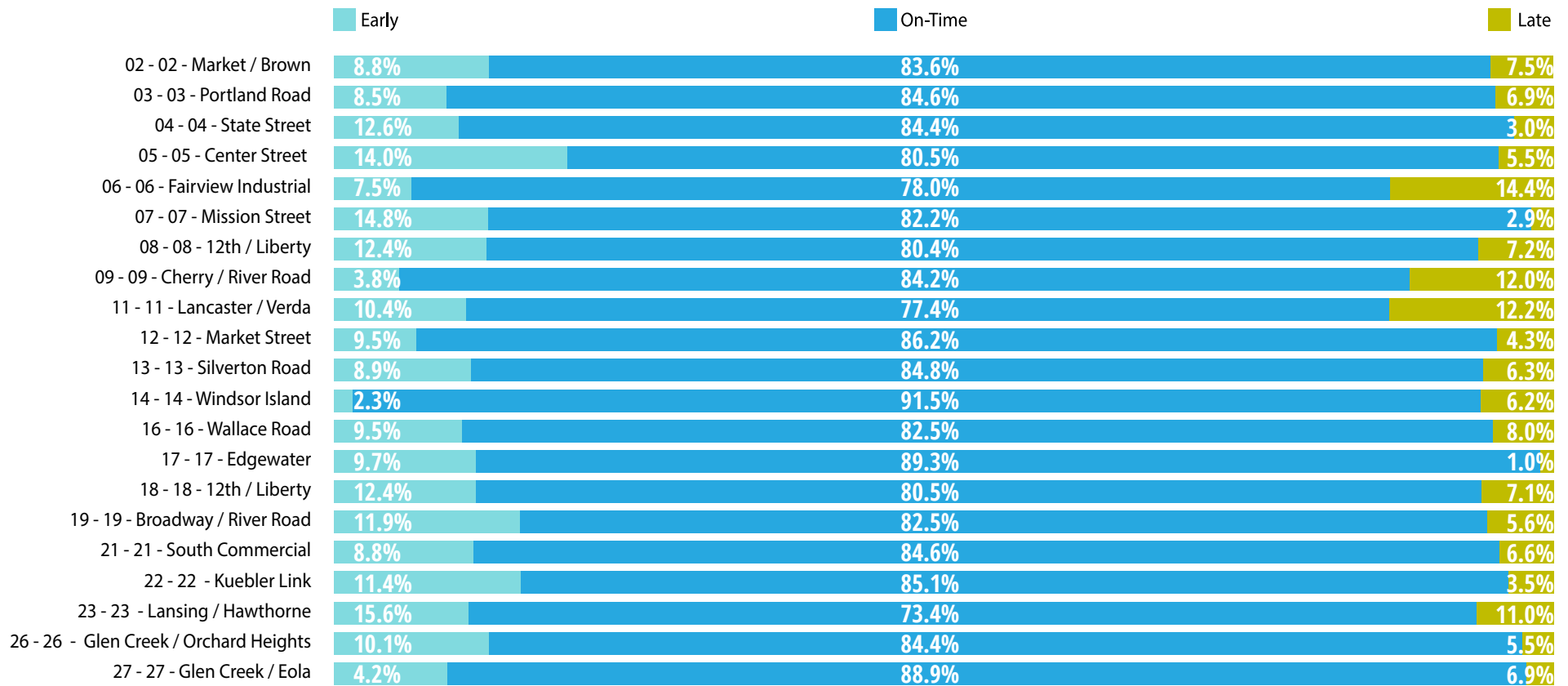
In FY25 Q2, the Cherriots Local system was just 2.2 percent below the on-time target of 85 percent and only experienced late departures 7.0 percent of the time. However, early departures exceeded the target and are being addressed within the Transportation department.



Cherriots Local On-time Performance



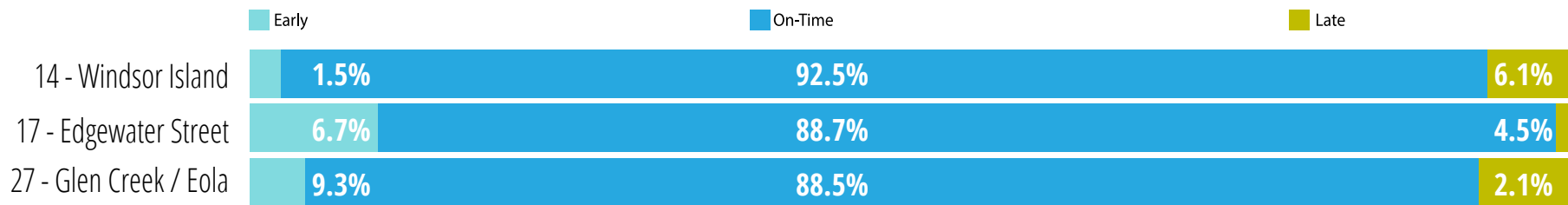
SYSTEM LEVEL OTP FOR CHERRIOTS LOCAL



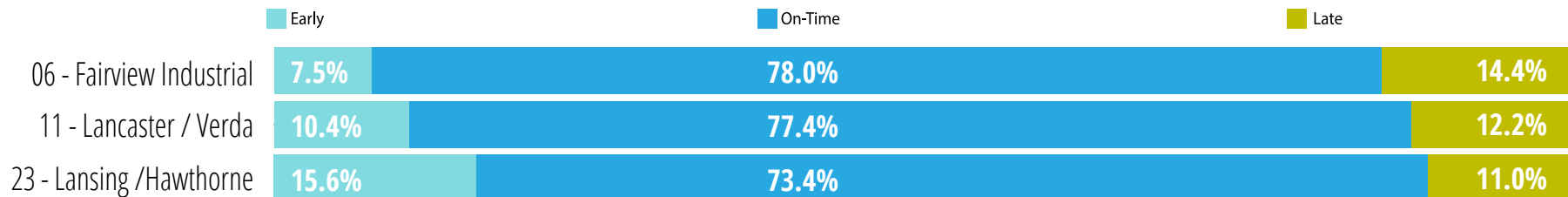
Cherriots Local On-time Performance



The top three performing Cherriots Local routes in FY25 Q2 were Route 14 Windsor Island Road; Route 17 Edgewater Street; and Route 27 Glen Creek / Eola. Routes 14 and 27 were also in the top three for Fiscal Year 2024.



The bottom three performing Cherriots Local routes in FY25 Q2 were Route 06 Fairview Industrial; Route 11 Lancaster / Verda; and Route 23 Lansing / Hawthorne. These on-time percentages are well below target and the early and late departures need to be greatly improved. Route 11 has been evaluated by Planning staff and schedule adjustments have gone into effect with the January Service Change. OTP for Route 11 will be monitored during FY25 Q3 with the expectation that it will improve. Routes 6 and 14 will be evaluated in the future using the new Avail business intelligence tools.



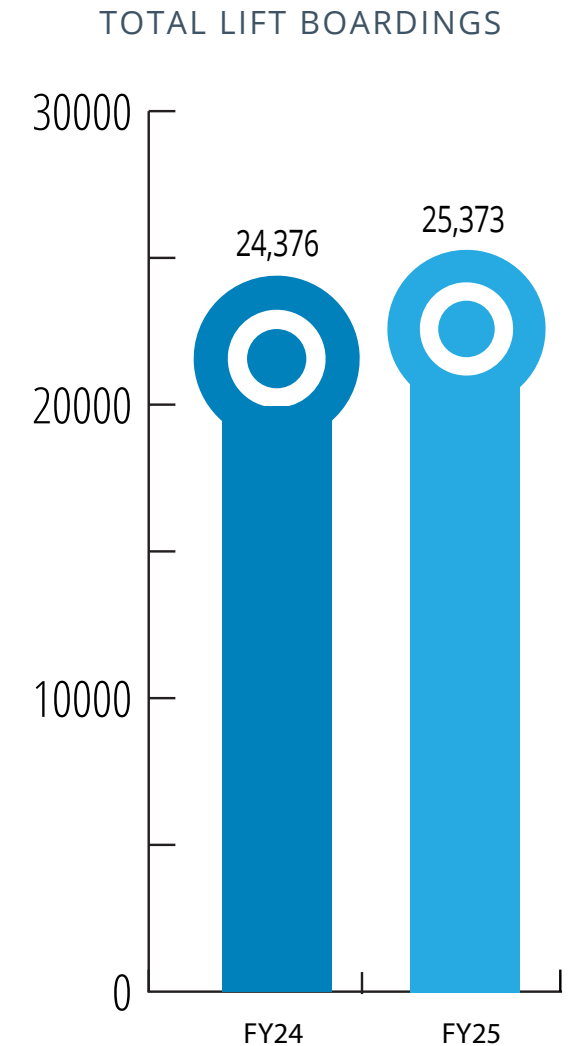
Cherriots LIFT Trends: FY25 Q2



The Americans with Disabilities Act (ADA) is a civil rights law that requires public transportation be available to people with disabilities within three-quarters of a mile of fixed-route bus service. Cherriots LIFT is an origin-to-destination, shared-ride complementary paratransit transportation service for individuals who are unable to use the Cherriots Local bus service because of their functional ability. Individuals can be qualified for Cherriots LIFT for some or all of their trips. An eligibility process is required to ride Cherriots LIFT.

The table below displays Key Performance Indicators (KPI) from FY25 Q2. LIFT rides per revenue hour in FY25 Q2 is 2.11, slightly below the target of 2.75. However, it has increased compared to 2.07 in FY24 Q2. LIFT also achieved a high average ride rating of 4.8 out of 5.0. This reflects strong rider satisfaction in FY25 Q2.

Cherriots LIFT - Key Performance Indicators	On-Time Performance (Goal: 91%)	Rides/Rev Hr (Goal: 2.75)	ADA Trips Denied (Goal: 0)	Complaints / 1,000 trips (Goal: < 2)	ADA Complaints (Goal: 0)	% Rides < 60 minutes (Goal: 75%)	Shared Rides Rate	Average Ride Rating
FY25 Q2	87.0%	2.11	0	0.0007	0	100%	66%	4.8

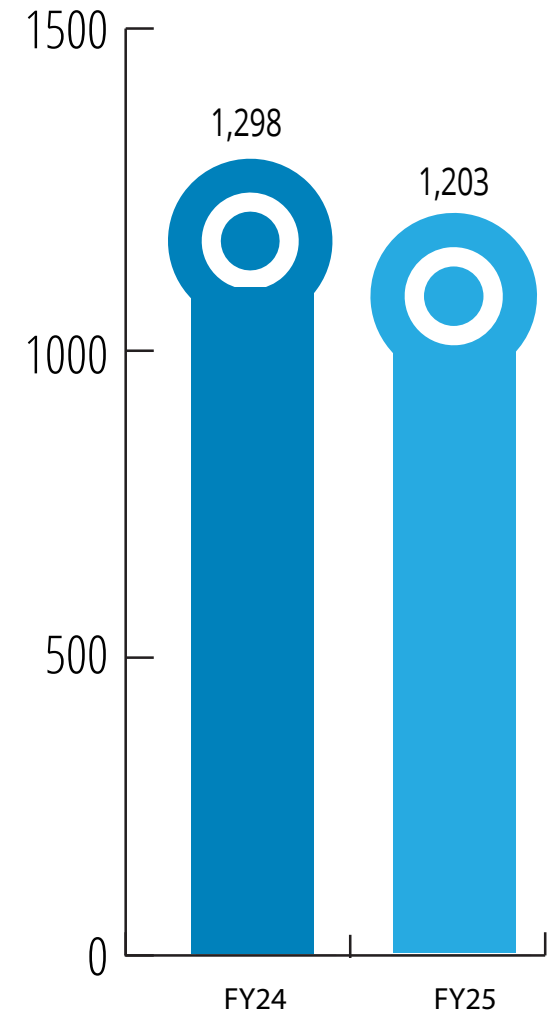


Cherriots Shop and Ride Trends: FY25 Q2



TOTAL SHOP AND RIDE BOARDINGS

Seniors and people with disabilities who don't qualify for Cherriots LIFT complementary paratransit service can rely on Cherriots Shop and Ride, which is a door to door dial-a-ride service that can be used for shopping, appointments, and more. These trips require a reservation made through the Cherriots Call Center, and it only runs Monday through Friday from 8:00 a.m. to 5:00 p.m. Trips are not guaranteed on Cherriots Shop and Ride as they are on Cherriots LIFT. Ridership for the Shop and Ride service remained close to FY24 Q2.



Snapshot of Customer Engagement: FY25 Q2



Cherriots Call Center provides a world class customer experience for LIFT, Shop and Ride, and Regional deviated-fixed route (Route 45) customers. As shown in the table below, the Call Center is currently exceeding most of its customer experience goals with the exception of “length of call,” which is just over the three minute goal.

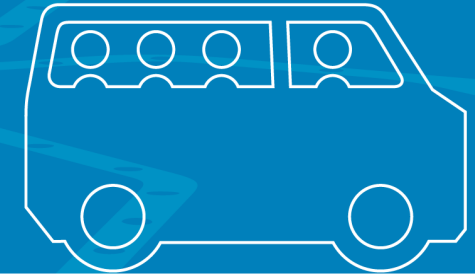
Cherriots Call Center - Key Performance Indicators	Total calls received	% Calls Answered in < 3 minutes (Goal: 97%)	% Calls Answered in < 5 minutes (Goal: 100%)
FY25 Q2	12,340	99%	100%

Cherriots Call Center KPIs by Service

Service	Avg Speed of Answer (Goal: < 3 minutes)	Avg hold time (Goal: < 3 minutes)	Length of Call (Goal: < 3 minutes)
Shop and Ride	29 seconds	2 seconds	3:34
LIFT	30 seconds	3 seconds	3:18



Snapshot of Vanpool Program: FY25 Q2



Vanpools are organized and subsidized for those with similar travel patterns, facilitated by the Cherriots Commuter Options (CO) program. Groups who work together or who have similar regular travel patterns can apply to the CO program to obtain a van and use it on a daily basis. Training and support for riders, including a Guaranteed Ride Home program, is provided by Cherriots staff.

Cherriots supported and subsidized 36 vanpools filled with 182 commuters traveling throughout Polk, Marion, and Yamhill counties. To improve efficiency, two vans with similar commute routes traveling the Santiam Canyon were combined, resulting in one van termination. Out of the 36 vans, 22 vans are filled with commuters who speak English as a second language. Current industry sectors include agriculture, industrial, federal and state government, manufacturing, and military. A vanpool is eligible for a subsidy as long as the worksite is located within the three counties served by the Commuter Options program. Subsidies provided in FY25 Q2 totaled \$43,875, accounting for 27% of the total operating cost per vanpool.

The following key performance indicators and success metrics are reported to Cherriots leadership on a quarterly basis.

FY25 Q2 Vanpool Performance Metrics	
Max Operating Vanpools	36
# of Unique Riders	182
# of Trips	22,052
Vehicle Revenue Miles	120,395
Vehicle Revenue Hours	3,075
Average Occupancy Rate	65%
Percentage of Subsidy per Vanpool	27%



Safety and Reliability Trends: FY25 Q2



Safe and reliable service is important for Cherrits to deliver and for customers to experience. Two of the measures used to evaluate the safety and reliability of Cherrits services are the frequency of mechanical failures resulting in a road call (i.e., while the bus is in service) and the frequency of preventable bus collisions. In total, Cherrits services have met or exceeded the goals set for these measures in FY25 Q2.

Preventable Accidents per 100,000 Miles Traveled (Goal: < 2 per 100,000 miles)

Service	FY25 Q2 Total Preventable Accidents	FY25 Q2 Total Miles*	FY25 Q2 Preventable Bus Collisions per 100,000 Miles
Local	14	717,655	1.95
LIFT	2	142,650	1.40
Shop and Ride	0	7,818	N/A**
Regional	0	131,561	0.00

*Local = Total Revenue Miles + Deadhead Miles. Other services = Total Revenue Miles.

**Total miles did not exceed 100,000; calculation is not applicable.

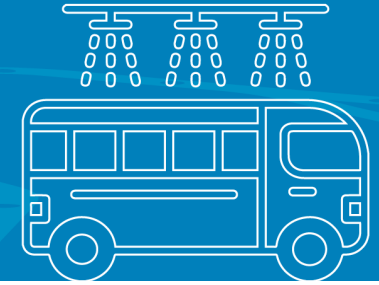
Road Calls per 10,000 Miles Traveled (Goal: < 1 per 10,000 miles)

Service	FY25 Q2 Count of Road Calls	FY25 Q2 Vehicle Miles Traveled	FY25 Q2 Road Calls per 10,000 Miles
Local	48	728,786	0.66
LIFT	2	159,181	0.13
Shop and Ride	0	9,883	N/A**
Regional	7	150,634	0.46

**Total miles did not exceed 100,000; calculation is not applicable.



Preventive Maintenance and Major Bus Cleanings: FY25 Q2



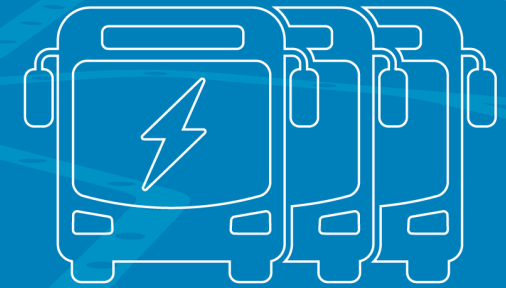
SAFETY AND RELIABILITY TABLES

Additional factors that contribute to the reliability and safety of Cherrits services are preventive maintenance (PM) inspections and clean buses. Cherrits goal for completing PM inspections on-time and cleaning all available Local buses each month is 100%. In FY25 Q2 four Regional buses were not inspected on-time and out of the 204 Local buses available to be cleaned 157 of them were completed.

FY25 Q2 Preventive Maintenance Inspections On-time Performance (Goal: 100%)			
Service	# Completed	# Completed Outside Limits	Percent On-time
Local	122	0	100.0%
LIFT	27	0	100.0%
Shop and Ride	2	0	100.0%
Regional	25	4	84.0%

FY25 Q2 Major Bus Cleanings* (Goal: 100%)			
Service	Total # of Buses Available**	Total # of Cleanings Completed	Percent Completed
Local	204	157	77.0%
<i>*This metric is only tracked for Cherrits Local buses.</i>			
<i>**Anywhere from 60 to 66 buses were available to clean every 30 days</i>			

Battery Electric Bus Trends: FY25 Q2



The Battery Electric Bus (BEB) fleet has been introduced on Route 11 Lancaster / Verda to create Cherriots first Zero Emissions Corridor. This initiative is a key step in Cherriots' efforts to reduce its carbon footprint by investing in greener technologies and supporting renewable energy sources. Cherriots is committed to a greener future for Salem and Keizer's public transit service.

In FY25 Q2, the 10 BEBs collectively drove a total of 31,320 miles, marking a great start for the fleet. The average regeneration rate for the BEBs was 27.9%, which is close to the maximum of the typical range of 10%-30%. This high regeneration rate increased the operational range of the BEBs by up to 38%. In FY25 Q2, the use of BEBs saved 11,338 lbs of CO₂, which is equivalent to the amount of CO₂ absorbed by approximately 236 mature trees over one year or roughly equivalent to eliminating 1260 car trips. Additionally, the BEBs contributed to a reduction of 2,293 ounces of NOx gases and 57.3 oz of particulate matter. The average range per charge for the BEBs was 133 miles. The optimal range reached 148 miles when excluding two outliers.

Note:

The regeneration rate of an electric bus refers to the rate at which the bus recovers or recharges its battery through regenerative braking

FY25 Q2 BEB Performance Metrics		
Total Distance Driven (mile)		31,320
Average Regeneration Rate		27.90%
GHG Emission Saving	CO2(lb)	11,338
	NOx(oz)	2,293
	Particles(oz)	57.3
Optimal Range per Charge (mile)		133



Appendix A. FY25 Data Tables

Cherriots Quarterly Performance Report for FY 25 Q2 (October - December 2024)

Route	On-Time Performance (OTP)	Weekdays					Saturday					Sunday					Preventable Accidents per 100K miles (Target: <2)	Roadcalls per 10K miles (Target: <1)
		Ridership / Revenue Hour	Ridership	Changes from FY 24 to FY 25 for Q2			Ridership / Revenue Hour	Ridership	Changes from FY 24 to FY 25 for Q2			Ridership / Revenue Hour	Ridership	Changes from FY 24 to FY 25 for Q2				
				Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership		
LOCAL BUS SERVICE																		
2 - Market / Brown	83.62%	18.4	69,415	0.4%	2.5%	2.9%	17.2	6,087	4.1%	-0.7%	3.4%	19.7	3,324	-7.1%	1.2%	-6.0%		
3 - Portland Road	84.60%	20.1	40,852	0.6%	11.8%	12.5%	18.8	3,672	1.0%	-6.2%	-5.2%	15.1	2,548	-7.1%	5.3%	-2.2%		
4 - State Street	84.36%	18.4	38,277	0.7%	13.3%	14.1%	18.4	3,667	0.5%	6.4%	7.0%	17.0	2,955	-7.0%	12.3%	4.5%		
5 - Center Street	80.45%	17.5	64,627	0.4%	-2.2%	-1.8%	19.1	6,763	4.1%	1.4%	5.6%	20.8	3,507	-7.1%	-4.2%	-11.1%		
6 - Fairview Industrial	78.02%	9.1	12,912	-0.2%	23.2%	22.9%	5.0	1,374	8.2%	10.5%	19.6%							
7 - Mission Street	82.22%	10.9	16,905	1.0%	5.8%	6.8%	10.7	2,013	0.5%	7.9%	8.5%	9.2	1,484	-8.0%	6.8%	-1.7%		
8 - 12th / Liberty	80.40%	14.8	24,217	0.8%	-0.6%	0.2%	9.5	2,684	2.9%	-15.1%	-12.7%	14.4	2,440	-7.1%	2.6%	-4.7%		
9 - Cherry / River Road	84.15%	13.7	26,615	0.8%	-5.9%	-5.1%	14.3	2,883	1.5%	13.0%	14.7%	14.6	2,558	-6.9%	10.9%	3.2%		
11 - Lancaster / Verda	77.50%	18.8	130,460	0.9%	1.2%	2.2%	18.4	13,209	0.7%	13.1%	13.9%	13.6	8,863	-7.1%	6.1%	-1.4%		
12 - Hayesville Drive	86.20%	6.2	5,777	0.1%	3.6%	3.7%												
13 - Silverton Road	84.80%	16.5	33,660	0.6%	2.5%	3.2%	16.7	2,932	0.0%	19.8%	19.8%	11.0	1,820	-7.3%	-17.2%	-23.2%		
14 - Windsor Island Road	91.51%	8.5	8,203	0.1%	-11.6%	-11.5%												
16 - Wallace Road	82.50%	16.1	10,151	-0.2%	0.0%	-0.2%	12.0	1,355	8.7%	5.0%	14.1%							
17 - Edgewater Street	89.30%	11.2	36,468	0.4%	8.0%	8.4%	9.8	3,420	4.2%	-6.4%	-2.5%	12.0	2,035	-7.1%	10.9%	3.0%		
18 - 12th / Liberty	80.50%	11.7	18,776	-0.1%	-12.4%	-12.5%	8.1	2,290	8.4%	-12.6%	-5.2%							
19 - Broadway / River Road	82.50%	22.7	81,340	0.4%	8.5%	9.0%	24.7	8,584	4.2%	12.9%	17.7%	25.3	4,277	-6.1%	-0.6%	-6.7%		
21 - South Commercial	84.56%	20.8	76,082	0.4%	7.8%	8.2%	24.1	8,377	4.2%	3.2%	7.6%	25.6	4,331	-6.1%	-6.5%	-12.2%		
22 - Kuebler Link	85.10%	1.4	4,133				1.0	555				2.5	412					
23 - Lansing / Hawthorne	73.43%	12.8	12,040	0.0%	4.0%	4.0%												
26 - Glen Creek / Orchard Heights	84.36%	6.3	3,104	-0.2%	5.1%	4.9%												
27 - Glen Creek / Eola	88.93%	6.5	3,408	0.4%	29.5%	30.0%												
Total	82.82%	15.4	717,422	7.5%	-2.4%	4.9%	14.2	69,865	16.4%	-6.8%	8.5%	15.2	40,554	-0.9%	-3.3%	-4.2%		
LOCAL COMMUTER EXPRESS ROUTE																		
1X - Wilsonville / Salem Express	70.66%	3.9	2,894	0.0%	-2.6%	-2.6%												
Cherriots Local Totals	82.78%	15.2	720,316	7.3%	-2.3%	4.8%	14.2	69,865	16.4%	-6.8%	8.5%	15.2	40,554	-0.9%	-3.3%	-4.2%		
REGIONAL SERVICE																		
10X - Woodburn / Salem Express	NA	5.4	5,777	-0.7%	26.3%	25.3%	3.3	320	7.8%	-17.8%	-11.4%							
20X - N. Marion Co. / Salem Express	NA	4.1	3,492	-1.4%	15.8%	14.2%	2.7	315	7.3%	39.1%	49.3%							
30X - Santiam / Salem Express	NA	3.8	2,775	-2.4%	-0.1%	-2.5%	1.8	166	5.7%	-33.7%	-30.0%							
40X - Polk County / Salem Express	NA	8.8	12,424	-5.0%	17.0%	11.2%	7.4	1,376	6.3%	6.7%	13.4%							
50X - Dallas / Salem Express	NA	2.9	1,072	-2.1%	2.0%	-0.2%												
80X - Keizer / Wilsonville Express	NA	2.0	874	-4.1%	149.0%	138.8%												
Cherriots Regional Express Totals	NA	5.4	26,414	-2.8%	17.5%	14.2%	4.4	2,177	6.7%	0.9%	7.7%							
Regional Deviated Fixed Route																		
45 - Central Polk County	NA	1.7	1,015	-3.5%	-0.4%	-3.9%												
Cherriots Regional Totals	NA	5.0	27,429	-2.8%	16.8%	13.4%												
Dial-a-Ride (Cherriots Shop and Ride Totals)	NA	1.6	1,203	-2.0%	-5.5%	-7.3%												
Cherriots LIFT Totals	87.00%	2.2	22,584	1.4%	2.1%	3.6%	2.1	1,424	-17.8%	15.7%	-4.9%	2.3	1,365	9.5%	16.1%	27.1%	1.40	0.13
														*Total miles did not exceed 10,000; calculation is not applicable.				
														**Total miles did not exceed 100,000; calculation is not applicable.				





Fiscal Year 2025 Quarter 2 Performance Report

Presented by:
Shofi Ull Azum
Chief Planning and Development Officer



Presentation Overview

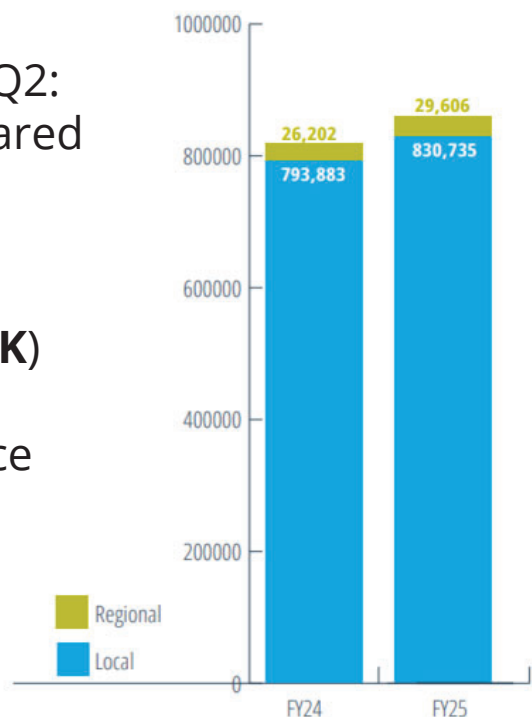
- System Performance Summary
- Youth Zero Pass Program
- Cherriotics Paratransit Service - LIFT
- Vanpool Program
- Safety and Reliability Trends
- Battery Electric Bus (BEB) Trends
- Looking Ahead FY25 Q3

FY25 Q2 in Review

- **October :**
 - Real-time passenger information (RTPI) published on the Transit and Umo app
- **November:**
 - Avail CAD/AVL system installation – 50% complete
- **December:**
 - a. Avail CAD/AVL system fully installed
 - b. 2024 Annual Needs Assessment completed
 - c. RTPI published on Google Maps and Trip Planner

System Performance - Ridership

- Total system ridership in FY25 Q2: **908,969 (5.0% Increase** compared to FY24 Q2)
- Highest fixed route monthly ridership in **October 2024 (315K)**
- **3.3M** rides in 2024 (highest since 2014)



Cherriots **Fixed Route** Ridership Trends: FY24 Q2 vs. FY25 Q2

System Performance - Productivity

Weekdays:

- Exceeded productivity target: Routes 19, 21, 3, 16, 23 and 7
- On the verge of target: Routes 11, 6 and 40X

Saturday:

- Exceeded productivity target: Routes 19, 21, 16 and 7
- On the verge of target: Routes 5 and 40X

Sunday:

- Exceeded productivity target: Routes 21, 19, 5 and 2
- On the verge of target: Route 4

Key Takeaways:

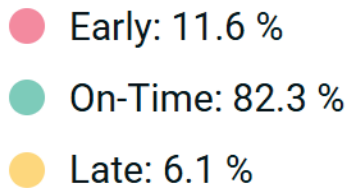
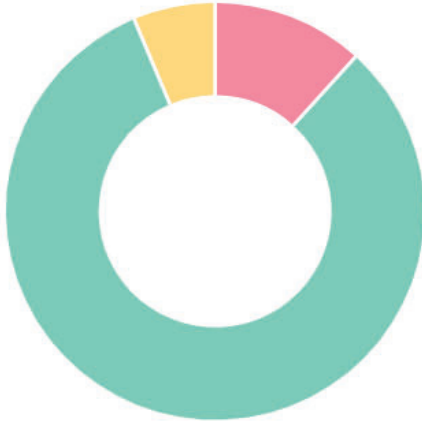
- Regional weekday: **6 of 8** showed an increase in productivity.
- Local weekday: **16 of 21** routes showed an increase in productivity.

System Performance - Productivity

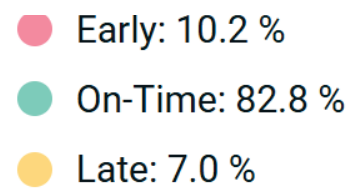
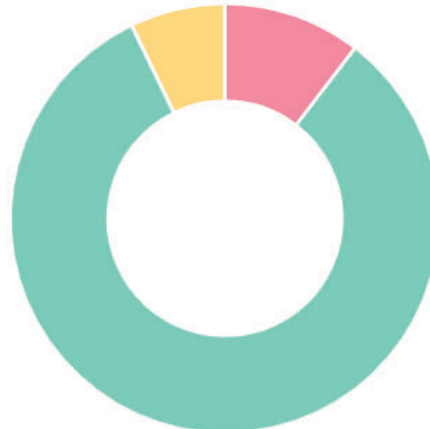
- System-wide boarding per revenue hour: **11.9**
- With **5.6% increase** in revenue hours systemwide, the ridership **increased 5%**.
- Route productivity spotlight:
 - Route 6 (+23.2%)**
 - Route 27 (+29.7%)**
 - Route 20X (+15.8%)**
- Highest ridership gain in Route 19 (**+7708**)

Cherriots Local – OTP (Target: 85% or higher)

FY25 Q1



FY25 Q2

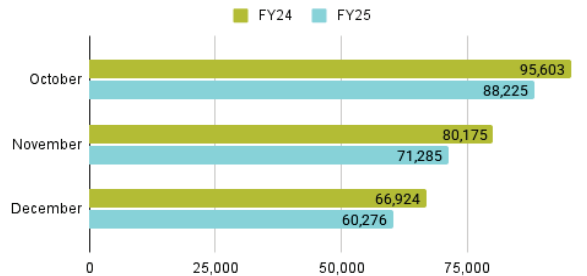


Snapshot of Youth Zero Pass Program

- Implemented Youth identity verification requirements in October 2024.
- YOY Youth ridership decreased:
Local Service: **-22,916 (-9%)**
Regional Service: **-2,992 (-43%)**
- Yet youth riders account for **24.6%** of all rides

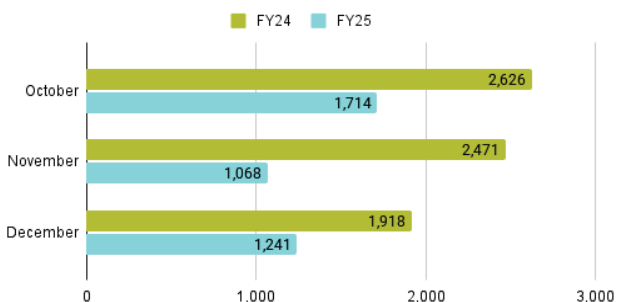
Quarterly Youth Ridership - Cherriots Local

Total Decrease: -22,916 (-9%)



Quarterly Youth Ridership - Cherriots Regional

Total Decrease: -2,992 (-43%)



Cherriots Contracted Services -LIFT

KPI Summary Table

Cherriots LIFT - Key Performance	On-Time Performance (Goal: 91%)	Rides / Rev Hr (Goal: 2.75)	ADA Trips Denied (Goal: 0)	Complaints / 1,000 trips (Goal: <2)	ADA Complaints (Goal: 0)	% Rides < 60 minutes (Goal: 75%)
FY25 Q2	87.0%	2.11	0	0.0007	0	100%

FY25 Q2 Service at a Glance:

- **25,373** trips delivered (YOY: **+4%**)
- Shared Rides Rate: **66%**
- Average Ride Rating: **4.8/5.0**

Snapshot of Vanpool Program

- Total Vanpool subsidy: **\$43,875**
- Average one-way trip length: **27 miles**
- **61.1%** vanpoolers speak English as second language.
- YOY Vanpool trips increase: **+2,204 (+11.1%)**

FY25 Q2 Vanpool Performance Metrics	
Max Operating Vanpools	36
# of Unique Riders	182
# of Trips	22,052
Vehicle Revenue Miles	120,395
Vehicle Revenue Hours	3,075
Average Occupancy Rate	65%
Percentage of Subsidy per Vanpool	27%

Safety and Reliability Trends

- Preventable accidents per 100K miles travelled (**Goal: <2** per 100K miles)
 1. Local: 1.95
 2. Regional: 0.00
 3. LIFT: 1.40

- Road calls per 10K miles traveled (**Goal:<1** per 10K miles)
 1. Local: 0.66
 2. Regional: 0.46
 3. LIFT: 0.13

Safety and Reliability Trends

- Preventive maintenance inspections on-time performance (**Goal: 100%**)
 1. Local:100%
 2. Regional: 84%
 3. LIFT: 100%
 4. Shop and Ride: 100%

- Major Bus Cleanings (**Goal: 100%**):
Local :77%

Battery Electric Bus Trends

“The use of BEBs saved **11,338 lbs of CO₂**, which is equivalent to the amount of CO₂ absorbed by approximately **236 mature trees over one year** or roughly equivalent to **eliminating 1260 car trips**”

FY25 Q2 BEB Performance Metrics		
Total Distance Driven (mile)		31,320
Average Regeneration Rate		27.90%
GHG Emission Saving	CO ₂ (lb)	11,338
	Nox(oz)	2,293
	Particles(oz)	57.3
Optimal range per charge (mile)		133

Looking Ahead FY25 Q3

- More New Performance KPIs in Progress (**Examples**):
 1. Cost per revenue hour
 2. Farebox recovery ratio
 3. Social Media Engagement, etc.

- Route scheduling analysis for the May 2025 Service Change using the Swiftly tool



To: Board of Directors
From: Denise LaRue, Chief Financial Officer
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Fiscal Year 2025 Quarter 2 (FY25 Q2) Financial Report

ISSUE

Shall the Board receive the FY25 Q2 Financial Report? Please see [Attachment A](#) for the Financial Overview.

BACKGROUND AND FINDINGS

The Board adopts a Budget for the District on an annual basis. The Budget is a plan that contains District resources and requirements.

The Quarterly Financial Report provides information about how that plan is being implemented and includes statements for the General Fund, Transportation Program Fund, and Capital Project Fund. The Finance Report also shows a comparison of budget to actual.

General Fund Revenues:

Passenger Fares are currently at 59% of the annual budget.

Federal Funding amounts are typically received beginning in Quarter 2, based on the timing of the FTA systems closing during Quarter 1. However, this year is different, in that we have grants that have not yet been obligated by the FTA and have been in process with the FTA for quite some time. When we have the authority to request reimbursement of our expenditures, we will process a drawdown right away.

We have received 90% of the annual budgeted *Property Tax* Revenues. The largest portion of property taxes are received in Quarter 2 based on the November 15th due date. This timing is consistent with previous years.

Interest on Investments is at 50% of the annual budget.

In total, *General Fund Revenues* are at the 56% of the annual budget.

General Fund Expenditures:

The *Total Operating Expenditures* of the General Fund are under budget at 46% of the total annual budget. All divisions in the General Fund are below the anticipated 50% of total budget, with all divisions ranging from 33% to 49%.

Transportation Programs Fund Revenues:

Passenger Fares are at 35% of annual budget.

Federal Funds are currently at 3% of the annual budget, which again is based on the timing of drawdowns.

State STIF Funds are currently at 36% of budget for the Transportation Programs Fund.

State Funds are below the budget for the second quarter at 21%.

Transportation Programs Fund Expenditures:

The *Total Transportation Programs Fund* expenditures are at 35% of annual budget. All programs are in line with the spending budget.

Capital Project Fund Revenues:

Total Capital Revenues in the Capital Project Fund are 2% of the annual budget at the end of the second quarter.

Capital Project Fund Expenditures:

Overall, the *Capital Project Fund* expenditures are 3% of the annual approved budget. Expenditures this quarter are mainly for the Intelligent Transportation System (ITS).

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.

**Salem Area Mass Transit District
Quarter 2 2024-25 Financial Report
General Fund Revenues/Resources and**

	Actual	Budget @ 12/31/24	FY2024-25 Adopted Budget	% of Budget	
1 <u>Operating Revenues/Resources</u>					1
2 Passenger Fares	\$ 1,116,152	\$ 948,075	\$ 1,896,149	59%	2
3 Planning Grant	59,820	60,000	120,000	50%	3
4 Federal Funding	0	1,691,486	3,382,972	0%	4
5 STIF Formula	3,214,754	4,248,063	8,496,125	38%	5
6 Miscellaneous	88,584	112,820	225,640	39%	6
7 Property Taxes	14,744,928	8,155,236	16,310,471	90%	7
8 Oregon State In-Lieu	2,659,935	4,250,000	8,500,000	31%	8
9 Interest on Investments	1,209,690	1,210,000	2,420,000	50%	9
10 Renewable Gas/Energy Tax Credits	342,265	200,000	400,000	86%	10
11 Operating Revenues/Resources Total	\$ 23,436,128	\$ 20,875,680	\$ 41,751,357	56%	11
12 <u>Operating Expenses/Requirements</u>					12
13 General Manager/Board/Strategic Init.	\$ 462,186	\$ 552,673	\$ 1,105,346	42%	13
14 Human Resources	708,773	744,236	1,488,472	48%	14
15 Finance	908,768	1,017,002	2,034,003	45%	15
16 Marketing & Communications	1,039,632	1,052,612	2,105,223	49%	16
17 Operations	14,822,413	15,710,730	31,421,459	47%	17
18 Deputy General Manager	548,866	562,841	1,125,682	49%	18
19 Information Technology & Infrastructure	919,119	1,177,028	2,354,055	39%	19
20 Planning and Development	561,499	637,403	1,274,805	44%	20
21 Safety & Security	850,679	1,273,570	2,547,140	33%	21
22 Unallocated General Administration	803,702	904,216	1,808,432	44%	22
23 Operating Expenses/Requirements Total	\$ 21,625,637	\$ 23,632,311	\$ 47,264,617	46%	23

Note:

Federal Funding - \$3.4M will be drawn down when available. Funds are currently waiting for obligation by FTA.

**Salem Area Mass Transit District
Quarter 2 2024-25 Financial Report**

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		Actual	Budget @ 12/31/24	FY2024-25 Adopted Budget	% of Budget
1	Transportation Fund Revenues/Resources				
2	Passenger Fares	\$ 141,894	\$ 201,045	\$ 402,090	35%
3	Federal Funds	140,370	2,231,677	4,463,354	3%
4	State STIF Funds	1,144,927	1,579,423	3,158,846	36%
5	State Funds	460,177	1,100,264	2,200,527	21%
6	Interest on Investments	-	35,100	70,200	0%
7	Transportation Fund Revenues/Resources Total	\$ 1,887,368	\$ 5,147,509	\$ 10,295,017	18%
8	Transportation Fund Expenses/Requirements				
9	Communication	\$ 42,016	\$ 52,878	\$ 105,756	40%
10	Operations	4,356,678	5,962,517	11,925,033	37%
11	Planning and Development	101,242	350,000	700,000	14%
12	Transportation Fund Expenses/Requirements Total	\$ 4,499,936	\$ 6,365,395	\$ 12,730,789	35%

Note:

Drawdowns pending obligation	\$ 680,130
Drawdowns processed but not yet received	
Federal Funding	\$ 50,472
State Funding	\$ 522,546
Reserve/Transfer Necessary for LIFT Funding	\$ 2,309,336

**Salem Area Mass Transit District
Quarter 2 2024-25 Financial Report**

**Capital Project Fund Revenues/Resources
and Expenses/Requirements Summary**

			FY2024-25 Adopted			
	Actual	Budget @ 12/31/24	Budget	% of Budget		
1	Capital Revenues/Resources					1
2	Federal Funding	\$ 220,877	\$ 12,896,016	\$ 25,792,031	1%	2
3	State STIF Funds	205,075	\$ 345,739	691,478	30%	3
4	State Funding	-	661,498	1,322,996	0%	4
5	Capital Revenues/Resources Total	\$ 425,952	\$ 13,903,253	\$ 27,806,505	2%	5

**Capital Expenses/Requirements Summary by
Division**

6	Finance	\$ 1,938	\$ 84,432	\$ 168,863	1%	6
7	Information Technology & Infrastructure	941,284	806,778	1,613,556	58%	7
8	Deputy General Manager	38,273	770,000	1,540,000	2%	8
9	Planning & Development	28,640	3,748,519	7,497,038	0%	9
10	Operations	101,113	12,814,093	25,628,186	0%	10
11	Capital Expenses/Requirements Total	\$ 1,111,248	\$ 18,223,822	\$ 36,447,643	3%	11

Note:

2nd Quarter Drawdown Processed in 3rd Quarter

Federal Funding	\$ 245,522
Reserve/Transfer Necessary for Match	\$ 36,669

**Salem Area Mass Transit District
Financial Overview, through Quarter 2 FY25**

FY2025

Indicators	Measure	Q2 YTD	Notes
Audits of General Health		Q2 YTD	
Report of Independent Auditors - Annual	Unmodified Opinion	F	The audit was completed with no findings and submitted to the Secretary of State on 12/31/24.
Deficiencies in Internal Control - Annual	No material weakness noted. No significant deficiencies or non-compliance noted.	F	The audit was completed with no findings and submitted to the Secretary of State on 12/31/24.
Fraud & Noncompliance with Laws & Regulations - Annual	No instances of fraud or noncompliance with laws and regulations identified.	F	The audit was completed with no findings and submitted to the Secretary of State on 12/31/24.
FTA Comprehensive Review - Every 3 Years	No significant deficiencies or material internal control weaknesses noted.	---	Anticipated review date, 2nd half of FY25.
NTD Agreed Upon Procedures - Annual	No material noncompliance with requirements.	---	Review in process.
ODOT Monitoring Review - Annual	No material noncompliance with requirements.	F	Completed 1st quarter, no findings
Transparency		Q2 YTD	
GFOA Excellence in Financial Reporting Award	Award Received	F	FY23 Award Received - 12th Consecutive Award

F Favorable - Trend is positive with respect to goals & policies

--- In Process

F/C Favorable/Caution - Trend is in compliance with policies or anticipated results, but there is risk of change.

U Unfavorable - Trend is negative and there is immediate need for corrective action.

**Salem Area Mass Transit District
Financial Overview, through Quarter 2 FY25, pg 2**

Indicators	Measure	Q2 YTD	Notes
General Fund Financial Performance		Q2 YTD	
YTD Operating Revenues/Budget	YTD Percentage of annual budget	56%	Comparable to prior years
YTD Expenditures/Budget	YTD Percentage of annual budget	46%	Should be less than 50%
Transportation Programs Fund Financial Performance		Q2 YTD	
YTD Operating Revenues/Budget	YTD Percentage of annual budget	18%	Comparable to prior years
YTD Expenditures/Budget	YTD Percentage of annual budget	35%	Should be less than 50%
Capital Fund Financial Performance		Q2 YTD	
YTD Operating Revenues/Budget	YTD Percentage of annual budget	2%	Comparable to prior years
YTD Expenditures/Budget	YTD Percentage of annual budget	3%	Expenses are mainly for the ITS Project
FY2025 Strategic Plan			
Organizational Tactics - Budget Usage		Action	Q2 YTD
Share the Cherriots Story	Solicitation/Contract for Public Relations Consultant	\$ 21,910	Contract has been executed.
Cherriots Intelligent Transportation System Implementation	Complete Installation/System Acceptance	\$ 1,024,277	Installation Complete.
Conduct Comprehensive Operational Analysis (COA)	Procure Vendor and Complete Analysis	\$ -	Solicitation Completed in 2nd Quarter.
Improve Safety and Security	Complete Phase 1 of the DW Gate/Fence Project	\$ 38,273	Project Management, Engineering, and Design costs.
Implement a Mentor/Mentee Plan	Identify Executive Coach for formalized plan	\$ -	Development of solicitation currently on hold.
Complete Implementation of Reward/Recognition Program	Develop and roll out program	\$ -	Development of the programs have begun.
Develop a Long Range Financial Plan	Create financial policies and complete 5-year plan	\$ 11,600	Work with vendor in process to complete 5-year plan.

To: Board of Directors
From: Patricia Feeny, Chief Communications Officer
Thru: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Mobility Reimagined Outreach Update

ISSUE Shall the Board receive the Mobility Reimagined Outreach Update?

BACKGROUND AND FINDINGS

This 90-day marketing plan focuses on establishing community support for Cherriots service enhancements through a mix of branding, digital engagement, community outreach, and targeted advertising. By emphasizing the value Cherriots provides to the community and sharing real stories of impact, this plan aims to build goodwill and set the stage for the larger community outreach campaign beginning in June 2025.

Throughout the 90-Day Period Cherriots will do the following:

Consistent Advertising

- Maintain a presence in local media through radio spots (KWIP, KYKN, KMUZ), newspaper ads (Statesman Journal, Salem Reporter, Keizertimes), and digital advertising (YouTube, Spotify, I Heart Radio).
- Leverage interior bus space (header cards and A-frame display) to communicate with current riders.

Community Presence

- Participate in local events and fairs with a Cherriots information booth/table.
- Distribute branded promotional items to increase brand visibility.
- Place articles in local/community digital newsletters and eblasts.

Storytelling

Regularly share success stories and testimonials from riders across various platforms.

FINANCIAL IMPACT

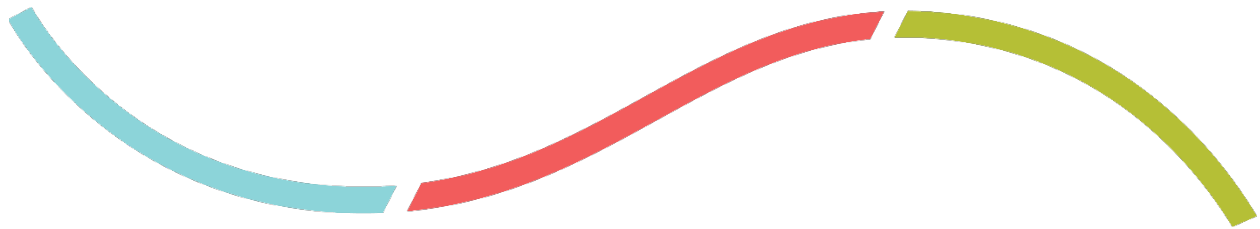
The financial impact is primarily related to staff training and communication materials. These costs can be absorbed within existing departmental budgets.

RECOMMENDATION

For information only.

PROPOSED MOTION

None



Creating Community Connections – 90-Day Schedule

This 90-day marketing plan focuses on establishing community support for Cherriots service enhancements through a mix of branding, digital engagement, community outreach, and targeted advertising. By emphasizing the value Cherriots provides to the community and sharing real stories of impact, this plan aims to build goodwill and set the stage for the larger community outreach campaign beginning in June 2025.

March 2025: Laying the Groundwork

Week 1-2: Brand Refresh and Message Development

- Finalized visual branding to increase visibility and improve Cherriots image with adjustment to logo and incorporation of more brand colors.
- Continue to develop key messages highlighting the value Cherriots provides to the community, emphasizing that 85% of community members surveyed believe Cherriots provides value.
- Create a tagline that reflects Cherriots commitment to delivering valued mobility options that inspire community pride.

Week 3-4: Digital Presence Enhancement

- Finalize social media content calendar focusing on storytelling and service highlights.
- Create a series of short videos showcasing Cherriots services and their impact on the community.

April 2025: Community Engagement and Awareness

Week 1-2: Launch "Cherriots Champions" Campaign

- Continue to identify and feature local residents who rely on Cherriots for work, school, and other essential activities, stills and videos.

- Share their stories through social media, local press, and on-board displays (header cards and A-frame display).
- Per our survey results, highlight that work is the No. 1 purpose for bus customers, emphasizing Cherriots role in supporting the local economy.

Week 3-4: "Transit Trivia" Social Media Campaign

- Launch a fun, interactive campaign to educate the community about Cherriots services and benefits.
- Share interesting facts about Cherriots performance, such as customer satisfaction ratings being above the National Average.
- Offer small prizes (e.g., day passes) to encourage participation and boost engagement.

May 2025: Targeted Outreach and Partnerships

Week 1-2: Business Community Outreach

- Develop partnerships with local businesses to promote transit use among their employees – for example, downtown businesses with employees who will be impacted by paid parking and limited parking options.
- Create and distribute informational packets to businesses highlighting the benefits of public transit for employers and employees.

Week 3-4: "Cherriots Connects" Neighborhood Campaign

- Identify key neighborhoods and create targeted messaging about how Cherriots connects them to important destinations.
- Place articles in local community newsletters

Throughout the 90-Day Period

Consistent Advertising

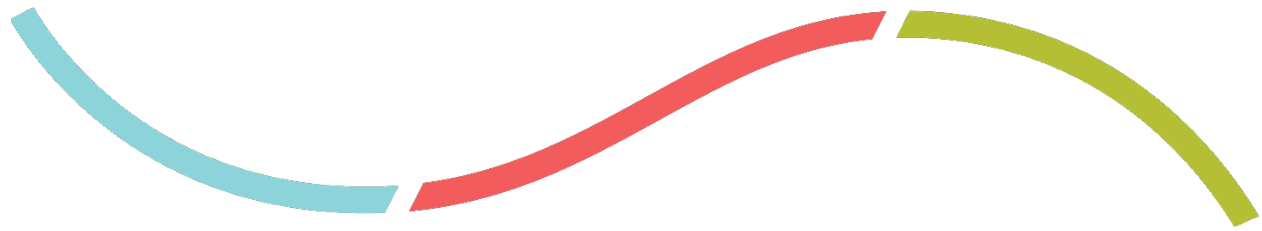
- Maintain a presence in local media through radio spots (KWIP, KYKN, KMUZ), newspaper ads (Statesman Journal, Salem Reporter, Keizertimes), and digital advertising (YouTube, Spotify, I Heart Radio)
- Leverage interior bus space (header cards and A-frame display) to communicate with current riders.

Community Presence

- Participate in local events and fairs with a Cherriots information booth/table.
- Distribute branded promotional items to increase brand visibility.
- Place articles in local/community digital newsletters and eblasts.

Storytelling

- Regularly share success stories and testimonials from riders across various platforms.



CHERRIOTS TRANSIT ENHANCEMENT MARKETING OUTREACH PLAN

June 2025 – November 2025

EXECUTIVE SUMMARY

This outreach plan will build community awareness and support Cherrlots proposed service enhancements. This plan leverages the extended timeline to create deeper community engagement, collect meaningful feedback, and build excitement for service improvements. This strategy lays a robust groundwork for sustained community involvement through 2026.

TIMELINE OVERVIEW

March 2025 – April 2025: Preparation Phase

- Finalizing all campaign materials
- Finalizing website and feedback mechanisms
- Finalizing messaging framework

May 2025: Pre-Launch Activities

- Promotional campaign activation
- Stakeholder briefings
- Team orientation/training

June - November: Active Outreach Phase

- Community tabling events
- Strategic presentations
- Open houses at various community locations
- Digital engagement campaign

PHASE 1: PREPARATION (MARCH 2025 – APRIL 2025)

Campaign Branding and Materials

1. Finalize cohesive campaign identity with tagline and visual elements

2. Create website with:
 - Interactive service enhancement map
 - Feedback submission portal
 - Event calendar
 - FAQ section

3. Design promotion, education, and information materials:
 - Informational handouts with QR code to survey
 - Presentation slides with talking points
 - Signage for transit centers
 - Digital media assets (images, videos, graphics and illustrations) for online campaigns
 - Custom mailers featuring promotions
 - Posters, flyers, brochures

4. Feedback Mechanisms
 - Design structured online survey optimized for mobile devices
 - Create printed survey alternatives for non-digital users
 - Establish a consistent method for collecting, categorizing, and evaluating feedback from various sources

5. Stakeholder Mapping
 - Identify key community groups and partners
 - Map demographic and geographic areas for targeted outreach (This involves identifying and analyzing specific population segments and geographical locations to focus outreach efforts more effectively)
 - Schedule preliminary board member involvement with community groups

PHASE 2: PRE-LAUNCH (MAY 2025)

The goal is to build a lasting connection between the brand and our customers, enhance brand awareness, and increase community support.

Promotion Strategy Activation

- Launch campaign website
- Brief community partners and provide information packet
- Activate initial social media campaign
- Install transit center signage
- Prepare news media materials (finalize press packet, schedule radio and print interviews)

Finalize Event Scheduling

- Confirm tabling opportunities at community events
- Confirm open houses
- Coordinate board member schedules for participation in presentations
- Create event staffing schedule

PHASE 3: COMMUNITY ENGAGEMENT (JUNE - NOVEMBER) *

June - July 2025: Initial Outreach Wave

- Launch community survey
- Begin presentations to community groups
- Implement first round of digital advertising
- Conduct 2-3 open houses in strategic locations (YMCA, The Rec, Center 50+)
- Present monthly progress report to board

August- September 2025: Peak Engagement Period

- Table at summer festivals and farmers markets
- Conduct 3-4 additional open houses (Salem Public Library, Boys and Girls Club, CCC)
- Participate in National Night Out events
- Present at Keizer greeters
- Introduce storytelling campaign highlighting potential benefits of service enhancements
- Launch targeted outreach to traditionally underserved communities
- Present monthly progress report to board

October - November 2025: Final Outreach Wave

- Conduct final round of open houses (Kroc Center, CH2, KTC)

- Set up booths at local college campuses during welcome week (Willamette U, CCC)
- Present at Salem greeters
- Focus on collecting feedback from non-riders
- Virtual feedback mechanism push
- Implement closing survey push
- Begin data analysis and feedback compilation
- Present monthly progress report to board

OUTREACH TACTICS

Digital Engagement

- Website
- Social media campaign with testimonials
- Targeted digital advertisements
- Email updates to stakeholder database
- Virtual feedback sessions

In-Person Engagement

- Community event tabling (minimum 10 events)
- Open houses at partner locations (8-10 total)
- Presentations to community groups (15-20 total)
- Pop-up information stations at high-traffic areas
- Board member participation at key events such as neighborhood association meetings

Media and Promotion

- Local radio campaign
- Press releases and media opportunities
- Partner information packets
- Transit center and on-bus promotion
- Multilingual outreach materials

MEASUREMENT AND REPORTING

Monthly Tracking

- Survey responses (quantity and demographics)
- Event attendance and engagement
- Website traffic and user behavior
- Social media metrics
- Media coverage

Final Deliverables (November 2025)

- Comprehensive outreach report
- Feedback analysis with key themes
- Demographic and geographic response breakdown
- Recommendations for 2026 communication and marketing strategy
- Presentation to board with findings

*** Community Events for Tabling**

Salem Saturday Market: This market offers a vibrant setting to connect with a diverse crowd.

World Beat Festival: Typically held in late June, this festival celebrates cultural diversity and attracts a large audience. It's a great opportunity to reach a broad demographic.

Oregon State Fair: While the main fair occurs in late summer, the Oregon State Fair and Expo Center hosts various events throughout the year. These events can provide a platform to reach a wide audience.

Riverfront Park Summer Concert Series: These concerts are popular community events that draw families and individuals from across Salem. They offer a relaxed atmosphere for outreach.

Marion and Polk County Fairs: Good venues for community engagement.

Neighborhood Association Meetings: Regular meetings in neighborhoods like West Salem, Northeast Salem, and South Salem provide targeted opportunities to engage with local residents.

Rotary Club, Lions Club, West Salem Business Association, and Salem City Club Meetings: These meetings offer a chance to connect with community leaders and business professionals.

Punx in the Park: Access to at-risk youth: This event attracts over 500 local youth, many of whom may be difficult to reach through traditional channels. Diverse audience: Thousands of people attend, including both youth and "elder punks," offering a wide demographic range.

Expo Negocio: This bilingual event aims to strengthen our community by providing educational opportunities for both Latino and Non-Latino business owners – and the community in general – to develop diverse intercultural relationships

Hispanic Heritage Breakfast and Symposium: The event brings together over 600 influential leaders from private and public sectors.

Latino Business Alliance Café y Pan Dulce: Held monthly, these events offer consistent chances to build relationships within the Latino business community. These monthly meetings attract Latino business owners and entrepreneurs

Creating Community Connections



90 Day Schedule

March - May

- **Produce Stories**
- **Build Website**
- **Create Content**
- **Post Content**

Produce Stories



Roger Bradford
barbershop owner

Parker Schmidt
Chemeketa student

Bill Holstrom
rides with his child

Cathy Clark
Keizer mayor

Joaquín Lara Midkiff
community leader

Bus Operator
TBD

Build Campaign Website

- **RideCherriots.org**
English & Spanish

Create Content



- **Create Content**
- **Photos: Carousel**
- **Video: :30 & 2:00**
- **Written Narrative**
- **Horizontal & Vertical**
- **English & Spanish**



Post Content

- **Website**
- **Email**
- **Facebook**
- **Instagram**
- **LinkedIn**
- **YouTube**



To: Board of Directors
From: Allan Pollock, General Manager
Date: February 27, 2025
Subject: Board Member Committee Report

ISSUE

Shall the Board report on their activities and committee assignments as representatives of Salem Area Mass Transit District?

BACKGROUND AND FINDINGS

Board members are appointed to local, regional, or national committees. Board members also present testimony at public hearings on specific issues as the need arises on behalf of the District. Board members may take this opportunity to report committee updates or on any meetings or items of note relating to District business.

Subdistrict 1 Joaquín Lara Midkiff	West Salem Business Association
Subdistrict 2 Director Navarro	State Transportation Improvement Fund Advisory Committee (STIFAC)
Subdistrict 3 Director Carney	Salem-Keizer Area Transportation Study (SKATS) Legislative Committee
Subdistrict 4 Director Hinojos Pressey	
Subdistrict 5 Director Davidson	FY27 Service Enhancement Committee Mid-Willamette Valley Council of Governments (MWVCOG)
Subdistrict 6 Director Duncan	Diversity, Equity, and Inclusion Committee Mid-Willamette Area Commission on Transportation (MWACT)
Subdistrict 7 Director Holmstrom	Community Advisory Committee MWVCOG Regional Rail Advisory Board

FINANCIAL IMPACT

None.

RECOMMENDATION

For informational only.

PROPOSED MOTION

None.