



WALLOWA, UNION, AND BAKER COUNTIES COORDINATED HUMAN SERVICES PUBLIC TRANSPORTATION PLAN

Final Plan

June 2016

Acknowledgements

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Acronyms

ACS – American Community Survey
CCNO – Community Connection of Northeast Oregon
DHS – Department of Human Services
FTA – Federal Transportation Administration
FY – Fiscal Year
GCTD – Grant County Transportation District
HRTG – Highly Rural Transportation Grant
LEHD – Longitudinal Employer-Household Dynamics
MCCOG – Mid-Columbia Council of Governments
NEMT – Non-emergency medical services
ODOT – Oregon Department of Transportation
OHP – Oregon Health Plan
STF – Special Transportation Fund
TPI – Transit Propensity Index

1 INTRODUCTION

Wallowa, Union, and Baker Counties are undertaking an update to their Coordinated Human Services Public Transportation Plan (the Coordinated Plan) to address a combination of regulatory and community goals.

The Federal Transit Administration (FTA) and the Oregon Department of Transportation (ODOT) require recipients of FTA Section 5310 program funds and State Special Transportation Funds (STF) to engage in a coordinated planning process. The goal is to broaden the dialogue and support coordination between public transportation and human services transportation supporting key target populations: older adults, people with disabilities, and people with low incomes. Projects submitted for FTA and ODOT funding must be included in the Coordinated Plan. The Coordinated Plan must be updated every five years.

The Coordinated Plan is intended to focus regional resources on strategies with the greatest benefit to the target populations and the transportation service providers. Identifying critical needs, available resources, and strategies, are all steps intended to create efficiencies, reduce redundancy and continue to enable high-quality public transportation services. Funds are relatively limited for public transportation in general, particularly to the Section 5310 and STF target populations. Therefore it is always important for public transit providers and their partners to make strategic, targeted investments that address critical needs.

The intent of the Coordinated Plan is for it to be a “living” document identifying needs and investment priorities. Transit providers in Wallowa, Union, and Baker Counties will use the plan to allocate funding, and along with local partners will use the plan to develop and enhance transit services. Since the plan must be updated every five years, it has been written in a way that can incorporate ongoing updates and revisions.

2 COMMUNITY CONTEXT

An analysis of the demographic and socioeconomic conditions highlights the transportation needs of community members throughout the county. This includes the particular needs of older adults, persons with disabilities, and individuals with low income.

AREA PROFILE

Wallowa, Union, and Baker Counties are located in Northeastern Oregon. The region is bordered by the Snake River and Idaho on the east, Malheur County to the south, Grant and Umatilla Counties to the west, and Washington to the north. Interstate 84 runs through the southwest portion of the region, and several smaller Oregon state highways provide connections throughout the more remote areas of the county. U.S. State Forests comprise the majority of land in the region.

The region measures 8,279 square miles, and is home to approximately 48,570 residents. The region has an average population density of 5.9 people per square mile, with Union County as the most dense at 12.6 people per square mile and Wallowa County as the sparsest at 2.2 people per square mile. Figure 2-1 shows population and land statistics by county.

Figure 2-1 Population and Land Statistics for Study Area

County	County Seat	Land (square miles)	Population (2013)	Population Density (persons/square mile)
Wallowa	Enterprise	3,152	6,924	2.2
Union	La Grande	2,039	25,741	12.6
Baker	Baker City	3,088	16,055	5.2
Total		8,279	48,570	Average: 5.9

As presented in Figure 2-1, the county seats of Wallowa, Union, and Baker Counties are Enterprise, La Grande, and Baker City, respectively. La Grande is the region's most populous city with more than 13,000 residents. Other population centers include Baker City (nearly 10,000 residents), Union (more than 2,000 residents), and Enterprise (more than 2,000 residents).

Figure 2-2 presents population statistics for the study areas as a whole and for Census-Designated Places (defined as population centers that may or may not be incorporated as individual jurisdictions) within the study area. The region as a whole has only marginally changed in population with a net addition of 223 residents between 2000 and 2013. The unincorporated portions of the study area experienced a decrease in population of 3% between 2000 and 2013 while the population in Census-Designated Places grew 2% during the same time period. Lostine and Halfway experienced the most growth, while Summerville Town and Unity lost the most population.

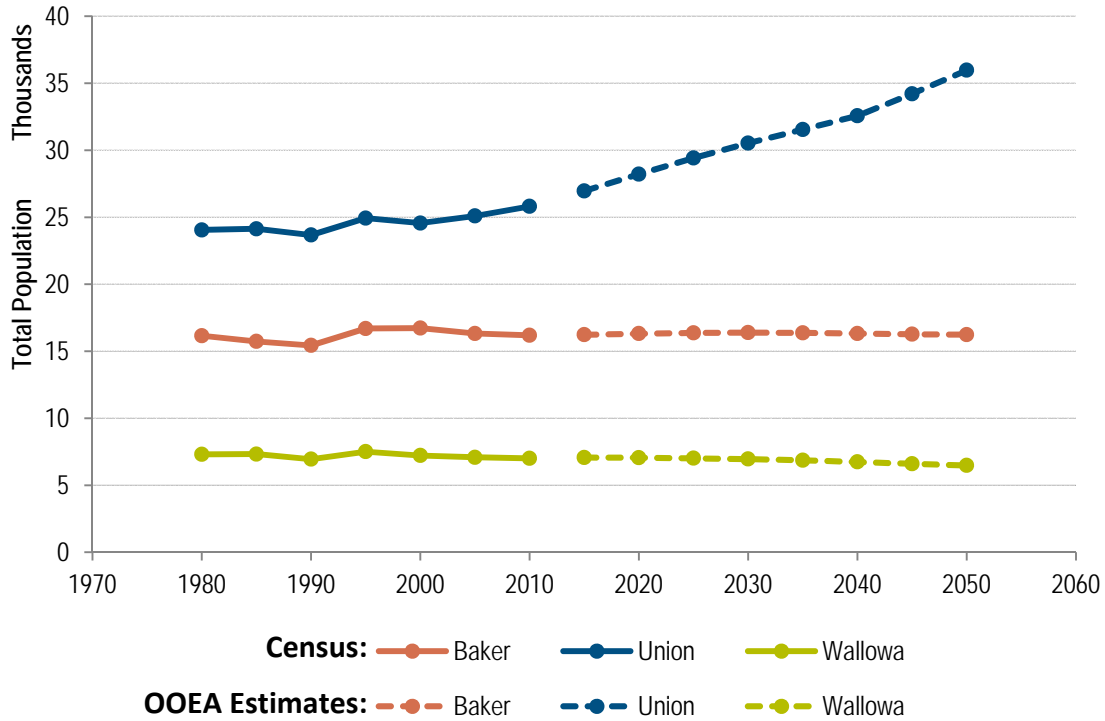
Figure 2-2 Population Statistics in Wallowa, Union, and Baker Counties

Places		Population (2000)	Population (2013)	% Change (2000-2013)
Census-Designated Places	Baker City	9,860	9,774	-1%
	Cove	594	516	-13%
	Elgin	1,654	1,635	-1%
	Enterprise	1,895	2,019	7%
	Haines	426	401	-6%
	Halfway	337	392	16%
	Huntington	515	470	-9%
	Imbler	284	249	-12%
	Island City	916	1,022	12%
	Joseph	1,054	953	-10%
	La Grande	12,327	13,114	6%
	Lostine	263	298	13%
	North Powder	489	478	-2%
	Richland	147	116	-21%
	Summerville town, Oregon	117	100	-15%
	Sumpter	171	140	-18%
	Union	1,926	2,059	7%
	Unity	131	41	-69%
	Wallowa	869	877	1%
Census-Designated Places Total		33,975	34,654	2%
Unincorporated Wallowa, Union, and Baker Counties		14,522	14,066	-3%
Wallowa, Union, and Baker Counties		48,497	48,720	0%

Sources: U.S. Census Bureau, 2013 American Community Survey 5-year Estimates

Figure 2-3 shows the combined population trends historically and as projected by the Oregon Office of Economic Analysis. Population only increased slightly between 1980 and 2010 (by 1,491 people or 3.1% total growth), which was the result of population decline in the 1980s and growth in the 1990s. Population growth patterns and future projections estimate that the study area as a whole is expected to grow by 0.4% per year (on average) between 2015 and 2050 to nearly 59,000 residents in 2050. This growth is primarily predicted to occur in Union County, which will grow by 0.8% per year (on average). Baker County’s population is predicted to be relatively stable while Wallowa County’s population is predicted to decline slightly.

Figure 2-3 Population Growth in Wallowa, Union, and Baker Counties



Source: State of Oregon Office of Economic Analysis

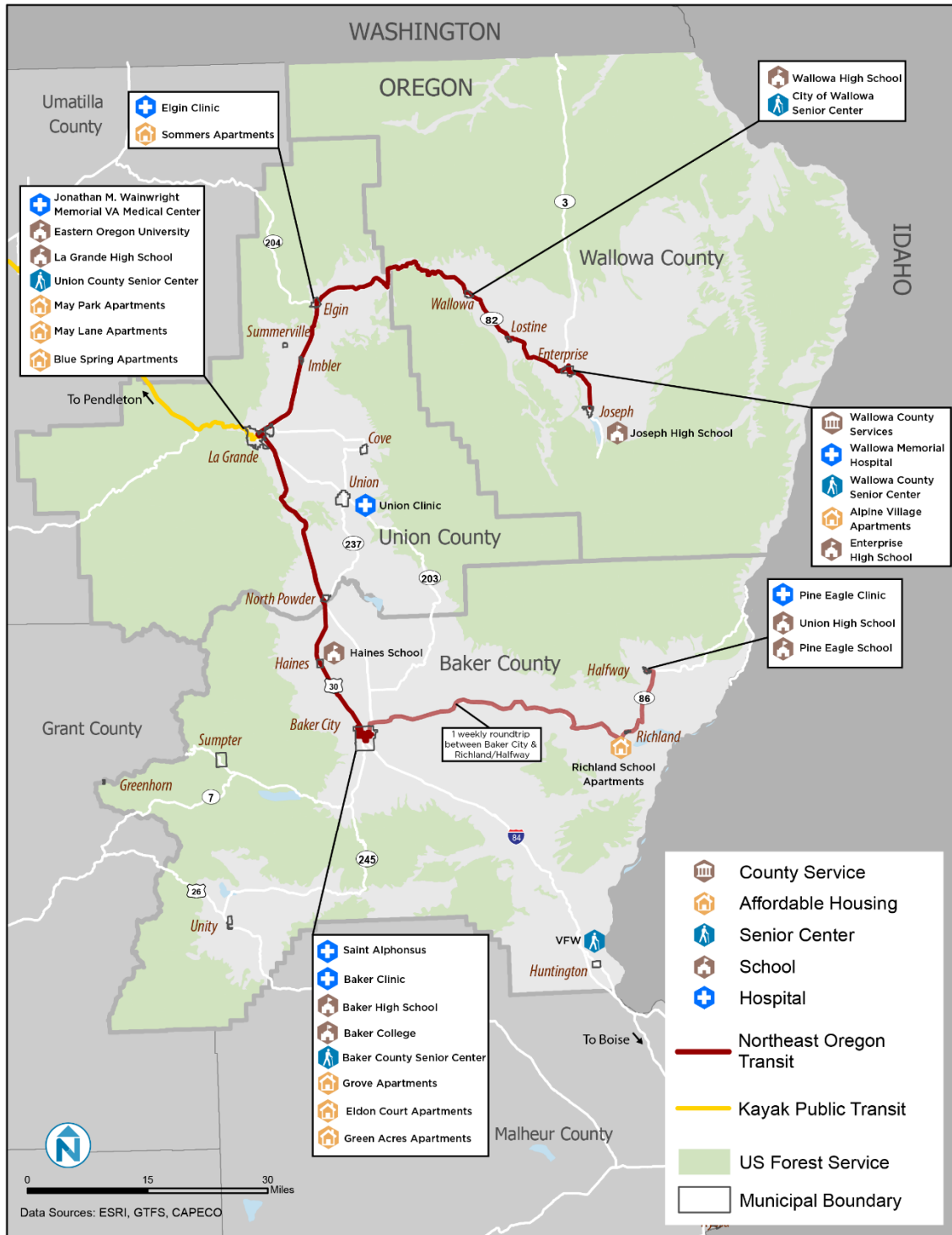
Given that overall study area population rose 3 percent total over a 30-year period, a prediction of 0.4 % growth per year to 2050 may be an over-estimation, taking into account past patterns. These projections, produced by the Oregon Office of Economic Analysis, utilize the cohort-component projection model, which “survives” the initial population size and allocates growth based upon predicted births, deaths, and migration.¹

Figure 2-4 highlights key destinations and transit services in the study area.

¹ See more information at <http://www.oregon.gov/DAS/OEA/Pages/demographic.aspx>.

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Figure 2-4 Study Area



SOCIOECONOMIC CONDITIONS

Demographic and socioeconomic conditions are strong indicators of the propensity for transit use, as specific population segments are considerably more likely to utilize transit for their transportation needs. Recent data from the U.S. Census Bureau's American Community Survey (ACS) and Longitudinal Employer-Household Dynamics (LEHD) were collected to analyze geographic distribution of older adults, people with disabilities, and people with low income. Socioeconomic data regarding job growth by sector also paints a picture of when and where transit service may be needed.

Transit Supportive Demographics

Human services transportation focuses on older adults, persons with disabilities, and low income populations because these are typically segments of the population that have lower rates of automobile access and use. These populations still require transportation to meet their everyday needs but may not have the means or the ability to drive an automobile.

Figure 2-5 summarizes vulnerable populations in the nation, Oregon, in the tri-county study area, and by incorporated community. The tri-county area houses greater numbers of older adults, low-income persons, and persons with disabilities than the state and country overall. In some places, 30-50% of the total population fall into these vulnerable groups. These demographics indicate that transit service is especially critical in this region of the state.

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Figure 2-5 Transit-Supportive Demographic Summary of Wallowa, Union, and Baker Counties (2013)

Places		Total Population	% of County	Older Adult Population	Low-Income Population	Population with Disabilities
Census-Designated Places	Baker City	9,774	20%	20%	37%	20%
	Cove	516	1%	22%	34%	20%
	Elgin	1,635	3%	13%	40%	23%
	Enterprise	2,019	4%	25%	21%	25%
	Haines	401	1%	21%	33%	19%
	Halfway	392	1%	15%	47%	19%
	Huntington	470	1%	33%	46%	31%
	Imbler	249	1%	15%	13%	10%
	Island City	1,022	2%	31%	23%	19%
	Joseph	953	2%	20%	38%	20%
	La Grande	13,114	27%	16%	37%	16%
	Lostine	298	1%	10%	28%	13%
	North Powder	478	1%	21%	42%	21%
	Richland	116	0%	53%	33%	40%
	Summerville	100	0%	26%	21%	17%
	Sumpter	140	0%	56%	17%	36%
	Union	2,059	4%	18%	38%	24%
	Unity	41	0%	29%	37%	12%
Wallowa	877	2%	14%	34%	15%	
Census-Designated Places Total		34,654	71%	19%	36%	19%
Unincorporated Wallowa, Union, and Baker Counties		14,066	29%	23%	20%	11%
Wallowa, Union, and Baker Counties		48,720	100%	20%	31%	18%
Oregon		3,868,721	-	14%	26%	15%
United States		311,536,594	-	13%	24%	12%

Sources: U.S. Census Bureau, 2013 American Community Survey 5-year Estimates

The following sections show both a table and map of each of the three populations under examination in this project: older adults, low-income households, and persons with disabilities. Tables illustrate trends over time of these populations while the maps translate demographic numbers into densities per block group to highlight the areas that might be in need of transportation. Efficient public transportation that can serve many passengers in an hour relies upon density. Therefore, the maps display how many people per acre per block group fall into the three population categories. To allow comparison across the population groups, the same category breaks have been used for all three maps. In some cases, while the percentage of a population such as older adults is very high, the density at the block group level is very low. This means that serving those potential customers may require demand-response style of service, yet the choice of what types of public transportation to provide ultimately rests with the community. Many places throughout the country, for example, run county-wide or regional curb-to-curb service in rural areas because that community values access for everyone who needs it over meeting certain productivity thresholds.

Older Adults

Figure 2-6 shows the distribution of older adults (defined as ages 65 and older) across the study area. The proportion of older adults is greater in the study area than in Oregon or the nation as a whole, but the growth of this population between 2000 and 2013 (19%) is slower than in Oregon (28%) or the country (20%). The increase in older adults in unincorporated areas of the region is substantially higher (46%), reflecting a trend of aging in place. Unincorporated areas outside population centers are difficult to serve efficiently with traditional transit running on a fixed route due to long travel distances to reach these customers.

The geographic concentration of older adults is illustrated in the map in Figure 2-7. Concentrations of older adults are observed in the Baker City and La Grande areas.

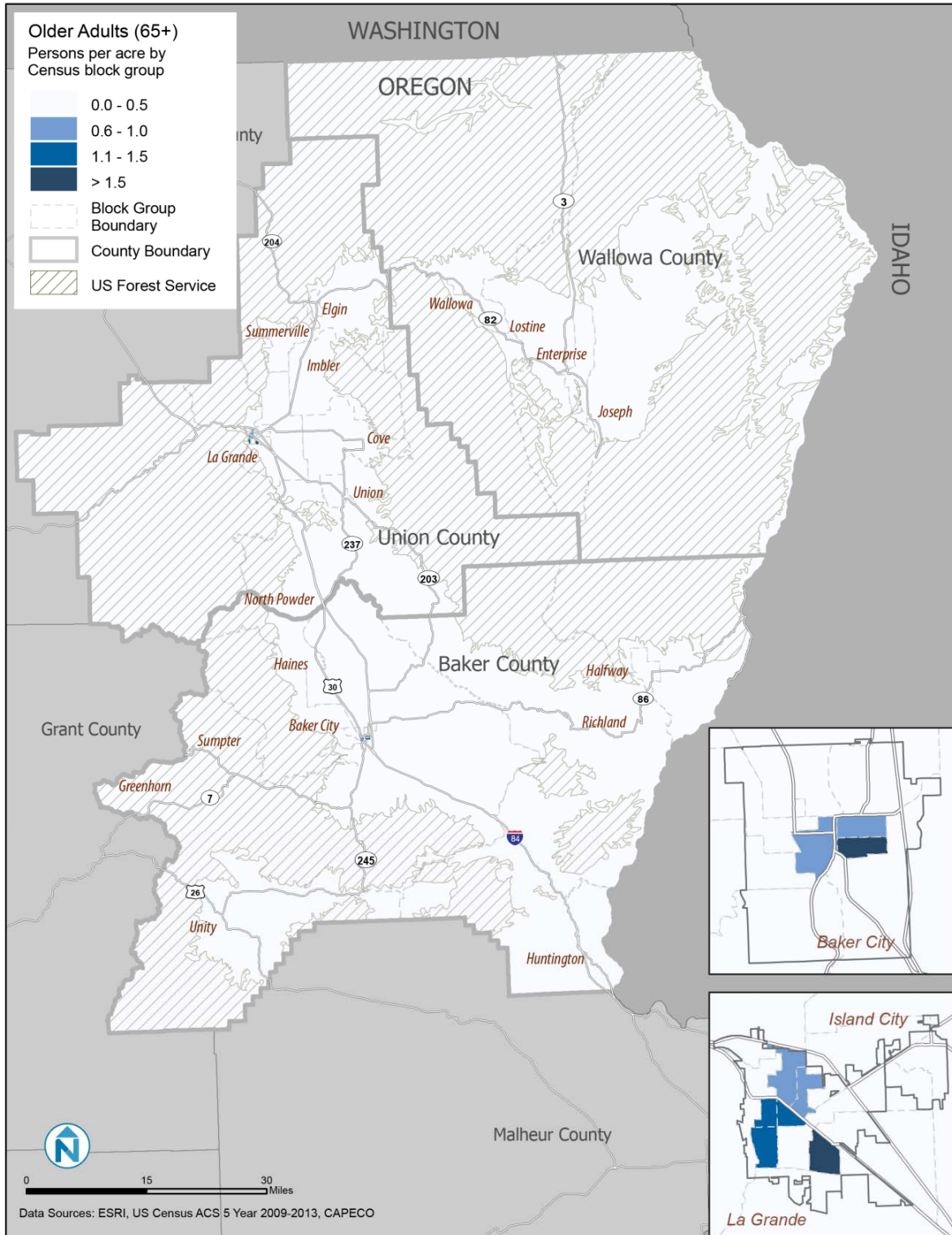
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Figure 2-6 Age Distribution of Residents in Wallowa, Union, and Baker Counties

Places		Population 65 or older (2000)	Population 65 or older (2013)	% Change (2000-2013)	Proportion of Population 65 or older (2013)
Census-Designated Places	Baker City	1956	1,932	-1%	20%
	Cove	102	115	13%	22%
	Elgin	249	211	-15%	13%
	Enterprise	396	499	26%	25%
	Haines	71	84	18%	21%
	Halfway	80	58	-28%	15%
	Huntington	121	155	28%	33%
	Imbler	29	37	28%	15%
	Island City	150	319	113%	31%
	Joseph	221	190	-14%	20%
	La Grande	1803	2,105	17%	16%
	Lostine	36	30	-17%	10%
	North Powder	80	99	24%	21%
	Richland	68	62	-9%	53%
	Summerville	18	26	44%	26%
	Sumpter	41	78	90%	56%
	Union	350	374	7%	18%
	Unity	12	12	0%	29%
Wallowa	164	127	-23%	14%	
Census-Designated Places Total		5,947	6,513	10%	19%
Unincorporated Wallowa, Union, and Baker Counties		2,217	3,232	46%	23%
Wallowa, Union, and Baker Counties		8164	9,745	19%	20%
Oregon		438,177	560,073	28%	14%
United States		34,991,753	41,851,042	20%	13%

Sources: U.S. Census Bureau, 2013 American Community Survey 5-year Estimates

Figure 2-7 Population Density of Older Adults in Wallowa, Union, and Baker Counties



Persons with Disabilities

The proportions of populations with disabilities in the study area are presented in Figure 2-8, and mapped in Figure 2-9. Persons with disabilities are concentrated in the smaller population centers of Enterprise, Elgin, Huntington, and Sumpter, with a quarter or more of the residents in each of these areas having disabilities. Geographically, the highest concentrations of older adults are in the La Grande/Island City and Baker City areas.

Figure 2-8 Persons with Disabilities in Wallowa, Union, and Baker Counties by Disability Type

Place		Total with a disability (2000)	Total with a disability (2013)	% Change (2000-2013)	Proportion with Disability (2013)
Census-Designated Places	Baker City	2,451	1,828	-25%	20%
	Cove	125	101	-19%	20%
	Elgin	394	371	-6%	23%
	Enterprise	389	499	28%	25%
	Haines	110	76	-31%	19%
	Halfway	74	75	1%	19%
	Huntington	145	148	2%	31%
	Imbler	61	24	-61%	10%
	Island City	176	191	9%	19%
	Joseph	199	185	-7%	20%
	La Grande	2,071	2,076	0%	16%
	Lostine	53	38	-28%	13%
	North Powder	119	98	-18%	21%
	Richland	69	46	-33%	40%
	Summerville	24	17	-29%	17%
	Sumpter	54	51	-6%	36%
	Union	539	492	-9%	24%
	Unity	13	5	-62%	12%
	Wallowa	169	133	-21%	15%
Census-Designated Places Total		7,235	6,454	-11%	19%
Unincorporated Wallowa, Union, and Baker Counties		2,397	2,156	-10%	11%
Wallowa, Union, and Baker Counties		9632	8,610	-11%	18%
Oregon		593,301	523,827	-12%	15%
United States		49,746,248	37,008,659	-26%	13%

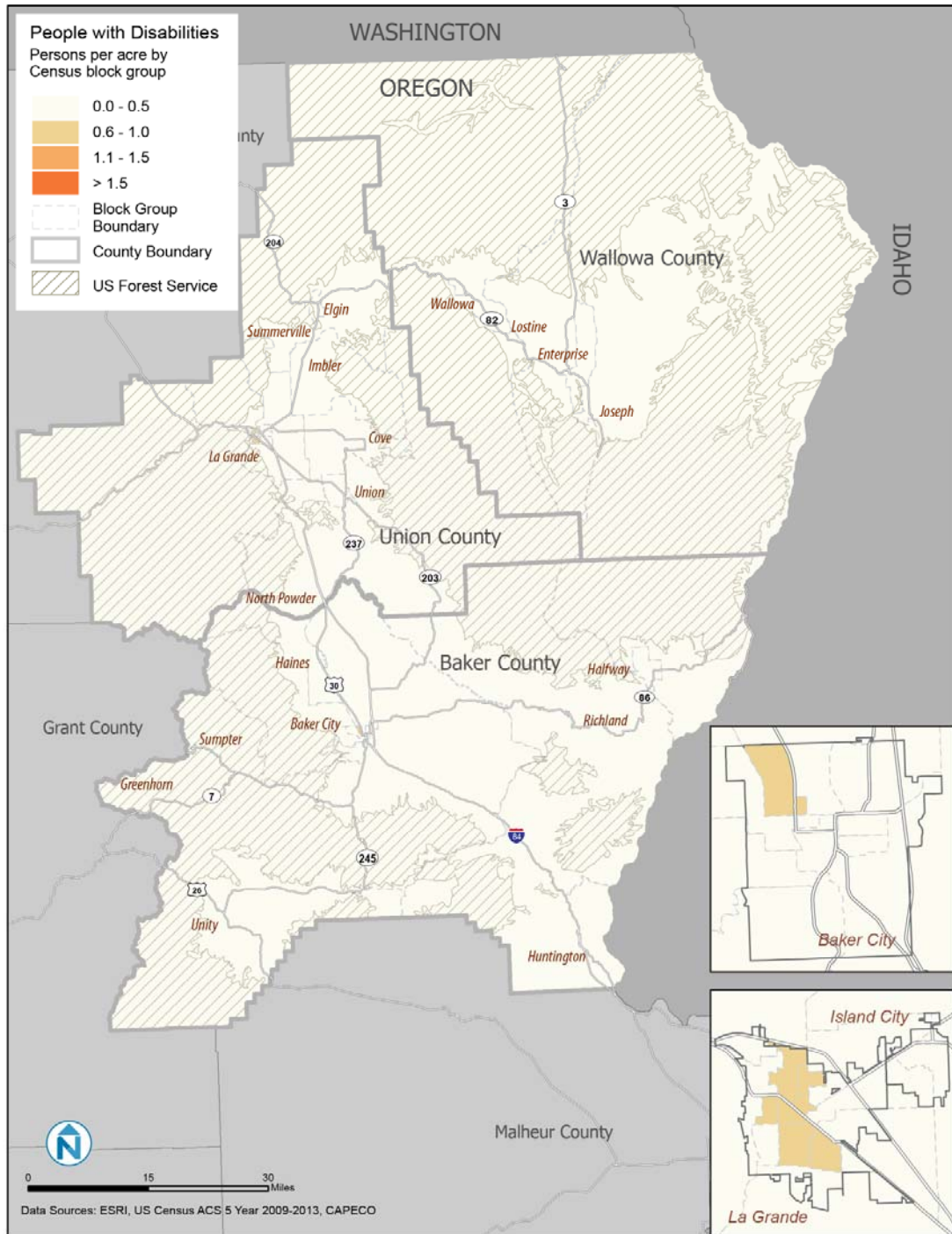
Notes:

1 Data for persons with disabilities only reflects the population ages 5 years and older.

2 The data for 2000 was collected through U.S. Census Summary File 3 (SF3). SF3 data is compiled from a sample of the total population (about 1 in 6 households) that received the Census 2000 long-form questionnaire.

Source: US Census 2000 and American Community Survey 2013 5-year estimates

Figure 2-9 Population Density of Persons with Disabilities in Wallowa, Union, and Baker Counties



Low-Income

Figure 2-10 lists low-income resident information, with “low-income” defined as a person whose income falls below 150% of the poverty income level (as calculated by the U.S. Census Bureau). This calculation takes into account household size. Nearly one-third of all residents in the study area are considered to have low incomes, which is more than the state or the nation as a whole.

Low-income residents are prevalent in both major population centers (e.g., Baker City, La Grande, and Union) and smaller areas (e.g., Elgin, Joseph, and North Powder). The population of persons with low incomes in the region has increased by 24% between 2000 and 2013, which is less than the growth of the low-income population at the state and national level during the same time frame. Figure 2-11 illustrates the geographic distribution of persons with low incomes within the study area. Geographic concentrations of persons with low incomes are the highest in the La Grande/Island City and Baker City areas.

Figure 2-10 Income Distribution of Residents in Wallowa, Union, and Baker Counties

	Place	Total with a disability (2000)	Total with a disability (2013)	% Change (2000-2013)	Proportion with a Disability (2013)
Census-Designated Places	Baker City	2,921	3,474	19%	37%
	Cove	138	175	27%	34%
	Elgin	438	655	50%	40%
	Enterprise	404	406	0%	21%
	Haines	165	131	-21%	33%
	Halfway	162	183	13%	47%
	Huntington	147	215	46%	46%
	Imbler	37	32	-14%	13%
	Island City	113	236	109%	23%
	Joseph	238	353	48%	38%
	La Grande	3,049	4,697	54%	37%
	Lostine	67	84	25%	28%
	North Powder	244	199	-18%	42%
	Richland	52	38	-27%	33%
	Summerville	32	21	-34%	21%
	Sumpter	37	24	-35%	17%
	Union	484	779	61%	38%
Unity	28	12	-57%	29%	
Wallowa	325	285	-12%	33%	
Census-Designated Places Total		9,081	11,999	32%	36%
Unincorporated Wallowa, Union, and Baker Counties		2,893	2,815	-3%	20%
Wallowa, Union, and Baker Counties		11,974	14,814	24%	31%
Oregon		680,596	998,512	47%	26%
United States		57,320,149	75,713,774	32%	24%

Notes:

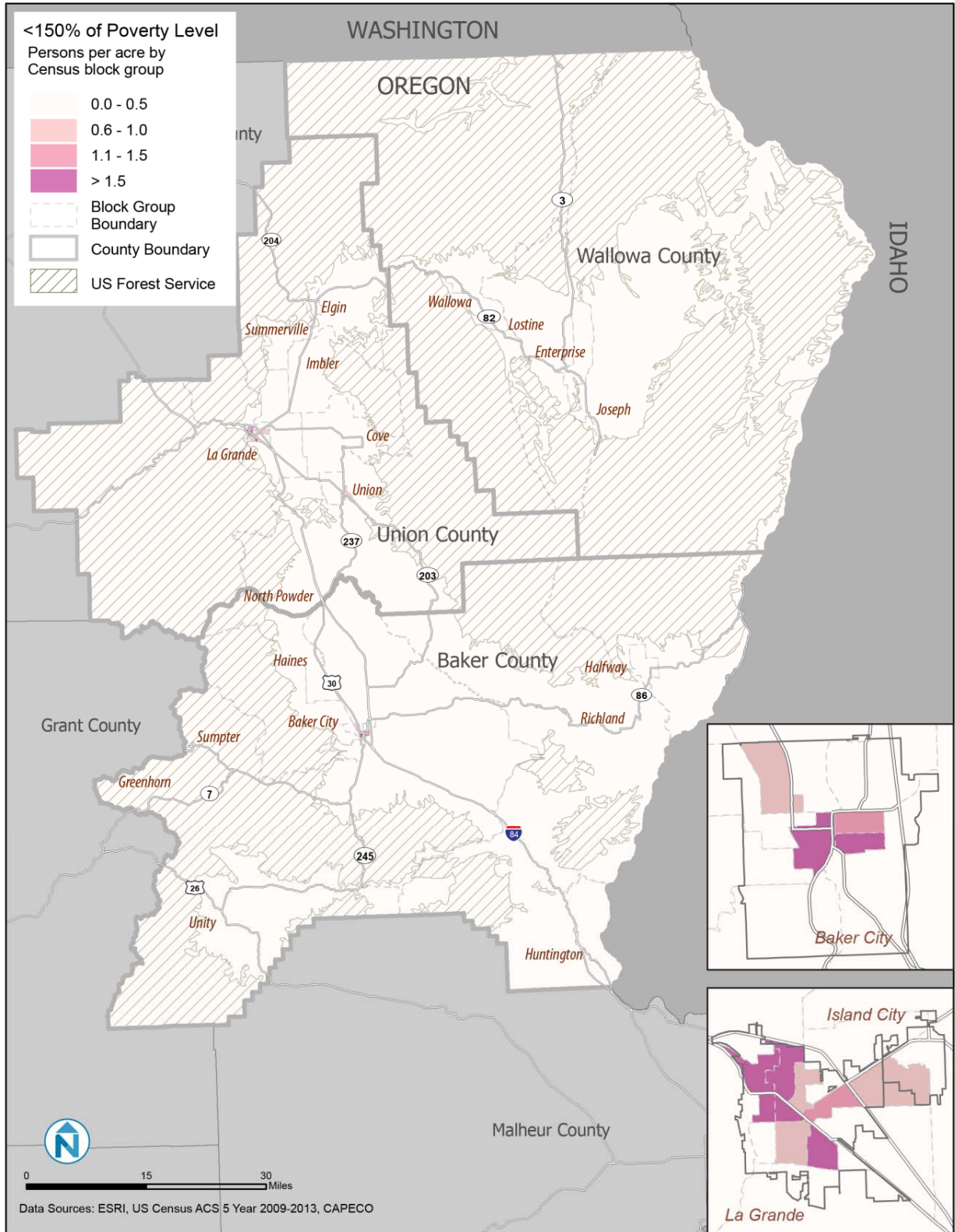
1 Data for persons of low-income only reflects a portion of the population for which poverty status is determined. The income cannot be determined for children under the age of 15 not related by birth, marriage, or adoption to a reference person within the household, therefore their poverty status cannot be determined.

2 The data for 2000 was collected through U.S. Census Summary File 3 (SF3). SF3 data is compiled from a sample of the total population (about 1 in 6 households) that received the Census 2000 long-form questionnaire.

Source: US Census 2000 and American Community Survey 2013 5-year estimates

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Figure 2-11 Population Density of Low-Income Residents in Wallowa, Union, and Baker Counties



Veterans

Veterans tend to have a higher propensity for using transit, relying on public transportation for work, education, work, healthcare, and other trip purposes. Although Veterans are not directly included in the Transit Propensity Index (discussed in one of the following sections), veterans often share the same demographic characteristics as 5310 and STF target population. The proportions of the population that are veterans in each county in the study area (and Oregon) are presented in Figure 2-12. All of the counties have higher proportions of the population that are Veterans than the statewide average of 10.8%; Wallowa and Baker Counties have 4-5% more than the statewide average. This indicates the need to focus on Veterans transportation as a specific market in the coordinated planning effort.

Figure 2-12 Percent Veterans by County for Study Area

Geography	Proportion of Population over 18 that are Veterans
Oregon (state)	10.8%
Wallowa County	15.1%
Union County	11.4%
Baker County	16.3%

American Community Survey 2013 5-year estimates

Limited English Proficiency

Persons with limited English proficiency (LEP) may have a language barrier that hinders their ability to obtain reliable transportation. LEP populations are also more likely to be unable to obtain a driver’s license and or be unable to afford a personal vehicle. In areas with a high number of people with limited English proficiency language, transit providers should offer bilingual or multilingual service information and train staff in languages common in the community so they can communicate with passengers. Although limited English proficiency is not directly included in the Transit Propensity Index (discussed in one of the following section), often times this population shares one or more characteristics of the three target populations analyzed. The proportions of persons with limited English proficiency in each county (and Oregon) are presented in Figure 2-13. The counties generally have lower LEP populations than the state of Oregon. Union County has the highest LEP population in the study area at 2.4%.

Figure 2-13 Percent Limited English Proficiency by County for Study Area

Geography	Proportion of Population over 5 that have Limited English Proficiency
Oregon (state)	6.2%
Wallowa County	0.2%
Union County	2.4%
Baker County	1.0%

American Community Survey 2013 5-year estimates

Migrant Workers

Migrant workers represent a significant proportion of local populations on a seasonal basis, and may not be captured in Census statistics. Migrant workers are typically employed in agriculture, manufacturing, or other low-income employment sectors, and are likely to utilize transit if available. These populations are not consistent throughout the year and may be working in the county during different seasons, depending on the nature of their employment. The Oregon Health Authority commissioned a 2012 enumeration study², which estimated that there were 1,915 migrant workers and associated persons (e.g., family members) in Wallowa, Union, and Baker Counties throughout the year. Estimates for each county are presented in Figure 2-14.

Figure 2-14 Estimated Number of Migrant Seasonal Farm Workers and Non-Farmworkers by County for Study Area

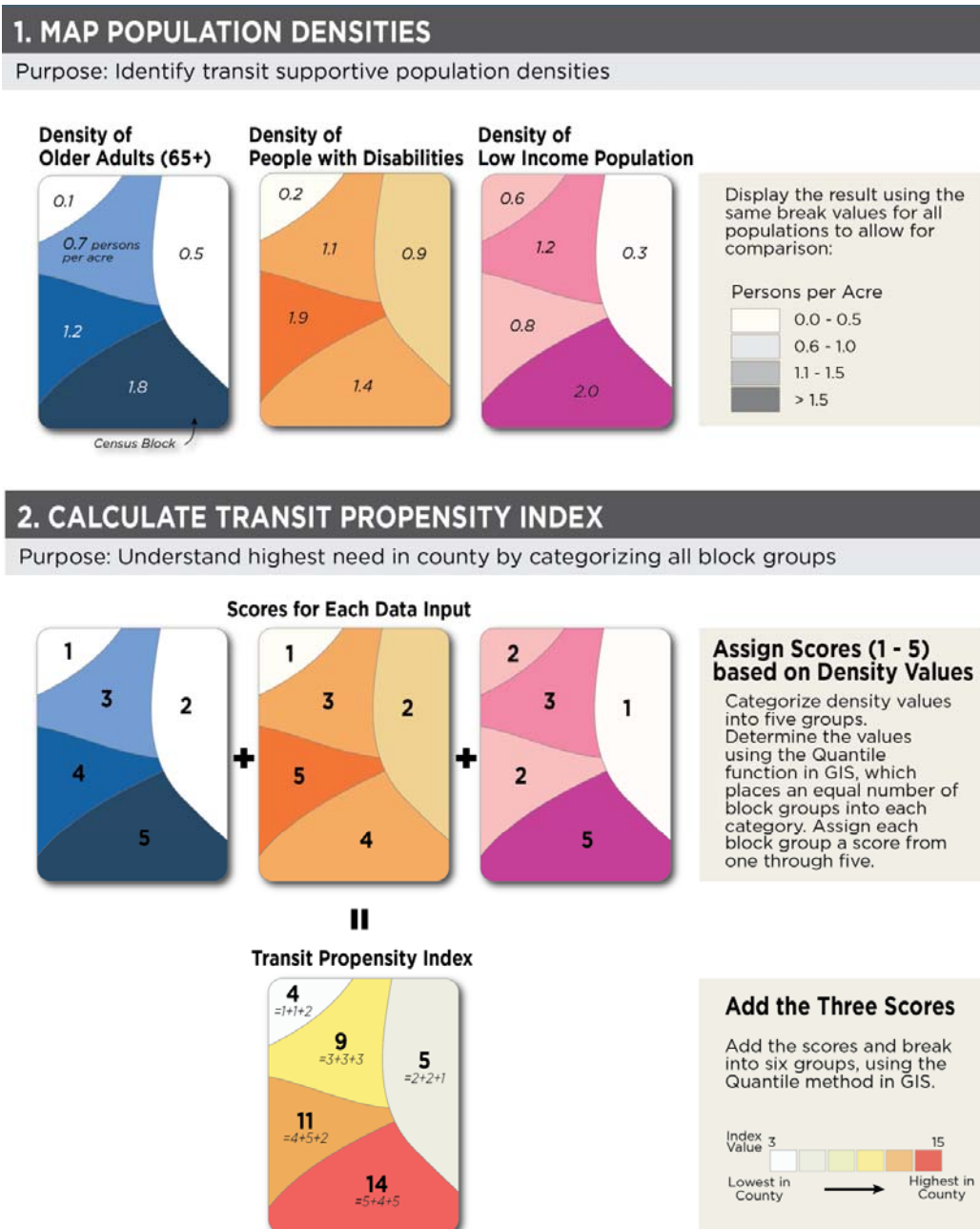
Geography	Estimated Number of Migrant Seasonal Farm Workers and Non-Farmworkers
Oregon (state)	154,759
Wallowa County	122
Union County	771
Baker County	1,022
Wallowa, Union, and Baker Counties	1,915

² More information here:
<https://www.oregon.gov/oha/oei/reports/Migrant%20and%20Seasonal%20Farmworker%20Enumeration%20Profiles%20Study.pdf>

Transit Propensity Index

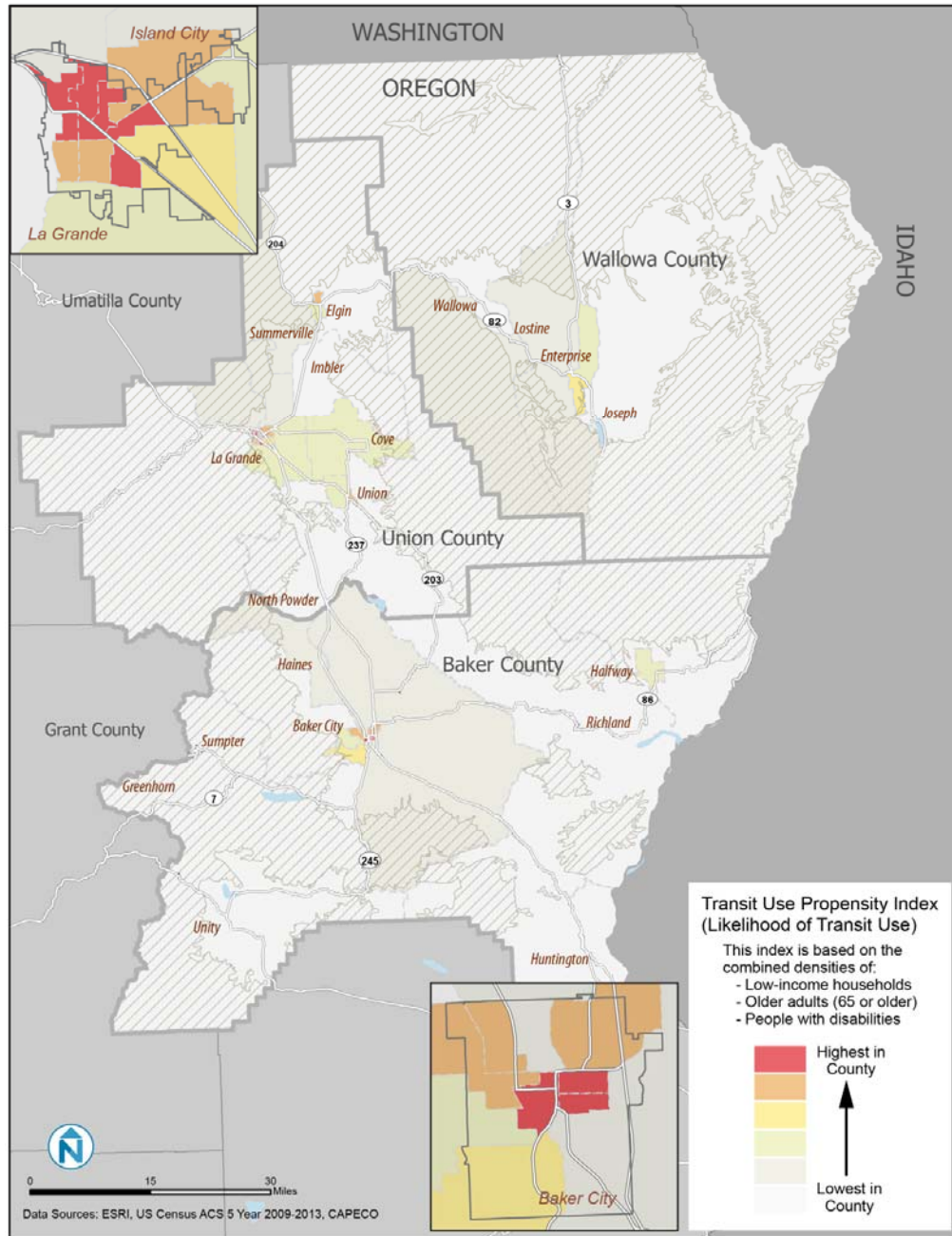
The Transit Propensity Index (TPI) is a composite indicator adding the densities of the three target populations (older adults, low-income households, and persons with disabilities) within a given geography. Each of the three densities is equally weighted in the TPI. Figure 2-15 illustrates how the TPI allows for geographic comparisons that take all three variables into account, allowing for a potentially more holistic assessment of the need for transit (or the likelihood that transit could be useful).

Figure 2-15 Transit Propensity Index Calculations



The TPI is illustrated across census tracts in the study area in Figure 2-16. The major population centers of the study area—Enterprise, La Grande, and Baker City—appear to have the highest relative propensity for transit use.

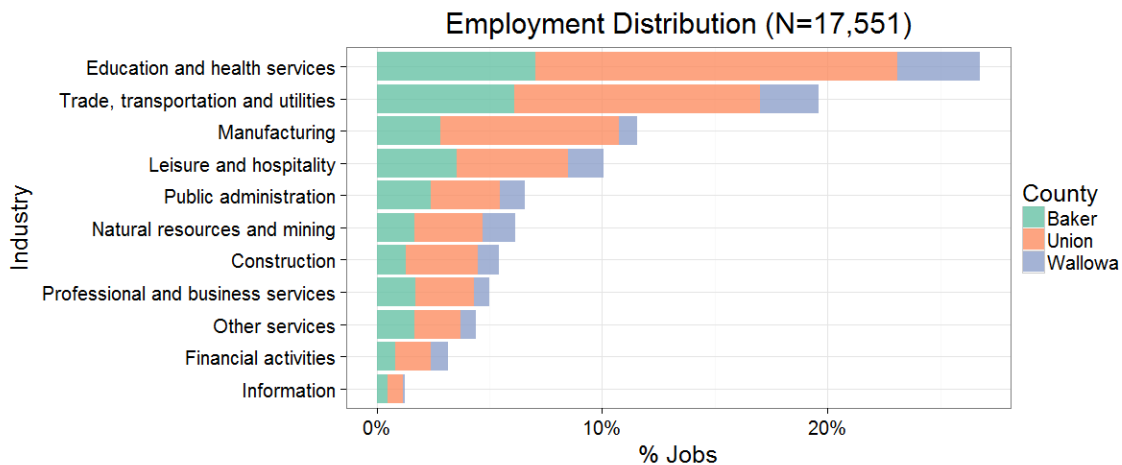
Figure 2-16 Transit Propensity Index for Wallowa, Union, and Baker Counties



Employment

As of Q2 2015, 17,550 jobs were located in the study area. Figure 2-17 illustrates the distribution of employment by sector in the study area. Over one-quarter of workers (27%) work in education and health services, while trade, transportation, and utilities (20%); and manufacturing (12%) rank second and third, respectively. Natural resource industries in agriculture and forestry are the economic base of the region, and tourism and recreation are also important to the region's economy³.

Figure 2-17 Employment Distribution in Study Area by Sector and County



Source: State of Oregon Employment Department, 2015

Major employers are highlighted in Figure 2-18. The prevalence of government jobs in all three counties provide opportunities for transit as those employees typically commute during traditional business hours. Manufacturing jobs, which often include second and third shifts, may be better served by carpooling, vanpooling, and other flexible services rather than a traditional bus. Walmart acts as both a major employer and a major destination for the public, and could provide high transit ridership.

³ Business Oregon, *Regional Competitive Industry Analysis: Baker, Union, and Wallowa Counties* (May 2014). <http://www.oregon4biz.com/Oregon-Business/Regions/reports/Bak-Un-Wal14.pdf>

Figure 2-18 Major Employers in Study Area

Employer	Sector	No. of Employees
Baker County		
Local Government	Services	790
St. Alphonsus Hospital	Health Care	271
State Government	Services	260
Federal Government	Services	200
Marvin Wood Products	Wood Products	150
Ash Grove Cement	Mining & Manufacturing	110
New Directions NW	Mental Health	120
Union County		
Boise Cascade	Manufacturing	500
Grande Ronde Hospital	Medical	475
Eastern Oregon University	Education	371
La Grande School District	Education	270
Union Pacific Railroad	Trade, transportation	250
Walmart	Retail	250
City of La Grande	Services	158
Outdoor RV	Manufacturing	150
Northwood Manufacturing	Manufacturing	150
Union County	Services	120
Wallowa County		
Federal Government	Services	N/A
State Government	Services	N/A
Local Government	Services	N/A

Sources: <http://ucedc.org/work-force/top-employers/>, http://www.visitbaker.com/live_and_work/regional_facts_figures.aspx, <http://www.wallowacounty.org/categories/government.php>

Major Attractions and Work Commutes

Wallowa, Union, and Baker Counties employed approximately 18,200⁴ people (as estimated by LEHD) in 2013. Figure 2-19 presents the employment flows into each county from other counties, as well as internal flows. Approximately 60% of workers in each county also lived in that county, while between 2-10% of workers came from each of the neighboring counties. Approximately two percent of commuters to each county are commuting from far-away Multnomah County (which in

⁴ LEHD estimated 18,200 jobs were in the study area in 2014, while the State of Oregon Employment Department estimated there were 17,551 jobs in the same area in 2015.

some cases ranks above neighboring counties); this may indicate frequent travel between this region and the Portland area.

Figure 2-20 illustrates home locations of workers in the study area. Home locations are concentrated in the three major population centers of Baker City, Enterprise, and La Grande, with smaller concentrations of residents in Elgin, Wallowa, and Halfway.

Figure 2-21 illustrates work locations of workers in the study area. Work locations are concentrated in the three major population centers of Baker City, Enterprise, and La Grande.

Taken together, these show that many residents are scattered to the north of Baker City and to the north and east of La Grande and Elgin, then must commute into town for work. In the Baker City area, many residents live in the south part of the area but all jobs are concentrated in the northern half, meaning those living in southern Baker City must commute north.

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Figure 2-19 Employment Flow into Wallowa, Union, and Baker Counties

Wallowa County			Union County			Baker County		
Total Jobs	2,298		Total Jobs	9,625		Total Jobs	6,270	
Inflow by County	Count	Share	Inflow by County	Count	Share	Inflow by County	Count	Share
Wallowa County, OR	1,338	58.2%	Union County, OR	6,512	67.7%	Baker County, OR	3,586	57.2%
Umatilla County, OR	208	9.1%	Umatilla County, OR	866	9.0%	Union County, OR	428	6.8%
Union County, OR	172	7.5%	Baker County, OR	315	3.3%	Umatilla County, OR	421	6.7%
Baker County, OR	49	2.1%	Multnomah County, OR	182	1.9%	Multnomah County, OR	128	2.0%
Multnomah County, OR	45	2.0%	Benton County, WA	181	1.9%	Malheur County, OR	105	1.7%
Morrow County, OR	44	1.9%	Marion County, OR	166	1.7%	Marion County, OR	104	1.7%
Benton County, WA	41	1.8%	Wallowa County, OR	126	1.3%	Morrow County, OR	78	1.2%
Marion County, OR	36	1.6%	Malheur County, OR	101	1.0%	Grant County, OR	76	1.2%
Grant County, OR	33	1.4%	Morrow County, OR	95	1.0%	Wallowa County, OR	65	1.0%
Washington County, OR	32	1.4%	Washington County, OR	80	0.8%	Benton County, WA	60	1.0%
All Other Locations	300	13.1%	All Other Locations	1,001	10.4%	All Other Locations	1,219	19.4%

Source: 2014 U.S. Census Longitudinal Employer-Household Dynamics

A: Refer to Figure 17 for home locations of individuals that both live and work in Wallowa, Union, and Baker Counties

B: Refer to Figure 18 for employment locations of all workers within Wallowa, Union, and Baker Counties

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Figure 2-20 Home Locations of Workers

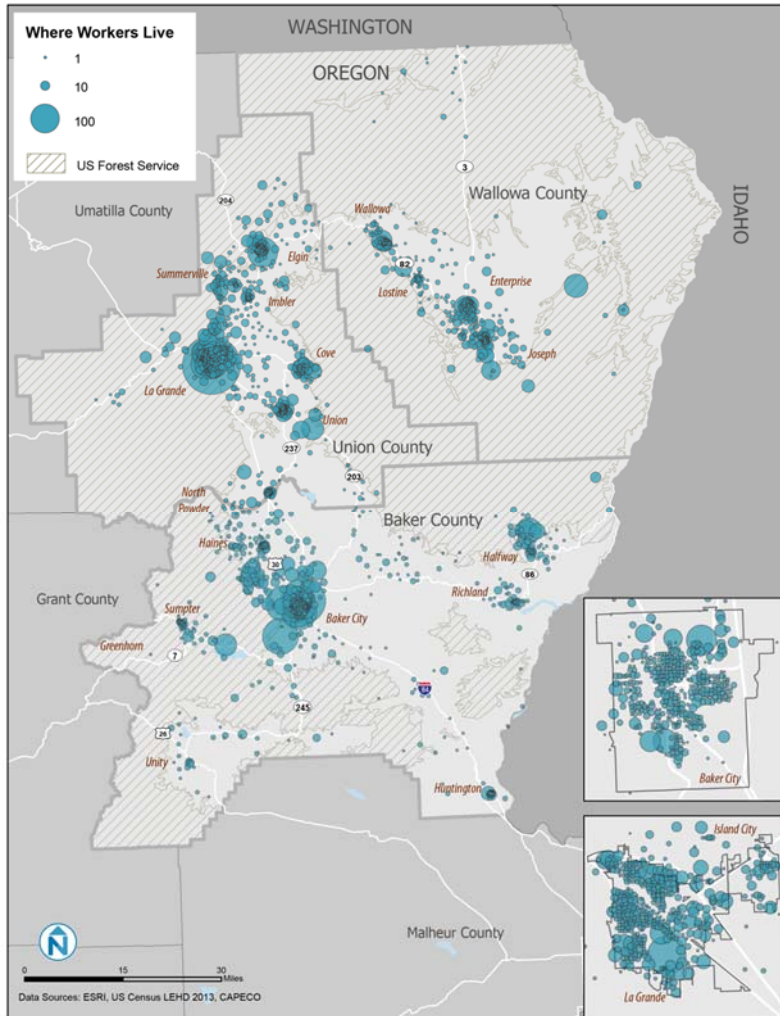
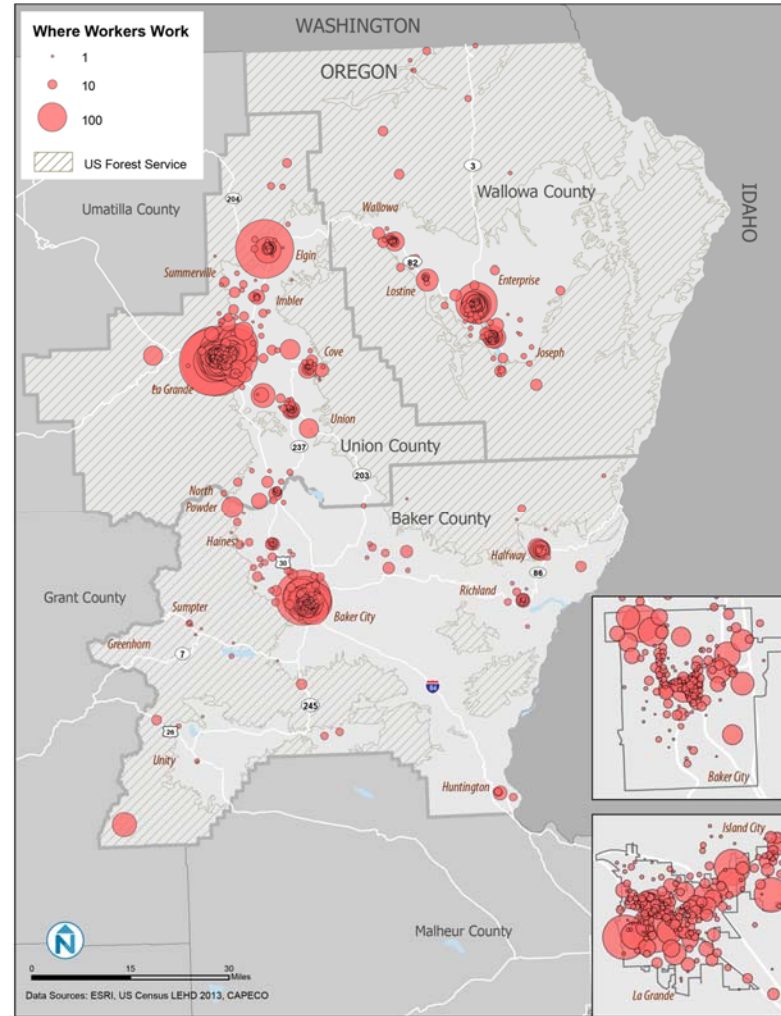


Figure 2-21 Employment Locations of Workers

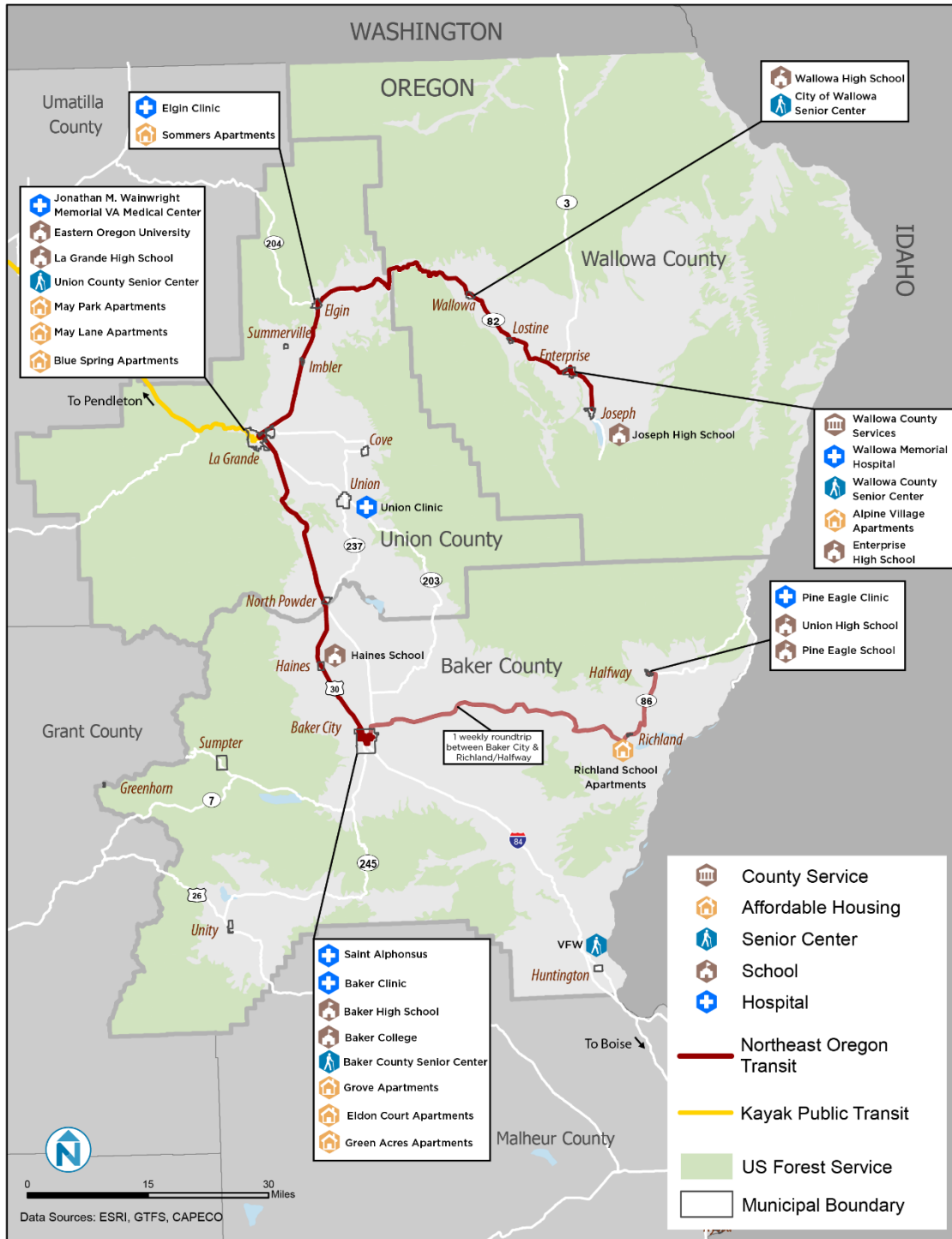


3 EXISTING SERVICES AND RESOURCES

The two largest transit agencies serving the tri-county study area include Kayak Public Transit and Northeast Oregon Transit (operated by Community Connection of Northeast Oregon) and are shown on the map in Figure 3-1. Significant destinations for the three target populations (e.g., senior centers, medical clinics, and social services) are also highlighted on the map. Demand-response transportation, regional transportation, and other transportation services operating in the study area are also briefly described below.

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Figure 3-1 Wallowa, Union, and Baker County Transit Services



LOCAL PUBLIC TRANSPORTATION SERVICE

Northeast Oregon Transit (NEO Transit)

NEO Transit is operated by Community Connection of Northeast Oregon (CCNO), a non-profit community service organization providing social services to seniors, children, low-income persons, and persons with disabilities. NEO Transit provides fixed route and demand response services in the three-county study area.

Fixed Route Service

Fixed-route services connect the major population centers. Each fixed-route service operates independently, but is managed by NEO Transit/CCNO, as described in Figure 3-2.

Figure 3-2 NEO Transit Fixed-route Services

Element	Description
Service Area Description	Baker County: Local fixed-route service in Baker City plus ADA paratransit. Intercity service from Baker City to La Grande.
	Union County: Local fixed-route service in La Grande and Island City plus ADA paratransit.
	Wallowa County: Intercity service between Joseph and La Grande and between Wallowa and Enterprise. Seasonal deviated fixed route service between Wallowa and Wallowa Lake.
Eligibility	General public
Operating times and Fares	<p>Baker County:</p> <ul style="list-style-type: none"> Service to La Grande operates one round trip on weekdays (departing Baker City at 7 a.m. and returning at 6:18 p.m.), with one mid-day trip per month offered on Thursdays. Fares vary based on distance, ranging from \$5 to \$11 per round trip. The Baker City trolley provides local service hourly from 8 a.m.-5 p.m. on weekdays. Fares are \$1 per one-way trip or \$3 per day.
	<p>Union County:</p> <ul style="list-style-type: none"> Local service in La Grande/Island City operates hourly from 7:30 a.m. to 5:30 p.m. Monday through Friday, and from 10:00 a.m. to 6:00 p.m. on Saturdays. Fares are \$1 per one-way trip or \$4 per day. Service to Baker City operates one round trip on weekdays (departing La Grande at 8:15 a.m. and returning at 5:18 p.m.), with one mid-day trip per month offered on Thursdays. Fares vary based on distance, ranging from \$5 to \$11 per round trip.
	<p>Wallowa County:</p> <ul style="list-style-type: none"> Regional service from Joseph to La Grande operates one round trip per day on Mondays, departing Joseph at 8 a.m. and returning at 4 p.m., and one round trip per day on Thursdays, departing Joseph at 2:30 p.m. and returning at 8:30 p.m. The Monday trip has a four-hour layover in La Grande while the Thursday trip has a two-hour layover. Fares are \$5 per one way trip. The commuter bus between Wallowa and Enterprise offers 2 trips per day (morning and evening) Monday through Thursday. Fares are \$1.50 per one-

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Element	Description
	<p>way trip.</p> <ul style="list-style-type: none"> The deviated fixed route operates daily with six trips per day (8:00 a.m. to 5:30 PM) between Wallowa and Wallowa Lake during the summer (June-September). Fares are \$3 for an all day pass.
Dispatch	NEO Transit uses Adept by Stratagen for trip reservation, dispatch, and accounting.
Fleet	See Figure 3-3.
ADA accessibility	<p>Baker County: 9 of 10 vehicles ADA Accessible Union County: 7 of 8 vehicles ADA Accessible Wallowa County: 8 of 8 vehicles ADA Accessible</p>
Funding/Budget	<p>Union County:</p> <ul style="list-style-type: none"> 5310, 5311 STF Medicaid reimbursements EOU Student Fees, Greyhound Commissions STIP Vehicle Purchase Grant Fares Medicaid reimbursement
	<p>Wallowa County:</p> <ul style="list-style-type: none"> 5310, 5311, 5311F STF Medicaid reimbursements Fares Local contributions
	<p>Baker County</p> <ul style="list-style-type: none"> 5310, 5311, 5311F STF Medicaid reimbursements Fares Local contributions
Ridership	Annual ridership statistics are presented in Figure 3-5.
Connections to other services	Connections with Kayak are made in La Grande.
Emergency preparedness	No incorporation in emergency preparedness planning.
Other vehicle uses	No other uses.

Figure 3-3 Northeast Oregon Transit Fleet Inventory

County	Vehicle Type				Total
	Transit Bus	Cut Away	Straight Van	Mini-Van/Sedan	
Baker County	1	5	1	3	10
Union County	1	2	1	4	8
Wallowa County	0	5	1	2	8
<i>Total</i>	2	12	3	9	26

Source: Coordinated Human Services Public Transportation Plan for Baker, Union, and Wallowa Counties (2014)

Demand Response Services

NEO Transit also provides complementary paratransit and dial-a-ride in the population centers of the study area. The services are briefly described in Figure 3-4.

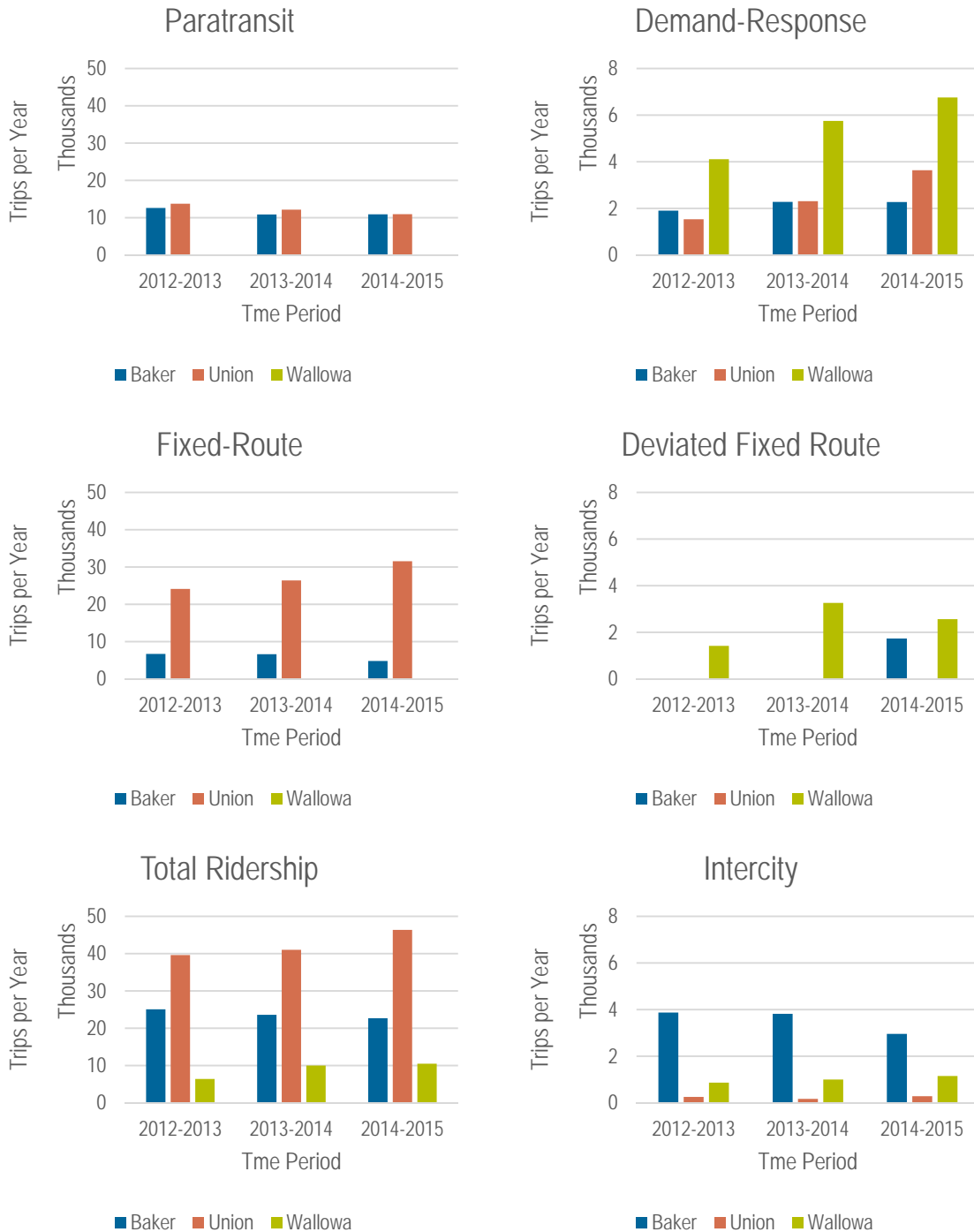
Figure 3-4 NEO Transit Paratransit Services

Element	Description
Service Area Description	Baker County: ADA complementary paratransit in Baker City. Demand-response paratransit in Richland/Halfway.
	Union County: ADA complementary paratransit serving La Grande and Island City.
	Wallowa County: General public dial-a-ride in Enterprise, Wallowa, Lostine, and Joseph.
Operating times and fares	Baker County: Serves Baker City between 8 a.m. and 5 p.m., Monday through Friday. Fares are \$2 each way. Reservations must be made at least four hours in advance.
	Union County: Serves the La Grande/Island City fixed route service area during the same times as the fixed route service (7:30 a.m. – 5:30 p.m., Monday – Friday). Fares are \$2 per one-way trip, and reservations must be made one day in advance of the trip.
	Wallowa County: Dial-a-ride service is available Monday, Wednesday, and Friday from 10 a.m. – 2:30 p.m., and Tuesday from 8:30 a.m. – 2:30 p.m. Fares are \$2 per trip within Enterprise, and \$3 per trip for trips outside of Enterprise. Reservations must be made one day in advance of the trip.

Ridership

Annual ridership data for NEO Transit’s different services (and total ridership) between 2012 and 2015 are presented in Figure 3-5.

Figure 3-5 Annual NEO Transit Ridership by County and Service (2012-2015)



Kayak Public Transit

Kayak Public Transit provides public transportation serving southeastern Washington and northeastern Oregon via fixed-route, ADA Paratransit⁵, and a voucher-based taxi system. The service is operated by the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), which is headquartered in Mission in Umatilla County. The goal of service lies in connecting towns and transporting people to employment and school.

Over time, service has grown from one van to a fleet of cutaway vehicles operating seven year-round fixed routes. In 2014, CTUIR rebranded service as Kayak Public Transit to help people understand that service is open to the public, not just tribal members. All transit services are currently free.

During the past 12 years, Kayak's overall ridership has continued to increase. Total annual ridership grew from 46,918 in 2008 to 96,073 in 2013 with an average annual growth rate of approximately 9.7%. See Figure 3-6 for an overview of all Kayak fixed route services. Ridership on the La Grande Arrow, which serves La Grande and is the only Kayak route that serves the study area, totaled approximately, 11,250 in 2013.⁶

In January 2016, the Tri-City Trolley service, serving Tri-Cities (Pasco, Kennewick, and Richland), Hermiston, and Irrigon, was cut due to low ridership.

⁵ Local fixed-route transit service is required by Federal law to have complementary curbside service along a 3/4 mile buffer of the fixed-route to serve those with certified temporary or permanent disabilities.

⁶ CTUIR. *Coordinated Human Services Public Transportation Plan*. June 2014.

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Figure 3-6 Kayak Services Summary

Route Number and Name	Days of operation	Span of Service	Frequency or Number of Daily Trips	Communities Served
Hermiston Hopper	Saturday-Sunday	5:25 a.m. – 7:00 p.m.	6 one-way trips	Pendleton, Hermiston, Umatilla, Irrigon
Mission Metro	Monday-Saturday	6:50 a.m. – 8:30 p.m.	6 one-way trips	Pendleton, Mission
La Grande Arrow	Monday-Friday	5:05 a.m. – 7:30 p.m.	3 one-way trips	Pendleton, Mission, La Grande
Walla Walla Whistler	Monday-Saturday	4:45 a.m. – 7:20 p.m.	4 one-way trips weekdays; 2 one-way trips Saturday	Pendleton, Walla Walla
Pilot Rocket	Monday-Friday	6:15 a.m. – 7:00 p.m.	3 one-way trips	Pendleton, Pilot Rock
Tutuilla Tripper	Monday-Friday	7:00 a.m. – 4:20 p.m.	3 one-way trips	Mission, Tutuilla

Figure 3-7 Kayak Public Transit Service Inventory

Element	Description
Service Area Description	Seven fixed routes to Pendleton, Tutuilla, Pilot Rock, Hermiston, Irrigon, La Grande, Walla Walla, and Tri-Cities (Kennewick and Pasco, WA). ADA Paratransit is provided in the Mission Metro service area.
Eligibility	General public
Days and Hours of Operation	7 days per week, 4:30 a.m. – 8:30 p.m.
Fares	Free
Dispatch	In process of obtaining fleet management software, no current dispatch software.
Fleet	7 transit vehicles; 1 trolley; 2 minivans; 3 SUVs. See details below.
ADA accessibility	All vehicles have wheelchair lifts and are ADA accessible.
Funding	STF, Bureau of Indian Affairs, 5310, 5311, 5311(f), 5311(j), CTUIR funds
Ridership	Ridership on the La Grande Arrow, which serves La Grande, totaled approximately, 11,250 in 2013.
Connections to other services	Can be used to connect with most services in the region, but not part of service design.
Emergency preparedness	Emergency preparedness is addressed in draft Public Transit Plan in coordination with Public Safety Department.
Other vehicle uses	Vehicles have been used in support of the Pendleton Recreation program when not in service.

REGIONAL TRANSPORTATION SERVICE

Greyhound

Greyhound intercity bus service is available for the general public in the cities of Pendleton and Boise (outside of the study area), on a first-come, first-serve basis. Routes from the Pendleton area head towards Spokane, Seattle, Portland, and Salt Lake City.

CLIENT-BASED TRANSPORTATION SERVICE

Baker County Disabled American Veterans Association

The Baker County DAV van carries veterans from Baker City to the VA medical center in Boise. The Disabled American Veterans Association owns and operates the van through VA Medical centers.

Veterans Transportation Network

The Veterans Transportation Network provides rides on Mondays to the Walla Walla VA Medical Center from La Grande. Drivers are volunteers from the DAV. Only Veterans are allowed on-board the vehicle. The trip picks up around 8 AM and drops off around 4 PM on Mondays.

Meadowbrook Place

Meadowbrook Place is an assisted living facility in Baker City. Transportation is provided for residents.

Settler's Park

Settler's Park is an assisted living facility in Baker City. Transportation is provided for residents.

Step Forward

Step Forward is a non-profit social service organization providing vocational training, employment opportunities, residential services, and supported living opportunities to persons with disabilities or who have other barriers to employment. Transportation is provided to clients on a case by case basis. Step Forward is an STF recipient.

Baker School District Bus Service

The City of Baker School System has a total of 12 buses and runs 30 regular routes with 5 special education routes. They transport students to all five schools on a daily basis throughout the school year. They also provide other transportation services as needed and according to the availability of buses.

Center for Human Development

Center for Human Development is a private not-for-profit organization located in La Grande, providing alcohol and drug rehabilitation, environmental health, mental health, public health, developmental disabilities, prevention, and veterans' services to residents of Union County in. Rides are provided to clients on a case by case basis. Center for Human Development is an STF recipient.

Grande Ronde Retirement Residence

Grande Ronde is an assisted living facility in La Grande. Transportation is provided to residents.

New Day Enterprises

New Day Enterprises is a private, non-profit community mental health facility located in La Grande serving adults with developmental disabilities. Transportation is provided for residents and clients.

Wildflower Lodge

Wildflower Lodge is an assisted living facility in La Grande. Transportation is provided for residents.

Alpine House Assisted Living

Alpine House is an assisted living facility in Baker City. Transportation is provided for residents.

Wallowa Valley Center for Wellness

Wallowa Valley Center for Wellness (WVCW) is a provider of mental health and developmental disabilities services in Wallowa County. Transportation is provided to clients.

OTHER TRANSPORTATION SERVICE

Arc Cab Company

Arc Cab Company operates two cabs in the Union County area each with the capacity for four passengers but no ADA accessibility. ARC is currently providing approximately 1,000 rides per month (12,000 for the year). This number shows a continued decrease in ridership since 2008 (16,172) and 2009 (13,000).

Baker Cab Company

Baker Cab Company is a small independent taxi service based in Baker City.

Moffit Bros. Transportation

Moffit Bros. Transportation is a private charter bus company providing school, tour, and large group transportation. It contracts with school districts in Wallowa and Enterprise, and occasionally with Eastern Oregon University. It operates ten 47 passenger school buses, nine 47

passenger charter buses, and one 52-passenger charter bus. None of the buses are ADA accessible, but the company can rent accessible buses with advance notice.

FUNDING SUMMARY

Public and human services transportation providers can fund service in a number of different ways, as described for each service above. Figure 3-8 presents an overall outline of funding sources for the primary public transportation services in the tri-county region.

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Figure 3-8 Transportation Provider Funding Source Summary

Transportation Provider		Services Provided	Fares	Local Contribution	Medicaid	STF	5307 ⁷	5310 ⁸	5311 ⁹	5311(f) ¹⁰	Other Grants
Kayak Public Transit		Inter-city fixed route		✓		✓		✓	✓	✓	Bureau of Indian Affairs, 5311(j) Tribal Transit
Northeast Oregon Public Transit	Baker	Fixed route, ADA paratransit	✓	✓	✓	✓			✓	✓	Highly Rural Transportation Grant
	Union	Fixed route, ADA paratransit	✓	✓	✓	✓		✓	✓		
	Wallowa	Fixed route, ADA paratransit	✓	✓	✓	✓			✓	✓	Highly Rural Transportation Grant

⁷ 5307: U.S. Department of Transportation Federal Transit Administration grant entitled 'Urbanized Area Formula Program'

⁸ 5310: U.S. Department of Transportation Federal Transit Administration grant entitled 'Transportation for Elderly Persons and Persons with Disabilities'

⁹ 5311: U.S. Department of Transportation Federal Transit Administration grant entitled 'Formula Grants for Other than Urbanized Areas'

¹⁰ 5311(f): U.S. Department of Transportation Federal Transit Administration grant entitled 'Rural Intercity Bus Program'

4 STAKEHOLDER INVOLVEMENT

Stakeholder involvement is essential for a successful Coordinated Plan. Engaging the appropriate organizations and individuals in this planning efforts was critical to identifying the needs of the target populations, the public transportation resources, and prioritization of strategies.

PROJECT ADVISORY COMMITTEE

The Project Advisory Committee was composed of members from community organizations and served as a steering committee for the coordinated plan process. Committee members listed in Figure 4-1 completed the following during the plan update process:

- Identified stakeholders to inform about the potential needs in the community
- Provided data and information as needed
- Met twice at consultant team-facilitated workshops to discuss major plan elements
- Reviewed the draft plan
- Provided final recommendations prior to plan adoption

Figure 4-1 Wallowa, Union, and Baker Counties STF Advisory Committee

Name	Affiliation(s)
Mary Jo Carpenter	Baker County CCNO
Connie Guentert	Wallowa County CCNO
Caprice Locke	Wallowa County Grants Administrator
Frank Thomas	Union County CCNO
Jennifer Graffunder	Department of Human Services
Susan Roberts	County Commissioner
Nora Croucher	Passengers with Disabilities
Byron Whipple	Union County Veterans' Services
Joe Kresse	Bicycle Pedestrian Stakeholders

STAKEHOLDER OUTREACH

The primary means for capturing input on needs and potential gaps included:

- In person meetings with the Project Advisory Committee and stakeholders held in Baker City and Enterprise during November 2015
- Survey administered to STF Advisory Committee members and community stakeholders

- Phone interviews conducted with key identified stakeholders from December 2015 – January 2016

Additionally, stakeholders were invited to participate in a discussion of findings during the second project meeting held in May 2016. The identified issues and opportunities gathered through this outreach helped shape the priorities for transportation services, projects, and investments within Wallowa, Union, and Baker Counties.

Figure 4-2 lists the stakeholder agencies engaged throughout the coordinated plan process including STF Advisory Committee members, stakeholders interviewed by phone, and stakeholders that provided input through surveys. Stakeholders are briefly described below.

Figure 4-2 Stakeholders Engaged in Coordinated Plan Process

Stakeholder	Type of Stakeholder	Area Served
Associated of Oregon Counties – Veteran's Affairs	Statewide inter-county coordination	State of Oregon
Baker County CCNO	Transportation Provider	Baker County
City of Baker City	Municipality	Baker City
City of Joseph	Municipality	Joseph
City of La Grande	Municipality	La Grande
Eastern Oregon University	University	Eastern Oregon
La Grande Main Street Downtown (LGMSD)	Non-Profit	La Grande
MayDay	Non-Profit	Baker County
Mid-Columbia Council of Governments	Council of Governments	Wasco, Hood River, Sherman, Gilliam, and Wheeler Counties
Passengers with Disabilities	Rider	Union County
Union County	County	Union County
Union County CCNO	Transportation Provider	Union County
Union County Chamber of Commerce	Public Service	Union County
Union County Economic Development Corporation	Private Non-Profit	Union County
Union County Veteran's Services	Veterans' Services	Union County
Wallowa County	County	Wallowa County
Wallowa County CCNO	Transportation Provider	Wallowa County

Association of Oregon Counties – Veteran's Affairs

The Association of Oregon Counties (AOC) is an inter-county coordination organization assisting counties in the State of Oregon with information sharing and consensus development. AOC's Veterans Steering Committee works closely with County Veterans Service Officers (CVSOs) and the Oregon Department of Veterans (ODVA) to advocate for veterans' services.

Community Connection of Northeast Oregon (CCNO)

Community Connection of Northeast Oregon (CCNO) is a non-profit community service organization in northeast Oregon providing social services to seniors, children, low-income persons, and persons with disabilities. One of CCNO's programs is Northeast Oregon Public Transit (NEO Transit). Each county's NEO Transit program manager was engaged throughout plan development.

City of Baker City

Baker City is the main population center of Baker County. The City of Baker City does not directly provide or fund any transportation services in the area. Northeast Oregon Transit (NEO Transit) operates the Baker City Trolley (a local fixed-route bus service) and an inter-city fixed-route bus service to La Grande from Baker City. The City of Baker City was interviewed as part of stakeholder outreach.

City of Joseph

The City of Joseph is south of Enterprise (Wallowa's county seat and largest population center), adjacent Wallowa Lake and the Wallowa Mountains. The city does not directly provide any transportation services, but NEO Transit operates a fixed-route service between Joseph and La Grande. The City of Joseph was interviewed as part of stakeholder outreach.

City of La Grande

La Grande is the population center of Union County. The City of La Grande does not directly fund or provide transportation services in the area. Northeast Oregon Transit (NEO Transit) operates the La Grande Trolley Fixed Route (a local fixed-route bus service) and inter-city fixed-route bus services to both Joseph and Baker City from La Grande. Kayak Public Transit provides inter-city fixed-route service between La Grande and Pendleton.

Eastern Oregon University

Eastern Oregon University (EOU) is a small (1,200) public university in La Grande. Approximately 20% of students reside in on-campus housing. Students living at EOU or within La Grande are frequent users of the La Grande Trolley (local fixed-route), accounting for as much as 23% of ridership¹¹. EOU is the only local organization that contributes funding towards NEO Transit's operations. EOU charges each student a small fee each term which allows students to obtain a free transit pass for the La Grande Trolley. The pass does not allow students to ride free on intercity service.

La Grande Main Street Downtown

La Grande Main Street Downtown (LGMSD) is part of a statewide¹² and national¹³ network of main street revitalization organizations. LGMSD works with its members, downtown businesses,

¹¹ Results from recent on-board survey (Source: Shalem O'Rourke)

¹² Oregon Main Street: <http://www.oregon.gov/oprd/HCD/SHPO/pages/mainstreet.aspx>

¹³ Main Street America: <http://www.preservationnation.org/main-street/?referrer=http://mainstreet.org/#.VqLCZfkrJhE>

and local organizations to support existing business, to expand opportunities for new businesses, and to plan events and activities that improve the quality of life in downtown La Grande. LGMSD was interviewed as part of stakeholder outreach.

MayDay

MayDay is a non-profit domestic violence and sexual assault support organization. It is located in Baker City and serves Baker County. MayDay attended the stakeholder meeting in Baker City in November 2015.

Mid-Columbia Council of Governments

The Mid-Columbia Council of Governments (MCCOG) is the regional planning organization for Hood River, Wasco, Gilliam, Sherman, and Wheeler Counties. MCCOG provides fixed-route transportation in Wasco and Hood River Counties and dial-a-ride transportation in Wasco County.

In addition, MCCOG coordinates and reimburses dial-a-ride trips for riders covered under the Oregon Health Plan (i.e., Medicaid) for 14 counties in eastern Oregon, including Wallowa, Union, and Baker Counties. Reimbursement funds are provided by Eastern Oregon Coordinated Care Organization (CCO). Trips are coordinated with various public and private providers based on the cost of providing a client's trip and level of comfort of the trip. MCCOG uses EcoLane software to estimate these trip costs based on data from providers.

Union County

Union County handles the STF, STIP, and FTA grant distribution for transportation providers within the county. Union County does not provide any local funding to transportation providers, but occasionally provides direct funding for small transportation programs (e.g., tourist activities). Union County was interviewed as part of stakeholder outreach.

Union County Chamber of Commerce

The Union County Chamber of Commerce supports business and tourism development in Union County and manages the Blue Mountain Conference Center. The Chamber of Commerce occasionally interacts with NEO Transit to provide transportation for business or tourism events, and supports the use of NEO Transit by sharing information with local businesses. The Union County Chamber of Commerce was interviewed as part of stakeholder outreach.

Union County Economic Development Corporation

Union County Economic Development Corporation (UCEDC) is a 501(c)(6) non-profit organization that supports and develops business and industry in Union County. UCEDC is focused on the development of traded sector business/industry in Union County (e.g., manufacturing) and so does not have much connection with La Grande Main Street Downtown. UCEDC was interviewed as part of stakeholder outreach.

Union County Veteran's Services

Union County's Veterans Service Office was engaged during plan development to provide insight into Veterans issues in the study area.

Wallowa County

Wallowa County handles the STF, STIP, and FTA grant distribution for transportation providers within the county. Wallowa County was engaged early in the project and attended a project advisory committee meeting in November 2015.

TRANSIT IN WALLOWA, UNION, AND BAKER COUNTIES

As discussed in the previous section, Wallowa, Union, and Baker Counties have two primary public transportation providers. These providers and their services are reiterated in Figure 4-3.

Figure 4-3 Primary Transportation Services in Wallowa, Union, and Baker Counties

Provider	Transportation Programs
Northeast Oregon Transit	Regional inter-city fixed-route (tri-county area)
	Local fixed route and complementary ADA paratransit (Baker City, La Grande)
	Fixed route between Wallowa and Enterprise
	Deviated fixed-route between Wallowa and Wallowa Lake
	Local dial-a-ride (Wallowa County)
Kayak Public Transit	Regional inter-city fixed-route

Challenges in Providing Transit

The large land area of the counties and widely dispersed population makes it challenging for transit operators to provide service throughout the entire study area.

Additionally, some existing resources are underutilized due to funding constraints limiting what clientele can travel in a particular vehicle. The long distances transit trips must travel make operating costs expensive; agencies are interested in pursuing cost-saving measures such as smaller vehicles or integrating on-demand and peer-to-peer services. Connections to other transit providers in neighboring counties could also be optimized for passengers needing to make multi-county trips.

A major challenge lies in simply elevating the profile of transit in the community so that both those who use it and those who do not recognize its need and value.

Role of Transit in the Community

Driving in Wallowa, Union, and Baker Counties is the cultural norm. In rural areas with long and dispersed commuting patterns, it is very difficult for transit to provide the level of convenience afforded by a private automobile, especially given abundant free parking provided at both ends of the trip.

The communities in the tri-county area were highlighted by several stakeholders as being very ‘tight-knit;’ neighbors, friends, and families often provide transportation for others in need. This informal network of transportation provision helps those with social connections travel, but those without these connections remain isolated. Stakeholders highlighted the particular isolation of mentally or developmentally disabled individuals, and this is a key need to address.

Transit is important in the community primarily among seniors, persons with disabilities, and persons with lower incomes, and NEO Transit (operated by Community Connections of Northeast Oregon) primarily serves these populations. Recently, NEO Transit has also been used more by the general public for traveling around Baker City or La Grande, and for specific tourism-related events like Cycle Oregon. Economic development advocates point to NEO Transit as a key benefit for employers considering locating in the area. The Union County Chamber of Commerce indicated a desire to use NEO Transit in the future to transport Blue Mountain Conference Center patrons.

Economic development advocates point to NEO Transit as a key benefit for employers considering locating in the area.

NEEDS & MARKETS

People in Wallowa, Union, and Baker Counties utilize transit for a variety of trip types, but three trip types were frequently cited by stakeholders as critical transit needs:

- **Commute trips.** Commutes in the tri-county area can involve long-distance travel, and transit is critical for serving these trips, especially among low-income populations who may work in agriculture or manufacturing jobs. Additionally, transit service for commute trips can be vital for assisting the developmentally disabled in acquiring/retaining employment. Stakeholders indicated that commuter trips are currently served relatively well by NEO Transit – but only if the person lives in a population center and works in a population center. Land uses locating outside existing population centers without linkages via transit also present challenges.
- **Trips to medical appointments.** Older adults and people with disabilities are both *more likely* to need specialized medical services and *less likely* to be able to transport themselves to medical appointments – this results in an increased need for transportation services. Trips to medical appointments can be especially long because of the centralized locations of specialized medical care, and this difficulty is exacerbated in more rural areas of Oregon (like Wallowa, Union, and Baker Counties). Medical trips are among the most critical needs for transportation service in the tri-county area.
- **Trips to shopping destinations.** Grocery stores, pharmacies, and other shopping destinations are more sparsely located in rural areas of Oregon, potentially resulting in longer trips to reach shopping locations. Since there is only one grocery store in Baker City, for example, some people choose to travel to La Grande for groceries. The Walmart in Island City is also a major draw. Long travel distances can be difficult to serve with transit, and if a

person does not live in a population center they cannot access existing fixed route. Stakeholders highlighted that shopping trips are not as well-covered as commute and medical trips, as commute trips are typically provided by fixed-route services and medical trips are provided by Medicaid-reimbursed dial-a-ride, but these 'wellness trips' (e.g., shopping) are a critical service gap.

Stakeholders also identified temporal issues:

- **Temporal span limits non-traditional commute trips on transit.** Stakeholders indicated that the current operating hours of NEO Transit are difficult to utilize for some potential riders, such as employees who work later shifts. EOU students would also like expanded service options during the evening and on weekends for the La Grande Trolley.

Transit Markets

The markets for transit in Wallowa, Union, and Baker Counties include older adults, persons with disabilities, persons with low incomes, veterans, and the general public. Issues and opportunities relative to specific markets are discussed below:

- **Older adults not covered under Medicaid (i.e., persons over 65 but with higher incomes) have difficulty in obtaining rides.** These persons may be disabled or unable to drive but because of their ineligibility for Medicaid have decreased opportunities for utilizing transportation services to reach medical appointments and other destinations.
- **Low-income populations.** Stakeholders highlighted that this market is particularly underserved in the La Grande and Baker City areas. A proposed reason for this was a lack of understanding of the availability of existing services; this market may need more targeted outreach.
- **Mentally/developmentally disabled individuals.** Stakeholders indicated that individuals with mental or developmental disabilities are more likely to be socially isolated (and thus not have as many opportunities for transportation by family or friends) and so are critical to provide formal transportation services for.
- **Veterans' transportation.** Veterans in Wallowa, Union, and Baker Counties regularly need to travel to VA medical centers in Boise, Walla Walla, and Portland, but service provision is irregular. Baker City currently has a volunteer-based DAV van serving Boise, but has no capacity to carry public passengers due to federal motor carrier regulations. La Grande used to have a DAV van program, but it was dismantled due to lack of funding sustainability. Wallowa County received a veteran's Highly Rural Transportation Grant, which currently supports transporting veterans to the Walla Walla VA facility. Regular provision of veterans' transportation is a critical need in the area.
- **College/University Students.** Students at Eastern Oregon University (La Grande) often utilize NEO Transit and Kayak to travel locally and around the region. The university is a key stakeholder in the future of transit service in the region.

Future Trends

Several future trends that may affect the future supply and demand for transportation services in the tri-county region were highlighted by stakeholders:

- **A growing aging population in Wallowa, Union, and Baker Counties.** Several stakeholders highlighted the growing aging population in the tri-county area (both as

residents age in place and retirees move into the area) as a possible driver of increased transit demand in the future. This was noted specifically in La Grande, as there are many assisted living facilities and services for retirees, and the cost of living is relatively low. This is a trend to be cognizant of in future service provision and planning.

- **Increased development in the La Grande area.** Several stakeholders referenced increased business and industry development occurring in the La Grande area and pointed out that these might be opportunities for transit trips. This includes a new grocery store, Bauum Industrial Park, and La Grande Industrial Park.
- **Increased healthcare provision.** Stakeholders indicated that increased healthcare provision in the area (including a large new clinic in Elgin) will likely increase demand for transit services. Union County stakeholders indicated that population fluctuation in the area has been partially correlated with changes in the availability of healthcare services. Transportation providers in the area can be key partners in the increased access to local healthcare services.

SYSTEM BARRIERS AND FINDINGS

Transportation services within Wallowa, Union, and Baker Counties have encountered several key barriers to increasing their ridership and usefulness to residents and workers. The following are opportunities for overcoming those barriers and improving transportation services in the tri-county area:

- **Improved medical trip provision to veterans, older adults, and low income populations.** Medical trips are one of the primary markets for transportation services in the area, and the sparseness of both populations and medical services make these trips especially difficult to provide.
 - Veterans need a consistent transportation service for reaching VA medical centers. Coordinating between Baker and Wallowa County services could ensure that more people get access to service. Potential co-mingling of general public clients on board veteran's services introduces interstate transit challenges, but could be a way to connect those who need specialized services to Walla Walla and Boise. The Veterans' Choice Program presents an opportunity for veterans to receive more local services, reducing the need for long-distance trips.
 - Stakeholders indicated a desire for increased coordination of medical trip provision with healthcare providers. Increased coordination of these trips can result in more medical trips provided at potentially lower cost per trip.
- **Increased wellness ride provision.** Shopping and social trips are not adequately served by existing services. This was cited by several stakeholders, and improvement of service in this market may present an opportunity for increased ridership.
- **Increased transportation funding sustainability.** Stakeholders highlighted uncertainty regarding the sustainability of transportation funding as a key issue inhibiting the expansion of existing services or the development of new services. For example, veterans' transportation is a key issue in the area, and recent grants have been key in supporting veterans' transportation in the area, but stakeholders are wary of the sustainability of these funds. CCNO's budget supports NEO Transit, but public transportation is just one of many services the organization provides, meaning transit must continually compete for funding. More sustainable funding sources must be identified; this could include the pursuit of federal

grants not previously pursued, and/or increased support from municipalities and/or counties. Currently, most of the municipalities and counties served do not provide direct funding for services. NEO Transit is also interested in integrating lower-cost service options, such as smaller vehicles, peer-to-peer sharing, or on-demand services that reduce cost per trip.

- **Improved information provision and clarity.** Most stakeholders referred to the need for a centralized information repository on available services and corresponding policies. Many potential riders do not know where or when transit service operates, or who is eligible to utilize it.
 - This would require improvements on current web assets (e.g., web site(s), social media, e-mail communications) as well as informational materials, promotional materials, and personal outreach at events (e.g., farmer’s markets) and/or locations (e.g., senior centers).
- **Increased service frequency.** Local La Grande and Baker City service operates hourly all day, which is a good level of service in a rural community. Intercity service, however, consists of two round trips per day, which does not serve shopping or other errands that typically only take an hour or two. As noted earlier, frequency is intricately tied to funding levels - providing more service would necessitate increasing operating and capital funding.

5 TRANSPORTATION NEEDS

The Coordinated Plan documents transportation needs, opportunities, and challenges for the target populations. Identifying unmet needs typically includes comparing transit markets (described in section 2) to available transit service (section 3). The results are opportunities to create or enhance service efficiencies to serve target populations. These opportunities may be related to capital needs (e.g., vehicles and facilities), operations, and administration and coordination between partners. The needs and opportunities for transportation in Wallowa, Union, and Baker Counties are listed in Figure 5-1. Please note the need numbering is for organizational purposes only and does correspond to priority.

Figure 5-1 Transit Needs and Opportunities for Wallowa, Union and Baker Counties

Need #	Need	Identified in Previous Plan?	Opportunity
Information and Marketing			
1	Service awareness and marketing	✓	Many are unaware of the services in the region, or do not realize the general public can utilize the services.
2	Bilingual information and marketing		Union County's substantial Spanish-speaking population may not know how to access and use available transit services.
Underserved Markets			
3	Low Income Populations		Stakeholders indicated low-income persons in the study area were underserved.
4	Hispanic Community		Hispanic community in Union County is reluctant to take transit. Need to build awareness and trust through outreach.
5	Mentally/Developmentally Disabled Populations		Mentally/developmentally disabled persons have limited transportation opportunities; this need was recognized in Union County.
6	Veterans		Veterans need increased access to specialized medical services and VA medical centers in Portland, Boise, and Walla Walla.
7	Medical Transportation for Non-Medicaid Riders	✓	Opportunities for transportation to medical appointments are limited for those not covered under Medicaid.

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Need #	Need	Identified in Previous Plan?	Opportunity
Geographic			
8	More service in southern part of La Grande		Stakeholders indicated that service is inadequate in southern La Grande, and this area has a higher concentration of low-income persons.
9	Transportation access in outlying areas of region (e.g., Union, Cove)		Residents of outlying areas (e.g., Union, Cove) have limited or no access to transportation services. These areas are difficult to serve with fixed-route transportation.
Organization			
10	Coordination among providers	✓	Providers can better coordinate to increase efficiency of service provision.
11	Coordination with medical service providers		Medical service providers and transportation providers could work together to ensure schedules are more compatible and multiple-person trips can be coordinated.
12	Unreliable funding	✓	Funding has decreased over time and is unreliable year to year. This has made it difficult to maintain existing service, let alone expand service.
13	Travel training		Providers in the study area expressed an interest in using travel training to encourage transit use.
14	Employee transportation		Employers have difficulty finding workforce with reliable transportation.
15	Shortage of volunteer drivers		Volunteer programs in the region (including CCNO) have difficulty recruiting volunteer drivers.
Temporal			
16	Evenings and Weekend Service	✓	Evening and weekend service is limited or non-existent in most areas of the region.
Operations			
17	Service Frequencies		Intercity service frequencies are not adequate to meet the needs of customers seeking flexibility or traveling for a short errand.
18	Sustain Operations in the Future	✓	Reliable funding sources should be identified to sustain existing operations into the future.

6 STRATEGIES

The following set of strategies was developed with input from the Project Advisory Committee, community stakeholders, and consultant team to address the transit needs described in the previous section. Strategies are organized by category and include associated action items, responsible party, timeframe, level of effort, and estimated level of cost.

Using this information, each strategy was prioritized on a scale of high, medium, or low based upon input from the Project Advisory Committee and stakeholders at the May 2016 workshop. Please note the strategy numbering is for organizational purposes only and does not correspond to priority; priority is addressed in the 'Priority' field for each strategy, as well as in Figure 6-1.

STRATEGY DESCRIPTIONS

Maintain Existing Service and Programs

No. 1 – Maintain Existing Service and Programs			
Strategy		Description	
Preserve existing cost-effective services and continue preventive maintenance.		All agencies and providers should seek to maintain their existing service offerings. This includes vehicle maintenance and operation of service.	
Benefits		Action Items	
The tri-county area has a wide range of public transportation services that already serve a variety of riders – maintaining this existing service is the first step to ensuring a healthy transit system.		1. Identify sustainable funding sources 2. Prioritize services.	
Responsible Party	Timeframe	Level of Effort	Cost
STF providers, local support	Ongoing	Low	\$\$
Priority: High			

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No. 2 – Maintain Existing Service and Programs			
Strategy		Description	
Replace vehicles in a timely fashion.		Keep up with capital costs by following ODOT's standards for vehicle replacement.	
Benefits		Action Items	
Well-maintained and current vehicles increase service reliability by reducing chance of breakdowns and provide for passenger comfort.		<ol style="list-style-type: none"> 1. Identify capital replacement needs 2. Replace vehicles as needed 	
Responsible Party	Timeframe	Level of Effort	Cost
Counties	Ongoing	Low	\$\$\$
Priority: High			

Information and Marketing

No. 3 – Information and Marketing			
Strategy		Description	
Provide a unified NEO Transit brochure and consistent web materials across providers. Create a transportation directory in multiple formats.		Transit agencies and coordinating partners should provide information materials for public consumption.	
Benefits		Action Items	
Lack of information is often the biggest barrier to using public transportation.		<ol style="list-style-type: none"> 1. Create NEO Transit system map and consistent look and feel to individual route schedules. 2. Integrate Google transit or other trip planning onto NEO Transit web site 3. Create regional transportation directory, including information on inter-county services, taxis, non-profits, and other providers. 4. Provide information in hard-copy to local jurisdictions to distribute. 5. Identify locations for and install sign-posts and shelters to better market NEO Transit services. 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Short (0–2 years)	Low	\$\$
Priority: High			

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No. 4 – Information and Marketing			
Strategy		Description	
Provide bilingual information and marketing materials and conduct targeted outreach with Hispanic community		Transit agencies and coordinating partners should provide bilingual information and targeted outreach efforts to reach the region's Spanish-speaking community.	
Benefits		Action Items	
Bilingual information and marketing give non-English speaking residents knowledge of service offerings and the ability to successfully navigate the system for trip planning purposes.		<ol style="list-style-type: none"> 1. Translate all service schedules and maps 2. Maintain bilingual website updates 3. Train staff in multiple languages 4. Conduct periodic outreach to the Hispanic community to make people aware of transportation services 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Short (0–2 years)	Low	\$
Priority: Low			

Geographic

No. 5 – Geographic			
Strategy		Description	
Develop coordinated medical services trips.		Transit agencies should work with customers and medical providers to create coordinated trips serving medical facilities. This includes creating trips to specific medical services on a schedule and/or working medical services providers to schedule appointments and trips in coordination with transit service. . This strategy will support Rides to Wellness to make it more effective.	
Benefits		Action Items	
This strategy benefits users that need to access medical facilities and transit providers that have difficulty providing services for all requested trips. This strategy will help reduce vehicle miles, passenger miles, and trip cost.		<ol style="list-style-type: none"> 1. Develop information for medical providers illustrating opportunities to work with transit providers and coordinate customer travel schedules. 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, medical providers	Medium (3–5 years)	Medium	\$\$
Priority: High			

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No. 6 – Geographic			
Strategy		Description	
Provide service to employment clusters.		Transit agencies and/or employers should provide increased service to areas of higher density employment within the county via vanpool, fixed route service, or transportation options coordination.	
Benefits		Action Items	
This strategy benefits users that need to access employment clusters throughout the region (and across county lines to neighboring counties).		<ol style="list-style-type: none"> 1. Identify employment clusters 2. Determine appropriate service type 3. Conduct outreach to employers 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, employers	Medium (3–5 years)	Medium	\$\$
Priority: Low			

No.7 – Geographic			
Strategy		Description	
Expand fixed-route service in high-need areas of La Grande.		Expand the La Grande fixed-route bus service to better serve residents living in high-need areas of the city based on demographics and housing patterns.	
Benefits		Action Items	
Stakeholders indicated that service in the southern part of La Grande is currently inadequate, and the area is home to a high concentration of low income persons.		<ol style="list-style-type: none"> 1. Conduct community outreach to determine need 2. Identify potential routing/stop solutions 3. Identify funding 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Long (5+ years)	High	\$\$\$
Priority: Low			

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No.8 – Geographic			
Strategy		Description	
Explore options for service to outlying/underserved communities.		Outlying communities in the region, such as Union and Cove, have no access to transit services. Fixed-route services used to serve Union, and were poorly utilized, so other service models, such as employer-based vanpools or medical trip coordination, should be explored for serving these communities.	
Benefits		Action Items	
Access to transportation services for persons in these outlying areas is critical if they do not have access to a personal vehicle.		<ol style="list-style-type: none"> 1. Identify geographic needs (e.g., Union) 2. Identify potential service solutions 3. Identify funding 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, cities, employers	Medium (3-5 years)	High	\$\$\$\$
Priority: High			

Temporal

No. 9 – Temporal			
Strategy		Description	
Expand weekend and evening service offerings.		Expand current transportation programs to offer an increased level of service during the evenings and/or on weekends. NEO Transit recently resumed Saturday operations, but EOU students would also like service offerings on weeknights and during the day Sunday.	
Benefits		Action Items	
Irregular shift work and other activities taking place on evenings or weekends cannot be served by transit in most cases. EOU students also rely on weekend and evening service, and would benefit from increased service options.		<ol style="list-style-type: none"> 1. Identify peak demand periods for service 2. Identify funding source 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Long (5+ years)	High	\$\$\$\$
Priority: Medium			

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No. 10 – Temporal			
Strategy		Description	
Increase intercity service frequencies.		Currently service between Baker City, La Grande, Enterprise, and Joseph occurs on one round trip per day. Service to Enterprise and Joseph from La Grande only occurs two days per week. Expanding to more trips per day or more days per week could help better meet travel needs of residents/employees. Service expansions have been unsuccessful in the past, so outreach (e.g., a travel survey) is needed to identify times of highest need.	
Benefits		Action Items	
One round trip per day meets the needs of very few people. More travel options increases convenience of service and appeals to broader markets.		<ol style="list-style-type: none"> 1. Conduct travel survey to determine interest in more intercity service 2. Pilot service 3. Identify funding 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, counties, and cities	Long (5+ years)	High	\$\$\$\$\$
Priority: Medium			

Organization

No. 11 – Organization			
Strategy		Description	
Coordinate long distance trips.		Increase coordination between medical providers (particularly VA Medical Centers in Boise and Walla Walla), regional transit providers, and local transit agencies to offer service to larger urban areas farther away.	
Benefits		Action Items	
This strategy benefits users that need to access long-distance medical facilities. By grouping passengers into one vehicle, more people can be served using existing resources.		<ol style="list-style-type: none"> 1. Identify needed destinations (e.g., VA Medical Center in Boise) 2. Increase collaboration between providers serving these areas 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, local Veterans' service officers, and medical providers	Medium (3–5 years)	Medium	\$\$
Priority: Low			

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No.12 –Organization			
Strategy		Description	
Explore ride-matching, carpool, and vanpool programs		Work with employers and employees to develop a program of group travel to medical appointments and employment areas.	
Benefits		Action Items	
This strategy benefits the need for access to employers and increases coordination of employers to provide transportation options to employees. This same strategy can also help to increase efficiencies in medical trip provision.		<ol style="list-style-type: none"> 1. Determine interested employers/medical providers 2. Market service to employees/patients 3. Maintain and monitor service 	
Responsible Party	Timeframe	Level of Effort	Cost
Employers, NEO Transit	Short (0–2 years)	Medium	\$\$
Priority: High			

No. 13– Organization			
Strategy		Description	
Create a Mobility Manager position		Create a Mobility Manager position that is able to assist with trip planning, travel training, grant writing, and transportation options among other services. This position could be shared between counties.	
Benefits		Action Items	
This strategy benefits organizations that need increased collaboration, marketing, and information. Travel training is a key strategy for increasing transit ridership that a Mobility Manager can coordinate.		<ol style="list-style-type: none"> 1. Determine work plan and whether a valid option 2. Identify funding source 3. Advertise for position 	
Responsible Party	Timeframe	Level of Effort	Cost
Counties, NEO Transit	Medium (3-5 years)	Medium	\$\$\$
Priority: Medium			

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No. 14– Organization			
Strategy		Description	
Centralize NEO Transit operations to achieve efficiencies and potentially expand service.		Centralization is a difficult but often rewarding coordination strategy. Agencies can share resources, technologies, and other means that enhance service.	
Benefits		Action Items	
In rural communities with long travel distances, multi-county regional providers can be very beneficial for both riders, operating cost, and service productivity.		<ol style="list-style-type: none"> 1. Conduct organizational assessment of each county agency. Determine redundancies and potential for coordination, collaboration, or consolidation 2. Meet with regional partners to assess interest in service expansion 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Long (5+ years)	High	\$\$\$
Priority: High			

No. 15– Organization			
Strategy		Description	
Create partnerships with assisted living facilities to reduce any service redundancy and coordinate service needs.		Coordination could include sharing vehicles, having assisted living facilities buy bus passes, or sponsoring group trips. Ride Connection in Portland offers a great ‘best practices’ example.	
Benefits		Action Items	
Often times assisted living facility residents would benefit from public transportation. Alternately, public transportation and these private organizations can achieve reduced cost by sharing vehicles or can increase resident quality of life through group trips.		<ol style="list-style-type: none"> 1. Develop marketing package explaining public transportation available 2. Conduct bi-annual outreach to all assisted living facilities to gauge interest in coordination 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, assisted living facilities	Medium (3–5 years)	Medium	\$\$\$
Priority: Medium			

Operation

No. 16– Operation			
Strategy		Description	
Support/expand Union County's Rides to Wellness program.		Union County has developed a 'Rides to Wellness' ¹⁴ program (funded by STF through FY-2017-2018) which will provide scheduled non-emergent medical transportation to non-Medicaid recipients in Union County. Support of this program benefits Union County residents and may enable expansion into Wallowa and Baker Counties.	
Benefits		Action Items	
Medicare-insured adults and people seeking wellness rides often are left without service as providers primarily focus on Medicaid trip provision. Non-Medicaid service provided by Rides to Wellness will enable Union County residents (and potentially Baker and Wallowa County residents in the future) to reach medical appointments.		<ol style="list-style-type: none"> 1. Track performance of Rides to Wellness program 2. Develop expansion opportunities and service improvements 3. Apply for future grant funding in FY 2018-2019 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Medium (3–5 years)	Medium	\$\$
Priority: High			

¹⁴ <http://www.neotransit.org/r2w>

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No. 17– Operation			
Strategy		Description	
Develop volunteer driver recruitment program.		Capture the spirit of volunteerism for many county public services by having a comprehensive volunteer program that includes volunteer driving. I	
Benefits		Action Items	
Currently, there is a lack of volunteer drivers available to operate transportation services for providers. Volunteer drivers are critical for operating services with limited funding. Providers should identify appropriate funding and develop a strategy for recruiting volunteer drivers.		<ol style="list-style-type: none"> 1. Review best practices 2. Create promotional materials 3. Reach out to new and existing markets to reach volunteers 4. Collaborate with local jurisdictions to market need for volunteers 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit, providers	Medium (3–5 years)	Medium	\$\$
Priority: Low			

No. 18– Operation			
Strategy		Description	
Explore new service models that reduce costs per trip, including peer-to-peer sharing options.		Foster sharing vehicles or sharing rides among residents to enhance mobility without the use of a public transit vehicle. This could include the development of a (possibly electric ¹⁵) car-sharing program at EOU.	
Benefits		Action Items	
The popularity of services like car2go, Getaround, and Uber allow people to share resources. Integrating such options provides people with more transportation options at a lower cost than transporting by bus.		<ol style="list-style-type: none"> 1. Conduct best practices assessment of other communities using similar models 2. Determine any legal or liability issues 3. Pilot a “share your car” program. A person uncomfortable driving but still owning a car could lend out her vehicle, for example. The service could be hosted on the region’s ridesharing web site. 4. Explore opportunities for developing a campus-based car-sharing program at EOU. 	
Responsible Party	Timeframe	Level of Effort	Cost
NEO Transit	Medium (3–5 years)	Medium	\$\$

¹⁵ Portland State University’s Electric Avenue provides a central location for electric car-share and personal vehicles to charge on campus: <https://www.pdx.edu/insidepsu/electric-avenue>

Priority: Low

Figure 6-1 summarizes strategies in order of priority. Any project that encompasses existing programming has automatically been ranked as a high priority.

STRATEGY SUMMARY

Figure 6-1 Strategies Summary in Order of Priority

#	Topic Area/ Category	Strategy	Needs Met	Responsible Party	Timeframe	Level of Effort	Cost	Priority
1	Operation	Preserve existing services and continue preventative maintenance.	17	STF providers Local support	Ongoing	Low	\$\$	High
2	Operation	Replace vehicles in a timely fashion.	17	Counties	Ongoing	Low	\$\$\$	High
16	Operation	Support/expand Union County's Rides to Wellness program.	7	NEO Transit	Medium (3–5 years)	Medium	\$\$	High
8	Geographic	Explore options for service to outlying/underserved communities.	9	NEO Transit	Medium (3-5 years)	High	\$\$\$\$	High
12	Organization	Explore ride-matching, carpool, and vanpool programs.	3,6,11,14	Employers NEO Transit	Short (0–2 years)	Medium	\$\$	High
3	Information and Marketing	Provide a unified NEO Transit brochure and consistent web materials across providers. Create a transportation directory in multiple formats.	1, 10	NEO Transit	Short (0–2 years)	Low	\$\$	High
5	Geographic	Develop coordinated medical services trips.	5, 6, 7, 11	NEO Transit and medical providers	Medium (3–5 years)	Medium	\$\$	High
14	Organization	Centralize NEO Transit operations to achieve efficiencies and potentially expand service.	1, 10, 18	NEO Transit	Long (5+ years)	High	\$\$\$	High
10	Temporal	Increase intercity service frequencies.	17	Transit agencies, counties, cities	Long (5+ years)	High	\$\$\$\$\$	Medium
9	Temporal	Expand evening and weekend service offerings.	14,16	Transit agencies	Long (5+ years)	High	\$\$\$\$	Medium

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#	Topic Area/ Category	Strategy	Needs Met	Responsible Party	Timeframe	Level of Effort	Cost	Priority
13	Organization	Create Mobility Manager position.	10, 11, 12, 13, 14, 15	Counties NEO Transit	Medium (3-5 years)	Medium	\$\$\$	Medium
15	Organization	Create partnerships with assisted living facilities to reduce any service redundancy and coordinate service needs.	5, 6, 7, 10, 11	NEO Transit, Assisted living facilities	Medium (3–5 years)	Medium	\$\$\$	Medium
6	Geographic	Provide service to employment clusters.	3, 4, 5, 14	NEO Transit and employers	Medium (3–5 years)	Medium	\$\$	Low
11	Organization	Coordinate long-distance trips.	6, 7, 11	NEO Transit and medical providers	Medium (3–5 years)	Medium	\$\$	Low
4	Information and Marketing	Provide bilingual information and marketing materials and conduct targeted outreach with Hispanic community.	2, 4	NEO Transit	Short (0–2 years)	Low	\$	Low
7	Geographic	Expand fixed-route service in southern La Grande.	3, 8	NEO Transit	Long (5+ years)	High	\$\$\$	Low
17	Operation	Develop volunteer driver recruitment program.	15	NEO Transit, Private Providers	Medium (3–5 years)	Medium	\$\$	Low
18	Operation	Explore new service models that reduce costs per trip, including peer-to-peer sharing options.	12, 18	NEO Transit	Medium (3–5 years)	Medium	\$\$	Low

Appendix A Stakeholder Interviews

STAKEHOLDER INTERVIEW QUESTIONS

1. What “services” does your organization provide and do you directly service clients/customers?
2. Do you directly provide any transportation services? If yes,
 - a. Who is eligible for your transportation services?
 - b. What type of vehicles do you use and how many do you have?
 - c. How many rides do you provide on an annual basis?
3. Do you fund transportation services from other providers (i.e. buy tickets or passes, subsidize their operations etc.)?
4. How do clients/ customers/ workers typically access your location? At what times / days of week?
5. Do you feel transit is an important component of this community? Why or why not?
6. What markets or demands do existing services cover well today? E.g. seniors? Particular communities, Particular trip types?
7. What markets or demands do existing services NOT cover well today? Are there gaps in
 - a. Destinations served
 - b. Trip types completed
 - c. Time of travel offered
 - d. Other
8. Do you see any future trends that will modify the size or nature of these markets in the future? E.g. major hospitals or service centers re-location to/from the region, major senior residential developments, other growth in senior populations etc.
9. Are there barriers to using existing services (fares too high, eligibility restrictions, capacity limitations etc.)?
10. Are there cultural barriers that need to be addressed (language etc.)? What opportunities are being considered to address them?

11. What might attract more riders?
 - a. More frequent service?
 - b. Service at different times of day?
 - c. Service on different days of week?
 - d. Service to new destinations/communities?
 - e. Reduced fares?
 - f. Better information on how to ride transit
 - g. Better security?

12. What haven't we covered that's important to you?

13. Any other comments, questions or concerns?

STAKEHOLDERS INTERVIEWED

Figure A-1 Agencies/Organizations Interviewed

Agency / Organization	Type of Stakeholder	Area Served	Name of Interviewee	Interviewee Role	Date of Interview
Associated of Oregon Counties – Veteran’s Affairs	Statewide inter-county coordination	State of Oregon	Andy Smith	Veterans Policy Manager	01/14/16
Baker City	Municipality	Baker City	Mike Kee	City Manager	01/08/16
City of Joseph	Municipality	Joseph	Donna Warnock	City Recorder/Administrator	02/08/16
City of La Grande	Municipality	La Grande	Robert Strope	City Manager	01/06/16
Eastern Oregon University	University	Eastern Oregon	Shalem O’Rourke	Admissions Office Coordinator	06/08/16
La Grande Main Street Downtown	Non-profit economic development	La Grande	Thomas Taylor	Executive Director	01/22/16
Mid-Columbia Council of Governments	Council of Governments and Medicaid Brokerage	Multi-County	Dan Schwanz	Transportation Director	12/16/15
Union County	County	Union County	Jack Howard	Commissioner	01/28/16
Union County Chamber of Commerce	Non-profit economic development	Union County	Kristin Dollarhide	Executive Director	01/29/16
Union County Economic Development Corporation	Non-profit economic development	Union County	Dan Stark	Executive Director	12/14/16

Appendix B Project Meetings

Two stakeholder meetings and one meeting of the Project Advisory Committee were held on November 4-5, 2015, in Baker and Wallowa Counties regarding the ODOT Region 5 Coordinated Plan.

STAKEHOLDER MEETINGS

Stakeholder meetings were held on Wednesday, November 4, 2015 from 9 a.m.-10:30 a.m. at the Baker County CCNO office and on Thursday November 5, 2015, from 1:00-2:30 p.m. at the Wallowa County CCNO office.

Introductions

Meeting participants were first introduced; the participants are outlined in Figure B-1. Packets including the following materials were distributed to each meeting participant:

- Meeting agenda
- Coordinated Plan information sheet
- Coordinated Plan timeline
- Preliminary survey results summary
- Map of area and existing services and destinations
- Identified service providers
- Stakeholder list

Figure B-1 Meeting Participants

Name	Organization	Phone	Email
Mary Jo Carpenter	CCNO – Baker County	541.523.6591	maryjo@ccno.org
Milli Joseph	MayDay	541.523.9472	milli.maydayinc@gmail.com
Laura Slater	Regional Transit Coordinator	541.963.1362	Laura.l.slater@odot.state.or.us
Manuel Elguera	Neopt LaGrande	541.915.0963	mankitosplace@yahoo.com
Frank Thomas	CCNO – Union County	541.963.2877 x158	frank@ccno.org
Lucinda Johnson	Union County Commissioner's Office		
Cheryl Jarvis-Smith	ODOT TGM	541.963.1574	Cheryl.jarvis-smith@odot.state.or.us
Stephanie Wright	Nelson\Nygaard	503.419.0238	swright@nelsonnygaard.com
Bryan Blanc	Nelson\Nygaard	503.419.2240	bblanc@nelsonnygaard.com

The consultant team described the purpose of the project, the schedule, and list of deliverables. Insights provided by the committee are detailed below.

Coordination Context

- The group discussed the adoption process. In the past, the plans have been very provider-driven (by CCNO staff) – but they need to have participation and ownership from each county. Current participation from:
 - Susan Roberts – Wallowa County
 - Baker County – Construction company owner – Bill Hardy
 - Union County – No champion
- Potential people to reach out to include Tim Currans and Michelle with Baker City. Previous plan led by CCNO
 - Union County will provide funding support on a project by project basis
 - Baker County significantly supports CCNO
 - City of La Grande and Island City will help Frank with match funding
 - Aside from STF, CCNO receives 5311 funds; tried to go after 5309 (now called 5339) but not successful
- Private sector employment has not changed much since the last plan – no new major employers.

Data Gathering

Destinations

The group reviewed a base map of Wallowa, Union, and Baker County destinations and provided the following additional items.

General Travel

- Travel to Boise mostly,
- Occasionally, Portland, Seattle, Tri-Cities
 - Baker County residents - Mostly going to La Grande and East
 - Union County
 - Going to Portland and west
 - Not a lot of people going to Wallowa County (mostly recreation, no services there)

Medical/Services

- Boise for a lot of medical services (closest specialty/big hospitals)
 - Boise hospitals recently bought out rural hospital and clinics
 - St Alphonsus Hospital
 - St Luke's – Cancer treatment
 - Eastern Oregon Medical Associates – Cancer Van—transportation to cancer services
 - Oregon Health Plan Dental Program people assigned to dentists in Ontario prior
 - VA hospital in Boise
 - VA medical clinic in La Grande and Union and Elgin

- Grande Ronde medical services increasing
 - Many still prefer Walla Walla or Boise
- Senior meal site in Huntington. CCNO used to have a route to Huntington. Now, find that most Huntington people go to Malheur County for services.
- Blue Springs Crossing low income housing

Employment/School

- Employers between La Grande and Imbler
 - Trailer factories
 - Draw for transportation
- High school in North Powder
- K-12 school in Haines
- Wallowa School

Tourism/Shopping

- Tourism draws in Elgin include the train depot and opera house
- Anthony Lakes big ski draw
- Walmart in Island City

Existing Services

Community Connection (CCNO)

- Frank manages CCNO in Union County. Riders are 50% general public and 27% older adults. Mary Jo manages CCNO in Baker County, which carries 44% general public. At least one vehicle is housed in each county. One vehicle lives in Richland. 13% of trips BC disabled. In Union County, 14% of passengers have a disability; in Baker County, the number is 13%.
- CCNO services include a fixed route in Baker City and La Grande, plus intercity services connecting the population centers. The route between La Grande and Union will stop in December due to low ridership. Fixed routes began because previous dial-a-ride service was overloaded. On good, days, the Baker City route has 90 riders. In La Grande, fixed route service begins at 8 a.m. Demand-response service is available from 7-8 a.m.
- Intercity services are doing well with dedicated ridership. This service is partially funded by 5311f, meaning the route has to behave like commuter/intercity service (limited local stops).
- In terms of service changes, CCNO is currently buying a new vehicle. Mary Jo working out tweaks to the Baker City routing.
- There is also a Transportation Options staffer devoted to the tri-county area. Part of the person's job is Medicaid coordinator, however.
- CCNO is also a Medicaid provider. For Union County, Medicaid makes up less than 4% of all trips.
- CCNO's administrative location is in La Grande
- Uses Adept by Stratagem for scheduling. Volunteer providers in scheduling software. Hesitation to have one centralized dispatch center because CCNO wants to provide personalized service.

- Mary Jo runs the Disabled American Veterans has van, which takes veterans from Baker to Boise. The van is not lift-equipped.

Additional Providers

- Millie (May Day) provides transportation occasionally in private vehicles using volunteers. The nonprofit organization is based in Baker County and operates using grants and donations. Clients are victims of domestic violence, sexual assault, or elder abuse. Millie’s clients use the Baker City trolley. She finds they need transportation for medical appointments and to get children to school
- Head Start does provide some level of transportation in Union County
- Jingle to Joseph (shuttle from La Grande to Joseph for holiday shopping)
- Not a consistent service, but an idea of how public transit is currently utilized in the community
- Union County owns train from Elgin to Joseph

Services are summarized in Figure B-2.

Figure B-2 Provider Summary

Transportation Service	Description
Baker County	
Community Connection/Northeast Oregon Public Transit – Baker County	Fixed Route serving Baker City, Complementary Paratransit serving Baker City, InterCity from Baker City to La Grande, Demand Response service in Richland and Halfway (STF recipient)
Baker County Disabled American Veterans Association	DAV van only transports veterans to medical appointments at the VA medical center in Boise
Meadowbrook Place	Transportation for residents
Settler’s Park Assisted Living Facility	Transportation for residents
Step Forward	Transportation for adults living with developmental disabilities (STF recipient)
Baker Cab company	Taxi service in Baker County
Greyhound	Intercity bus service
Baker School District Bus Service	Transportation
Union County	
Community Connection/Northeast Oregon Public Transit – Union County	Fixed Route serving La Grande and Island City, Complementary Paratransit serving La Grande and Island City (STF recipient)
Center for Human Development	CHD provides rides for clients of their mental health, alcohol and drug recovery, and developmental disability programs. (STF recipient)
Grande Ronde Retirement Residence	Transportation for residents
New Day Enterprises	Transportation for residents and clients
Wildflower Lodge	Transportation for residents
Arc Cabs	Operates two cabs in the Union County area
Greyhound	Intercity bus service

Transportation Service	Description
Wallowa County	
Community Connection/Northeast Oregon Public Transit – Wallowa County	Demand Response general public Dial-a-Ride in Enterprise, Wallowa, Lostine, and Joseph. Intercity service between Joseph and La Grande, Commuter bus service between Wallowa and Enterprise, Seasonal Deviated Fixed Route service between Wallowa and Wallowa Lake (STF recipient)
Alpine House Assisted Living	Transportation for residents
Wallowa Valley Center for Wellness	Client-only provider
Baker, Union, & Wallowa	
Moffit Brothers	Tours and event transportation

Needs Assessment

- Travel training is a huge need – recently inspired by trip to rural transit conference in Denver and inspired by Via in Boulder, which has an extensive travel training program.
- Need a champion from Baker City
- Union County recognizes that the La Grande route does not cover the south part of town, which has been recognized as low income.
- Need a champion at Baker City.
- Difficult to coordinate among stakeholders and providers given it's such a large service area; people don't want to drive two hours to a meeting.
- Eastern Oregon University students starting to use service – potential market to expand
- DHS has volunteer drivers - big office in Umatilla County that works directly with the Medicaid broker. CCNO is also part of this 12-county brokerage. The scheduling software is called EcoLane.
- CCNO also runs a volunteer program. Volunteers are reimbursed based on mileage. Drivers go through the DHS background check. Always a shortage of volunteers.
- Need to think about the most effective and efficient means to provide transportation, no matter the mode. For example, in some cases it might be cheaper to give someone a gas voucher than put them on a bus. Some ideas might be:
 - Complete trip in non-agency vehicles
 - Volunteer by proxy - people find their own volunteers, CCNO covers costs
 - If CCNO can give passenger their mode of choice for less than annualized cost per ride, rather do that
- Budget for Union County CCNO is half today what it was 2010 (used to deliver 80,000 rides per year, now down to 50,000 per year). There is no safety net – transportation is one part of the CCNO's total programming and could be cut at any time. If funding compresses, systems have to compress.
- Medical services have not been great transportation partners in Baker County. Union County has had better experience with medical provider coordination. But overall, the medical industry has no motivation to coordinate with CCNO.

- In general, Head Start programs do not provide transportation. They used to, but now are required to put clients on school buses. Parents call CCNO for transportation for their children to Head Start.
- Language Barriers
 - Hispanic community in Union County reluctant to take transit. Need to build trust through outreach and potentially free passes.
 - Pacific Islander community large at Eastern Oregon University
 - Not much need for additional languages in Baker County
- The group discussed the viability of services like Uber and Lyft to meet needs. One problem is that Baker City is very protective of its taxi companies. They view public transportation as competition.

Stakeholder Outreach

A list of stakeholders for the transportation survey and telephone interviews was presented. The group discussed edits to the stakeholder list.

- Grande Ronde Hospital Key Partner
- Wendy Roberts is key contact for medical communities transportation
 - Eastern Oregon University - \$12,500 from university student fees for transportation – market to explore further
 - Arc Cab Companies - Pharmaceutical/medical rides
- Union County Economic Development Corporation (UCEDC)
- Adult Education Classes at La Grande & BMCC
- La Grande Main Street Programs
 - Hold several public events per year, may be good opportunity
- Union County Chamber of Commerce
- Jack Howard, Union County Commissioner, was emphasized as a critical stakeholder
- OR Health Plan NEO Network – Lisa Ladendorff 624.5103

Coordination Strategies

- Vanpool has been set up in Baker County through the Transportation Options staffer. Seven people are needed to start a vanpool – there are 4-5 vanpools set up.
- Fixed route is working well – there is opportunity to layer on more service such as Sunday transit and service earlier in the morning and later in the evening.
- Take advantage of the neighbor helping neighbor community spirit and use these networks to combine trips and enhance volunteer trips.
- Prioritizing ridership over coverage. Maximize usefulness of backbone service instead of spreading out to outlying communities
- Eastern Oregon Medical Associates provides transportation from Baker City to Boise (St. Luke's Hospital). Also serves Ontario and Misty. Potential to add more riders.
- Create routes out of Medicaid regular trips to get general public passengers on board since the bus is making these trips nearly every day anyway.
- Work with the medical community to coordinate service and appointment times.

- Explore unified dispatch
- Find a staff person devoted 100% to mobility management. Right now the Transportation Options staffer splits time between typical mobility manager tasks and Medicaid.
- Potential to create a tri-county transit district/agency. Right now CCNO is “too big to be small provider, too small to be big one.” Forming a district is challenging though because you need to find funding. Grant County People Mover tried a transit district, but could not get tax dollars to operate.

PROJECT ADVISORY COMMITTEE MEETING

The Wallowa, Union, and Baker Project Advisory Committee meeting at CCNO in Enterprise, OR from 9 a.m.-11 a.m. Thursday, November 5, 2015..

Introductions

Meeting participants were first introduced; the participants are outlined in Figure B-3. Packets including the following materials were distributed to each meeting participant:

- Meeting agenda
- Coordinated Plan information sheet
- Coordinated Plan timeline
- Preliminary survey results summary
- Map of area and existing services and destinations
- Identified service providers
- Stakeholder list

Figure B-3 Meeting Participants

Name	Organization	Phone	Email
Mary Jo Carpenter	CCNO – Baker County	541.523.6591	maryjo@ccno.org
Joe Kresse	Union County Transit Board	541.426.3840	kressej@gmail.com
Connie Guentert	CCNO – Wallowa County	541.426.3840	connie@ccno.org
Byron Whipple	Union County Veterans Services Organization	541.962.8802	bwhipple@cchdinc.org
Susan Roberts	Wallowa County Commissioner	541.426.7733	sroberts@co.wallowa.or.us
Nora Croucher	Union County Public Transit Committee	541.805.5230	Lightweaver46@gmail.com
Frank Thomas	CCNO – Union County	541.963.2877 x158	frank@ccno.org
Cheryl Jarvis-Smith	ODOT TGM	541.963.1574	Cheryl.jarvis-smith@odot.state.or.us
Stephanie Wright	Nelson\Nygaard	503.419.0238	swright@nelsonnygaard.com
Bryan Blanc	Nelson\Nygaard	503.419.2240	bblanc@nelsonnygaard.com

The consultant team described the purpose of the project, the schedule, and list of deliverables. Insights provided by the committee are detailed below.

Coordination Context

- Frank, Joe, and Byron were involved with 2014 Coordinated Plan
- STF committee approved the last coordinated plan, which was a bit rushed due to a funding deadline, therefore Union County had the most input because it was the lead. This time around, need more input from Baker and Wallowa Counties.
- Tri-county STF does not currently meet
- For April, it would be good to coordinate all three county STF committees – make a pitch at upcoming STF meeting
- Wallowa County has built strong support for transit. The seasonal service to the lake is well used by all. Service is frequent enough that many people take this route who could have driven.

Data Gathering

Destinations

The group reviewed a base map of Wallowa, Union, and Baker County destinations and provided the following additional items.

- When people need to get out of county, they generally go to Boise or Tri-Cities

Existing Services

- Veteran's services at the federal level divides states into service areas. Union County veterans are actually grouped with Walla Walla, therefore clients must go to the Walla Walla hospital for major treatments. Meanwhile, Baker County residents go to Boise.
 - Baker County runs service to Boise VA medical center using a DAV van
 - Union County is not eligible for a DAV van because it is too dense – if an area is greater than 6.7 people per square mile, it is not eligible for federal Veteran's funding
 - Wallowa County CCNO runs service to the Walla Walla VA
- CCNO has volunteer and employed drivers
 - Volunteers are reimbursed for unloaded/loaded miles using IRS mileage rate.
 - Medicaid only covers loaded miles
 - CCNO covers unloaded miles
 - Most volunteers originate in Baker, so not a big problem.
 - Frank is working on more technology components. He is exploring service planning and forecasting tools such as Remix and TBEST
 - CCNO Fares are honored in tri-county area even though each county service has its own fare media. Bus costs \$1, paratransit costs \$2 per ride
 - Frank would like to move to non-fare model. Example of Corvallis model, but this service is supported hugely by OSU. Would be great to have electronic fare collection because it takes so long to sort out the farebox with cash and coins.

- Wallowa CCNO has added a Thursday shopping trip

Needs Assessment

- No security features on vehicles (cameras)
- In Wallowa County, each city is sent a letter once a year to contribute to transit
 - Only Lostine does not contribute
 - Recently, because of STF funding, Wallowa was asked to contribute to nutrition program instead of transit
 - Communities in Baker and Union Counties have not been officially asked to contribute in this way – some already do support – but potential to expand
- Travel training is needed
- People in Rural Eastern Oregon do not always know how to interpret public transportation information (maps and schedules). ‘Cultural independence’ also makes people averse to transit.
- Possibility of Medicaid volunteer program through DHS (like in Umatilla County)
 - Connie says DHS is active in Wallowa
 - Conversation about uncompensated state employee possibility – wariness of the regulations that could open up
- There are pros and cons of structuring transit within a nonprofit. On the good side, there are no unions. But on the other hand, the CCNOs run many other programs aside from transportation, therefore there is no discretionary funding. Resources are completely unstable from year to year. Frank’s budget is half of what it used to be.
- Baker and Wallowa Counties applied and won Highly Rural Transportation grant (HRTG) (\$50k grant – \$5k for Oregon DVA = \$45k for veterans transportation)
 - Connie was forced to support grant by August, and had to fund September and October out of general transportation funds due to a holdup at the state and federal levels. Now she has to wait until March for funding, forcing her to dip into program funds even further.
- Veterans transport become a huge need (mostly medical needs). The group discussed exploring a way of getting Union County veterans to Baker City to take the DAV van to Boise instead of trying to get to Walla Walla.
 - There is also the challenge of transporting people over state lines. Frank has utilized tribe services to avoid state crossing penalization. The issue is that service could trigger federal motor carrier regulations. If a service takes more than 8 people on a transit vehicle across state lines, agency is required to carry \$5 million in liability insurance.
 - Grants may not allow general public to also ride on the veterans services; however, Mary Jo felt there can be a way of actually reducing the costs to the ODVA by discounting the general public passengers.
- Lack of clarity/communication surrounding fixed route and intercity requirements
- Potential for municipal, county, and federal tax funding for public transportation services
- In terms of competition for STF funding, in Wallowa County the CCNO is the only recipient. In Baker County, CCNO shares STF with Step Forward. In Union County, the Center for

Human Development is the other STF recipient in addition to CCNO. STF is a quarter of Frank's budget, for example.

- Extra \$12k for biennium for STF allocated recently
- For Baker County CCNO, heavy reliance on federal funding
 - Medicaid brokerage increased funds, but also increased obligations (rides)
- Port of Morrow drawing employees and funding towards Morrow County, may be a competition issue for Wallowa County
- Part of 5311 allocation uses transit productivity metrics and performance measures
 - Population is a big variable in 5311 formula for regional allocation
- County used to keep CCNO under their insurance
 - Also used to maintain vehicles at county vehicle shops
 - Because of funding cuts, this is no longer the case
- Secured transport not available
- Difficult to support non-traditional hours of transportation

Stakeholder Outreach

A list of stakeholders for the transportation survey and telephone interviews was presented. The group discussed edits to the stakeholder list.

- Hospitals
- Tourism locations
- Jack Howard would be good person to have in conversation
- Rick Gloria, Veterans services in Baker County
- Shalem O'Rourke
- Sandra Patterson, City of Union
- Joyce Lawyer, North Powder
- Dennis Sams, Mayor of Joseph
- Brenda Fiscus, Elgin
- La Grande Main Streets Program
- Mayor of Haines
- Vicki Nyfong, Wallowa City Mayor
- Workforce Investment Board

Coordination Strategies

- Better marketing and information. CCNO is now branded as NEO Transit but not all materials have been updated.
- Places to buy fares
- Transit stops (there are a few shelters in Baker City and La Grande) and information kiosks
- Get Union County veterans to Baker City for transport to Boise.
 - Explore adding general public to this service as well.