



**Umatilla County Coordinated Human Services
Public Transportation Plan Update**

October 2020

Table of Contents

1. Introduction	1
2. Community Context	2
Population	2
Population & Percent Change 2013-2019 Table	3
Socioeconomic Conditions	3
Employment by Sector Umatilla County Chart	3
Unemployment Rate Umatilla County & Oregon Chart	4
Major Employers Umatilla County Table	5
Older Adults	5
% of Population 65 and over cities Umatilla County Table	6
% of Population 65 and over cities Umatilla County Chart	6
Median Age Cities Umatilla County Table	7
Median Age for Cities in Umatilla County Chart	7
Median Age & % Population 65 or Over Counties in Northeast Oregon Table	8
Median Age Counties in Northeast Oregon Chart	8
% of Population 65 and over Counties Northeast Oregon	9
Persons with Disabilities	9
% of Population w/ Disability Cities Umatilla County Table	9
% of Population w/ Disability Cities Umatilla County	10
Low-Income Residents	10
% Poverty Rate Cities Umatilla County Table	11
% Poverty Rate Cities Umatilla County Chart	11
Free and Reduced Price Lunch School Districts Umatilla County 2018-2019 Table	11
Veterans	12
% Veterans Cities Umatilla County Table	12
% Veterans Cities Umatilla County Chart	12
Non-English Speakers	13
% Languages other than English Cities Umatilla County Table	13
% Languages other than English Cities Umatilla County Chart	14
% Limited English Proficiency Umatilla County Table	14
% Limited English Proficiency Umatilla County Chart	14
% Ever English learners School Districts Umatilla County Table	15
3. Existing Services and Resources	16
Umatilla County Transit System Map	17
Hermiston Fixed-Route Service Map	18
Milton-Freewater Fixed-Route Service Map	19
Pendleton Fixed-Route Service Map	20
Local Public Transportation Services	21
City of Adams	21
City of Athena	21
City of Echo	21
City of Helix	21
City of Hermiston	21
City of Hermiston WORC rider cost	22

City of Milton-Freewater	22
City of Milton-Freewater Public Transit Fleet Inventory	22
City of Pendleton	22
City of Pilot Rock	23
City of Stanfield	23
City of Ukiah	24
City of Umatilla.....	24
City of Weston.....	24
Kayak Public Transit.....	24
Kayak Public Transit Fleet Inventory	25
Grant County People Mover.....	25
Regional Transportation Services	25
Boutique Air	25
Greyhound.....	25
Client-Based Transportation Services	26
CAPECO	26
CAPECO Fleet Inventory	26
Clearview Mediation and Disability Resource	26
Clearview Mediation Fleet Inventory	27
Oregon Department of Human Services	27
Good Shepherd Health Care System CareVan.....	27
Good Shepherd Health Care System CareVan Fleet Inventory	28
Hermiston Senior Center	28
Hermiston Senior Center Fleet Inventory	28
Safe T Transport	28
Senior Companion/Foster Grandparents Programs.....	28
Umatilla County Veteran's Office	28
Other Transportation Services	29
Mid-Columbia Bus Company	29
Wildhorse Resort and Casino Shuttle.....	29
Taxi Companies.....	29
City of Milton-Freewater Taxi.....	29
Umatilla Cab Company	29
Elite Taxi	29
Umatilla County Special Transportation Fund Committee	30
STF Committee Requirements.....	30
STF Committee Members.....	30
Umatilla County State Transportation Improvement Fund Committee.....	30
STIF Committee Requirements.....	31
STIF Committee Members.....	31
STIF Formula Funds	31
STIF Discretionary & Intercommunity Funds.....	32
Umatilla County Transit Coordinator	32
STIF/STF Consolidation	32
4. Progress Since Previous Plan.....	33
Needs/Goals From Previous Plan	33
No. 1 Maintain Existing Service and Programs.....	33
No. 2 Replace Vehicles in a Timely Fashion.....	34

Information and Marketing	34
No. 3 -- Provide information about existing services in a transportation directory.....	34
No. 4 – Provide bilingual information and marketing materials	34
Geographic	35
No. 5 – Develop coordinated medial service trips	35
No. 6 – Provide transportation service to employment clusters.	35
No. 7 – Provide service to and within southern Umatilla County	35
Temporal	36
No. 8 – Develop transportation services for irregular shift work.....	36
Organization	36
No. 9 – Coordinate long distance trips	36
No. 10 – Explore ride-matching, carpool, and vanpool programs.....	36
No. 11 – Create a Mobility Manager position	37
No. 12 – Increase coordination between local providers and regional providers.....	37
No. 13 – Expand CAPECO	37
No. 14 – Improve and market BIRTA	37
Operation	38
No. 15 – Develop/increase provision of non-Medicaid demand response services	38
No. 16 – Develop volunteer driver recruitment program	38
Technology	38
No. 17 – Purchase and utilize scheduling software.....	38
No. 18 – Continue installation of wheelchair charging stations in Pendleton	39
5. Stakeholder Involvement	40
6. Transportation Needs Assessment	41
Introduction	41
General System Maintenance Needs	41
Public Outreach Needs	42
Needs That Will Lead to System Improvement	43
Dial-a-ride Needs	43
Provider Coordination Needs	43
Route expansion Needs	44
Other Needs	44
7. Strategies to Meet Transportation Needs	46
Introduction	46
General System Maintenance Needs	46
Goal 1 – Preserve and Maintain Existing Services	46
Goal 2 – Continue to maintain, improve, and expand transit infrastructure	47
Goal 3 – Improve Driver Recruitment and Retention.....	47
Public Outreach Needs	48
Goal 4 – Make Information & Advertising Available in Spanish.....	48
Goal 5 – Systematically Advertise Transit in Umatilla County.....	48

Goal 6 – Advertise Transit to Tourists & Visitors..... 49

Goal 7 – Work With IMESD to Reduce Absenteeism..... 49

Needs That Will Lead to System Improvement..... 50

 Goal 8 – Continue to Seek Planning Support..... 50

Dial-A-Ride Needs..... 50

 Goal 9 – Increase affordable Dial-A-Ride Service 50

 Goal 10 – Increase Flexibility of Dial-A-Ride Service 51

Provider Coordination Needs 51

 Goal 11 – Purchase, Utilize, and Update Scheduling & Ride Tracking Software 51

 Goal 12 – Improve Coordination Between Transit Providers to Better Align Routes 52

 Goal 13 – Analyze and Adjust Routes to Increase Efficiency..... 52

Route Expansion Needs 53

 Goal 14 – Expand Services to Ukiah and Helix..... 53

 Goal 15 – Connect Transit System to Tri Cities, Washington 53

Other Transit Needs..... 54

 Goal 16 – Continue Development of rideshare, carpool, and vanpool programs..... 54

 Goal 17 – Expand Service Outside Regular Transit Hours 54

 Goal 18 – Investigate transit options to and from Umatilla County Jail..... 55

Appendix A..... 56

Stakeholder Outreach Meetings Dates and Times 56

Stakeholder Outreach Meeting & Survey Questions..... 57

Transit Call Center Concept Summary 58

First-Time Rider Concept Summary 60

1. Introduction

This is an update of the Umatilla County Coordinated Human Services Public Transportation plan that was originally completed in August of 2016 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, the state's Special Transportation Fund (STF), and the state's Statewide Transportation Improvement Fund to engage in a coordinated planning process.

Including this introduction that is part 1, this plan is divided into seven parts. Part 2 considers the community context of Umatilla County by considering a range of demographic data applicable to public transportation. Part 3 provides an overview of the existing transit services and resources available in Umatilla County. While part 4 assesses the progress that has been made since the previous version of this plan. Part 5 considers the stakeholder involvement that went into this plan's development. Part 6 is a transportation needs assessment for Umatilla County, and part 7 presents strategies to meet these needs. Eighteen goals were developed divided into six categories. These include:

General System Maintenance Needs

- Goal 1 – Preserve and Maintain Existing Services
- Goal 2 – Continue to maintain, improve, and expand transit infrastructure
- Goal 3 – Improve Driver Recruitment and Retention

Public Outreach Needs

- Goal 4 – Make Information & Advertising Available in Spanish
- Goal 5 – Systematically Advertise Transit in Umatilla County
- Goal 6 – Advertise Transit to Tourists & Visitors
- Goal 7 – Work With IMESD to Reduce Absenteeism
- Goal 8 – Continue to Seek Planning Support

Dial-A-Ride Needs

- Goal 9 – Increase Affordable Dial-A-Ride Service
- Goal 10 – Increase Flexibility of Dial-A-Ride Service

Provider Coordination Needs

- Goal 11 – Purchase, Utilize, and Update Scheduling & Ride Tracking Software
- Goal 12 – Improve Coordination Between Transit Providers to Better Align Routes
- Goal 13 – Analyze and Adjust Routes to Increase Efficiency

Route Expansion Needs

- Goal 14 – Expand Services to Ukiah and Helix
- Goal 15 – Connect Transit System to Tri Cities, Washington

Other Transit Needs

- Goal 16 – Continue Development of rideshare, carpool, and vanpool programs
- Goal 17 – Expand Service Outside Regular Transit Hours
- Goal 18 – Investigate Transit Options to and from Umatilla County Jail

2. Community Context

Umatilla County is located in northeastern Oregon, measures 3,231 square miles, and has a population of approximately 81,160 residents (as of 2019). The county is bordered by the Columbia River (and Washington) to the north, Morrow County to west, Union and Wallowa Counties to the east, and Grant County to the south. Interstate 84 provides the main east-west transportation artery for the county, while Interstate 82 and Oregon Highway 11 provide connections to points north and U.S. Highway 395 provides connections to points south. Umatilla County's land area contains a significant portion of U.S. State Forest land and much of the county is rural. The county has pockets of small cities and towns, resulting in a population density overall of 25.1 people per square mile, which is considerably higher than neighboring Oregon counties. The county seat of Pendleton ranks as the second-largest population center in the county.

Since 2013 Umatilla County has seen its population grow by 4.2% with the west side of the county leading the way with three cities over 6% growth (Hermiston, Stanfield, Umatilla). This growth had led to a need for transit to keep up with the growing population and represents a variety of needs and opportunities for transit providers.

Following from the growth on the West side of the County, there are also several large employers on the West side of the county including Lamb Weston, and the Wal-Mart Distribution center in Hermiston, as well as the Port of Morrow farther to the West in Morrow County. Pendleton is the other major city for employment in Umatilla County, and many Umatilla County residents also work in Walla Walla Washington. With the introduction of the State Transportation Improvement Fund (STIF) in 2017, and its focus on improving public transportation options for people going to work, it is a continued need in Umatilla County to figure out how best to get employees to work.

Three groups traditionally reliant on public transportation are older adults, people with disabilities, and low-income residents. Like the rest of the United States, older residents are starting to make up a higher percentage of the population. Although Umatilla County has the lowest percentage of its population that is 65 or over and the lowest median age of any of the counties in Northeastern Oregon, this does not lessen Umatilla County's need for transit services for older adults. In fact, since Umatilla County also has the highest population of any of the counties in Northeastern Oregon, there is often more need for transit services for older adults in Umatilla County. This same pattern holds both for people with disabilities, and low-income residents.

The case is also made for the importance of working toward a transit system that is English-Spanish bi-lingual.

Population

The Population Research Center at Portland State University provides the most accurate population data for the State of Oregon. The table below shows the population for each city in Umatilla County for each year between 2013 and 2019 and includes the percent change during this time. It is noteworthy that no city in the county has seen its population decrease. The West side of the county has grown the most since 2013 with Hermiston, Umatilla, and Stanfield all over 6% growth. The central, and Eastern part of the county has seen slower growth with Athena at 4%, Helix at 2.6%, Weston at 2.2%, Pendleton and Milton-Freewater at 1.4% and Pilot Rock and Ukiah at 0% growth. Unincorporated Umatilla County has also grown at a rate of 4.2% further highlighting the importance of continuing to develop transit options that are accessible for those who live outside incorporated cities.

Population & Percent Change 2013-2019 Table

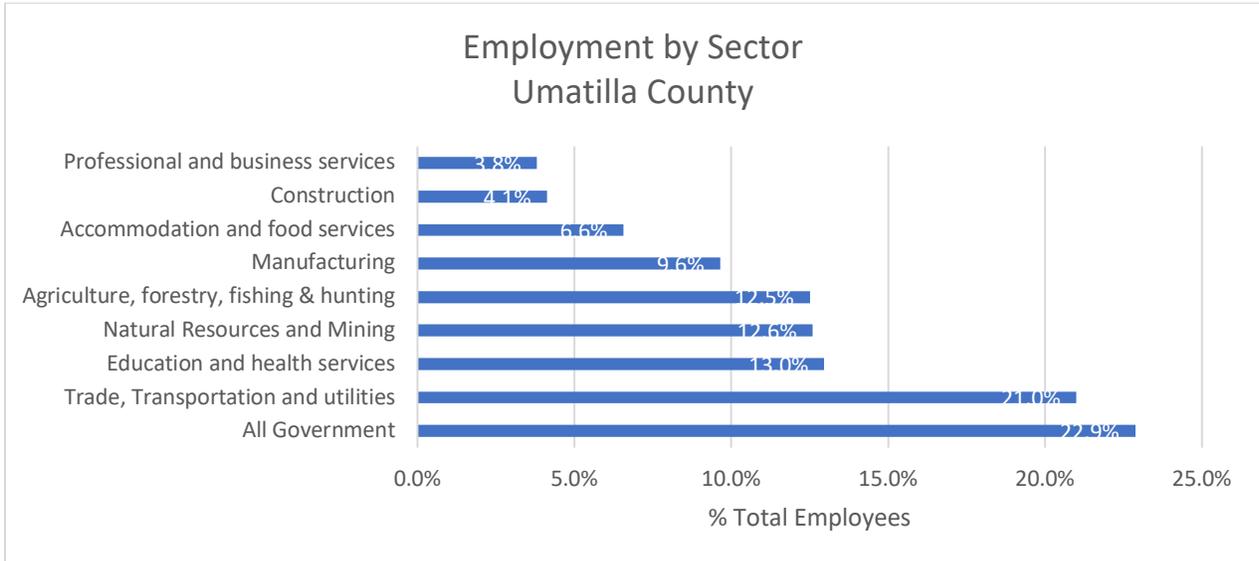
Years	2019	2018	2017	2016	2015	2014	2013	% Change 2013-2019
Adams	375	375	375	370	370	370	370	1.4%
Athena	1,170	1,170	1,175	1,170	1,140	1,125	1,125	4.0%
Echo	710	710	705	705	705	705	700	1.4%
Helix	195	195	195	195	195	195	190	2.6%
Hermiston	18,415	18,200	17,985	17,730	17,520	17,345	17,240	6.8%
Milton-Freewater	7,145	7,105	7,070	7,070	7,070	7,060	7,060	1.2%
Pendleton	17,020	16,810	16,890	16,880	16,845	16,700	16,780	1.4%
Pilot Rock	1,505	1,505	1,505	1,505	1,505	1,505	1,505	0.0%
Stanfield	2,245	2,185	2,145	2,130	2,125	2,115	2,095	7.2%
Ukiah	235	240	245	245	245	245	235	0.0%
Umatilla	7,470	7,320	7,245	7,220	7,060	7,050	7,025	6.3%
Weston	690	685	685	840	685	685	675	2.2%
Unincorporated	23,985	24,265	24,280	23,820	23,690	23,240	22,895	4.8%
UMATILLA	81,160	80,765	80,500	79,880	79,155	78,340	77,895	4.2%

Source: Portland State University 2019 Annual Population Report Table

Socioeconomic Conditions

As of Q2 2020 there are 30,086 jobs in Umatilla County. Major employment sectors are government which makes up almost 23% of employment (broken down to: local government 5017 jobs, state government 1419 jobs, and federal government 446 jobs), followed by Trade Transportation and Utilities sector, and Education and health services sector.

Employment by Sector Umatilla County Chart

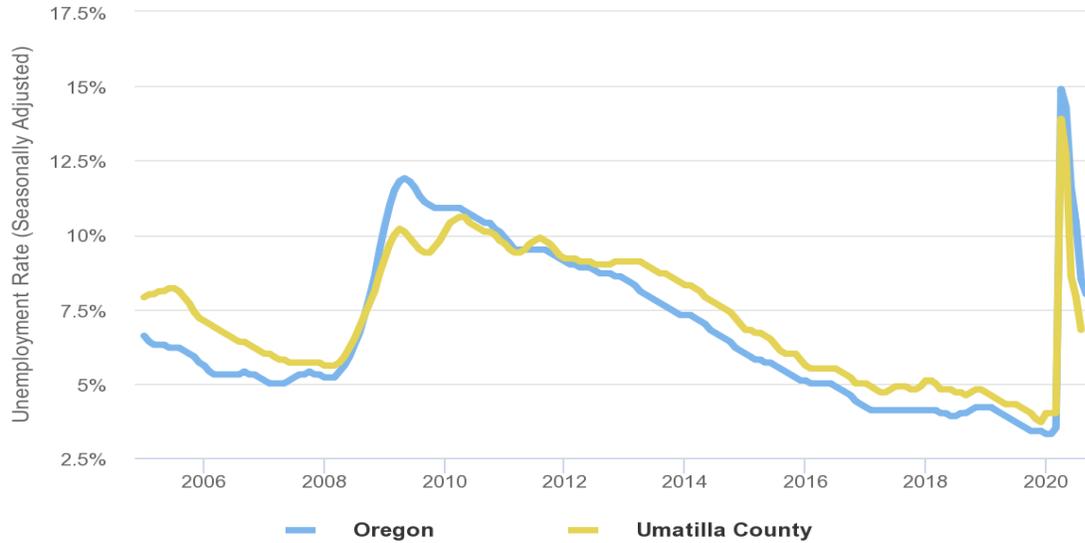


Source: Oregon Employment Department Qualityinfo.org

This report is being completed against the backdrop of the Covid 19 pandemic that in March of 2020 lead to an unprecedented and sudden increase in the unemployment rate as businesses were ordered to close down in order to protect the public health. The resulting recession caused by the pandemic will have unknown effects on the economy of Umatilla County. As of August 2020 the unemployment rate in Umatilla County is 6.8% and is slightly better than the unemployment rate of the state overall. As can be seen by the continued UI claims by industry graph below, accommodations and food services, health care and social assistance, retail trade, and manufacturing have been the most disrupted.

Unemployment Rate Umatilla County & Oregon Chart

Unemployment Rate

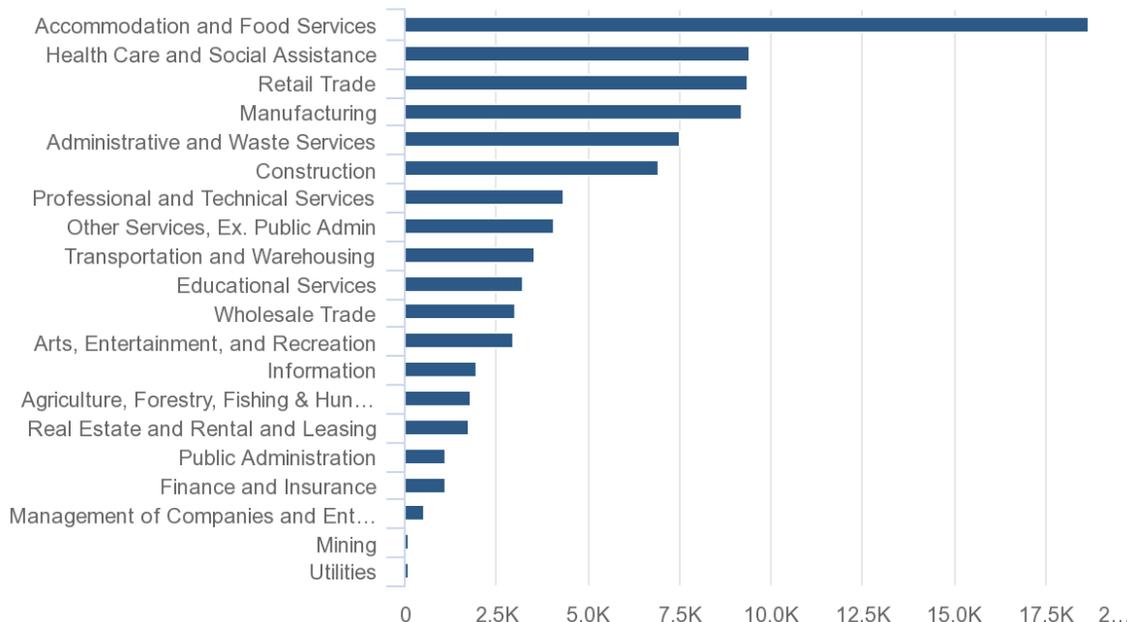


Source: Oregon Employment Department Qualityinfo.org

Continued Unemployment Claims by Industry Umatilla County Chart

Continued UI Claims by Industry

Workers Claiming Unemployment Benefits
 Oregon, September 2020



The major employers in Umatilla County are listed below. Commuting within the county for work is not uncommon especially for residents who live in smaller cities. The Port of Morrow in Morrow County, and Walla Walla, Washington also employ many Umatilla County residents.

Major Employers Umatilla County Table

Employer	City
Lamb Weston	Hermiston
Wal-Mart Distribution Center	Hermiston
Good Shepherd Healthcare System	Hermiston
River Point Farms	Hermiston
Hermiston School District	Hermiston
Shearer’s Foods	Hermiston
Marlette Homes	Hermiston
Wal-Mart Supercenter	Hermiston
Two Rivers Correctional Institution	Umatilla
Vadata, Inc.	Port of Umatilla
Confederated Tribes of the Umatilla Indian Reservation	CTUIR
CHI St. Anthony Hospital	Pendleton
Pendleton School District	Pendleton
Blue Mountain Community College	Pendleton
Fleetwood RV	Pendleton
Pendleton Woolen Mills	Pendleton
Eastern Oregon Correctional Institution	Pendleton
Pendleton School District	Pendleton
Smith Frozen Foods	Weston
Port of Morrow	Boardman
Washington State Penitentiary	Walla Walla
Providence St. Mary Medical Center	Walla Walla
Walla Walla School District	Walla Walla
Walla Walla Community College	Walla Walla
Whitman College	Walla Walla
Walla Walla University	Walla Walla

Older Adults

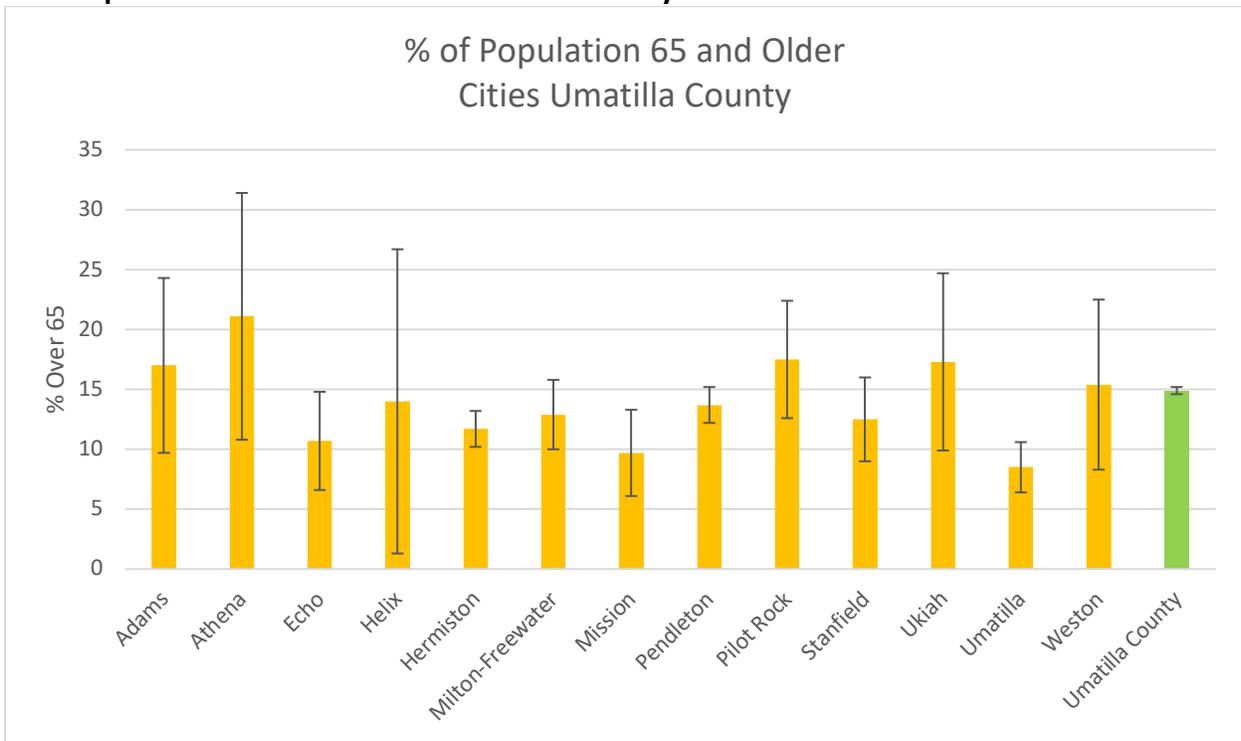
Like the nation as a whole, Umatilla County is getting older. This is measured using the percentage of the population who are 65 or over and median age. Median age is the point where half the population is above the age, and half the population is below it, and an increasing median age is due to declining fertility rates and rising life expectancy. In Umatilla County, both the percentage of the population who are 65 or over and median age are increasing. However, Umatilla County has among the lowest median age of any county in the state and has a significantly lower median age than most of the other counties in Eastern Oregon (with the exception of Morrow County). Although this suggests that older adults make up a smaller part of the population by percentage, because Umatilla County has the highest population of any county in Eastern Oregon—by a significant amount—transit for older adults is still tremendously important because there are more of them. The effect of the higher population leading to more need for transit also extends to people with disabilities and low income residents who, together with older adults make up three groups traditionally reliant on public transportation—although Umatilla County has a similar percentage of the population made up of people with disabilities and low income residents as nearby counties.

% of Population 65 and over cities Umatilla County Table

Place	% 65 or over	Margin of Error
Adams	17	7.3
Athena	21.1	10.3
Echo	10.7	4.1
Helix	14	12.7
Hermiston	11.7	1.5
Milton-Freewater	12.9	2.9
Mission	9.7	3.6
Pendleton	13.7	1.5
Pilot Rock	17.5	4.9
Stanfield	12.5	3.5
Ukiah	17.3	7.4
Umatilla	8.5	2.1
Weston	15.4	7.1
Umatilla County	14.9	0.3

Source: American Community Survey 2018 5-year estimate

% of Population 65 and over cities Umatilla County Chart



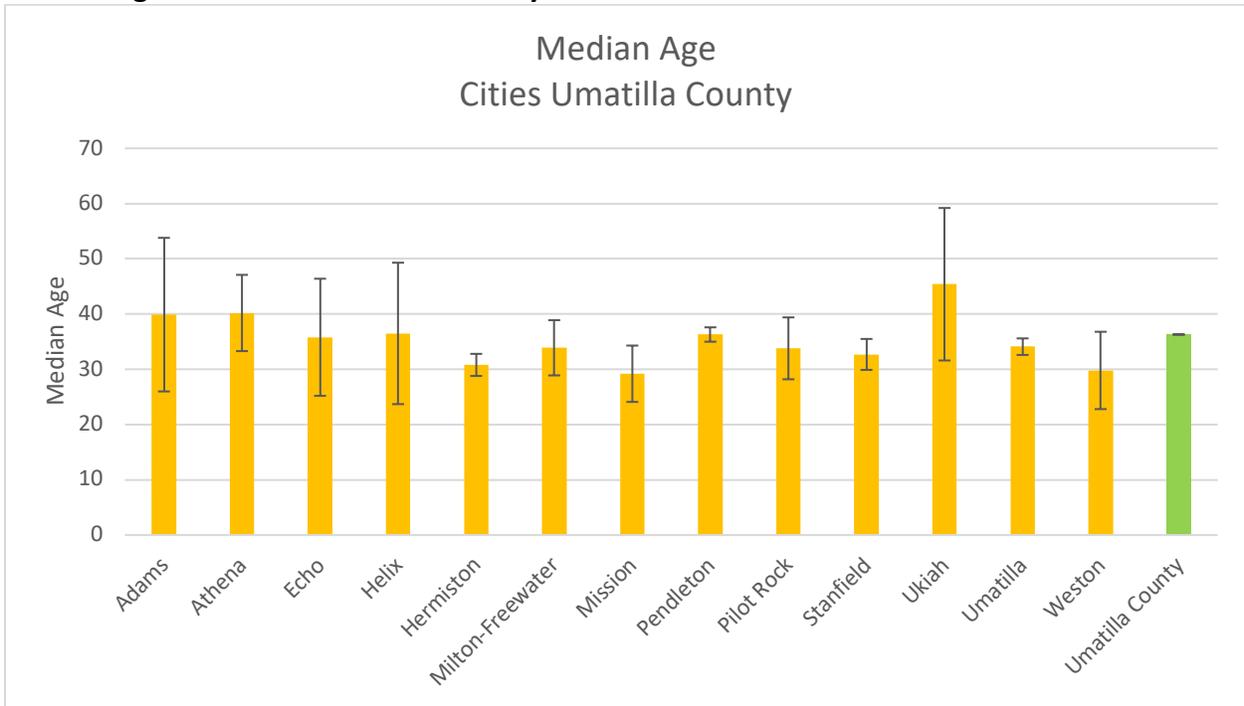
Source: American Community Survey 2018 5-year estimate

Median Age Cities Umatilla County Table

Place	Median Age	Margin of Error
Adams	39.9	13.9
Athena	40.2	6.9
Echo	35.8	10.6
Helix	36.5	12.8
Hermiston	30.8	2
Milton-Freewater	33.9	5
Mission	29.2	5.1
Pendleton	36.3	1.3
Pilot Rock	33.8	5.6
Stanfield	32.7	2.8
Ukiah	45.4	13.8
Umatilla	34.1	1.5
Weston	29.8	7
Umatilla County	36.3	0.03

Source: American Community Survey 2018 5-year estimate

Median Age for Cities in Umatilla County Chart



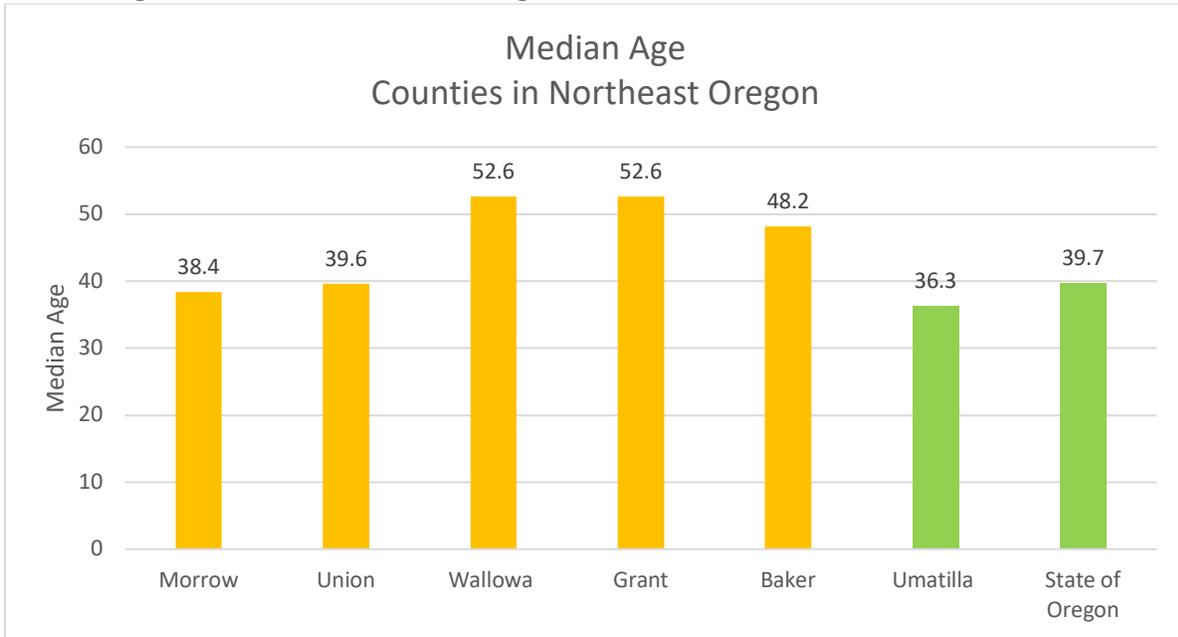
Source: American Community Survey 2018 5-year estimate

Median Age & % Population 65 or Over Counties in Northeast Oregon Table

County	Median Age	% Population 65 or Over
Morrow	38.4	14.8
Union	39.6	19.4
Wallowa	52.6	27.8
Grant	52.6	28.3
Baker	48.2	25.5
Umatilla	36.3	14.9
State of Oregon	39.7	18.2

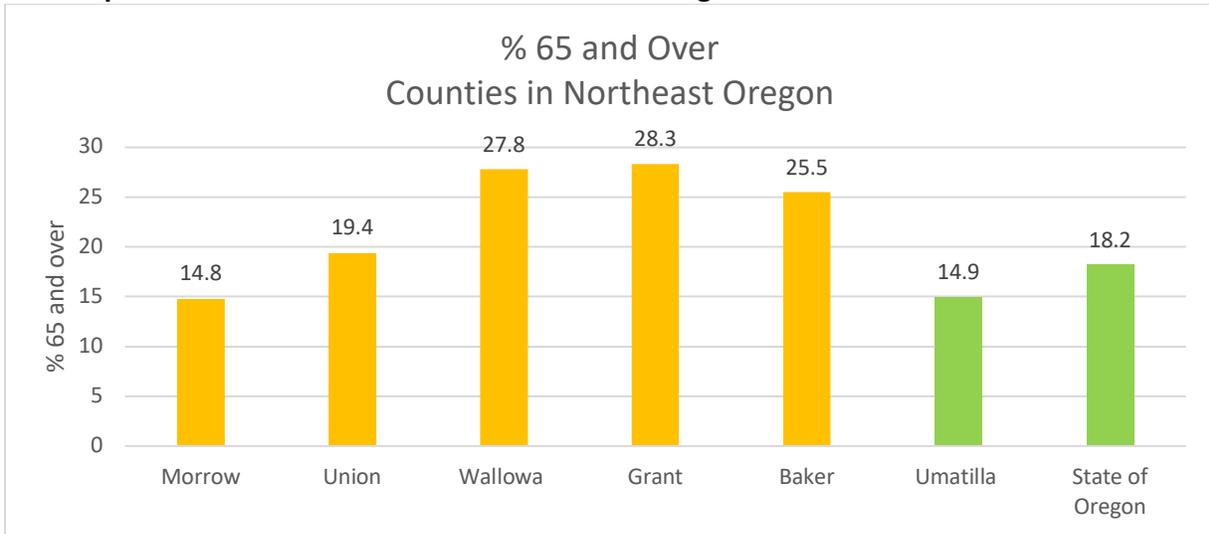
Source: American Community Survey 2018 5-year estimate

Median Age Counties in Northeast Oregon Chart



Source: American Community Survey 2018 5-year estimate

% of Population 65 and over Counties Northeast Oregon



Source: American Community Survey 2018 5-year estimate

Persons with Disabilities

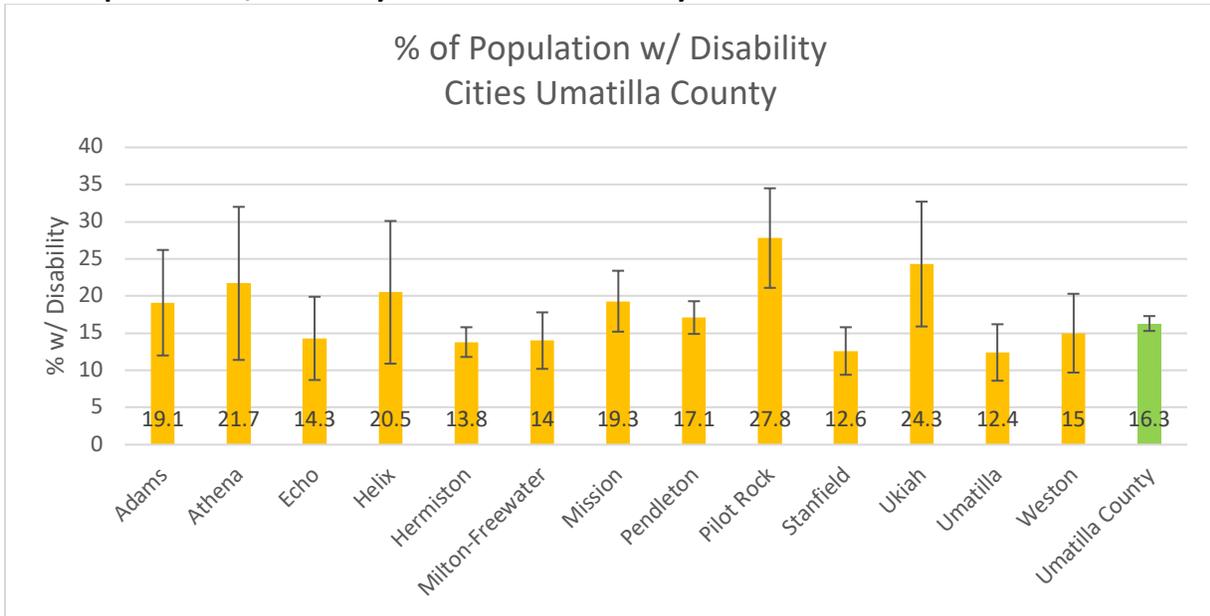
The percentage of people with a disability in Umatilla County is 16.3%. This compares to the percentage for the state of Oregon which is 14.7%. When looking at the data from individual cities across the county—after taking into account the margin of error—Pilot Rock and Ukiah appear to have a slightly higher percentage of residents with a disability while the cities on the west side of the county—Echo, Hermiston, Stanfield, and Umatilla have a lower percentage.

% of Population w/ Disability Cities Umatilla County Table

Place	% w/ Disability	% Margin of Error
Adams	19.1	7.1
Athena	21.7	10.3
Echo	14.3	5.6
Helix	20.5	9.6
Hermiston	13.8	2
Milton-Freewater	14	3.8
Mission	19.3	4.1
Pendleton	17.1	2.2
Pilot Rock	27.8	6.7
Stanfield	12.6	3.2
Ukiah	24.3	8.4
Umatilla	12.4	3.8
Weston	15	5.3
Umatilla County	16.3	1

Source: American Community Survey 2018 5-year estimate

% of Population w/ Disability Cities Umatilla County



Source: American Community Survey 2018 5-year estimate

Low-Income Residents

People who need access to transit because they are low-income and do not otherwise have access to a vehicle are located across the county. After factoring in the margin of error, most of the cities in the county are within the 18.1% poverty rate in Umatilla County. One interesting exception is the city of Helix that has a very low poverty rate even when considering the margin of error.

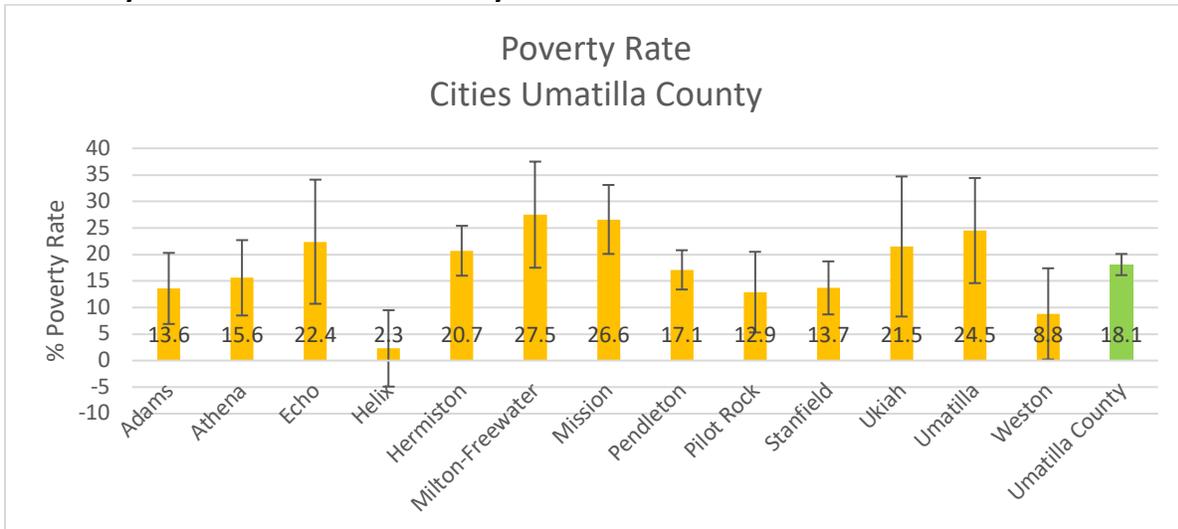
Another measure of childhood poverty is the percentage of students in a school district who receive free and reduced price lunch. This is of course not directly comparable to federal poverty data, but does provide a very accurate overview of the conditions in a school district. Umatilla County has nine school districts. The Ukiah School District is too small to report this information. Consistent with the federal poverty data, Helix has the lowest percentage of students receiving free and reduced price lunch by a lot at 19%, five school districts are between 47% and 66%, and two districts—Milton-Freewater, and Umatilla have over 95% of their students receiving free and reduced price lunch.

% Poverty Rate Cities Umatilla County Table

Place	% Poverty Rate	Margin of Error
Adams	13.6	6.7
Athena	15.6	7.1
Echo	22.4	11.7
Helix	2.3	7.2
Hermiston	20.7	4.7
Milton-Freewater	27.5	10
Mission	26.6	6.5
Pendleton	17.1	3.7
Pilot Rock	12.9	7.6
Stanfield	13.7	5
Ukiah	21.5	13.2
Umatilla	24.5	9.9
Weston	8.8	8.6
Umatilla County	18.1	2

Source: American Community Survey 2018 5-year estimate

% Poverty Rate Cities Umatilla County Chart



Source: American Community Survey 2018 5-year estimate

Free and Reduced Price Lunch School Districts Umatilla County 2018-2019 Table

School District	% Free & Reduced Lunch
Athena-Weston School District	57%
Echo School District	47%
Helix School District	19%
Hermiston School District	60%
Milton-Freewater School District	>95%
Pendleton School District	57%
Pilot Rock School District	66%
Stanfield School District	66%
Ukiah School District	***
Umatilla School District	>95%

*** < 10 students or data not available

Source: Oregon Department of Education 2018 – 2019 At-A-Glance Profile

Veterans

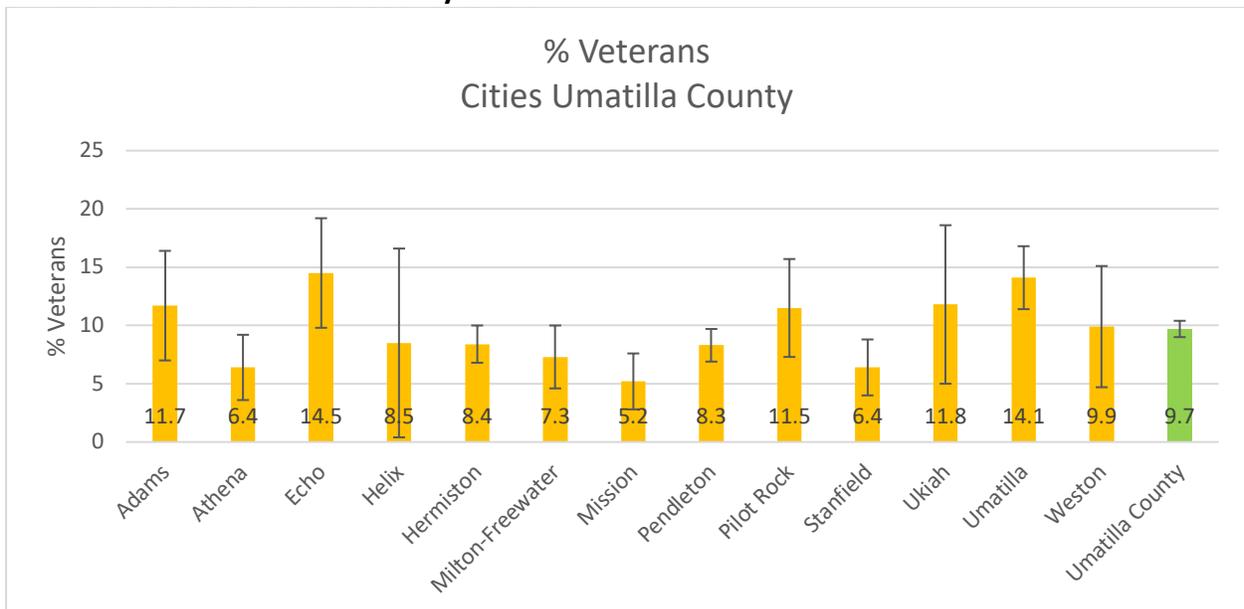
Veterans tend to have a higher propensity for using transit to get to work, education, healthcare, and other trip purposes. With 9.7%, Umatilla County has a similar percentage of veterans as the State of Oregon as a whole with 9.0%. The data shows that Echo and the City of Umatilla have a slightly higher percentage of veterans in their population, even taking into account margin of error. The highest number of veterans are located in the population centers of Pendleton and Hermiston.

% Veterans Cities Umatilla County Table

Place	% Veterans	Margin of Error
Adams	11.7	4.7
Athena	6.4	2.8
Echo	14.5	4.7
Helix	8.5	8.1
Hermiston	8.4	1.6
Milton-Freewater	7.3	2.7
Mission	5.2	2.4
Pendleton	8.3	1.4
Pilot Rock	11.5	4.2
Stanfield	6.4	2.4
Ukiah	11.8	6.8
Umatilla	14.1	2.7
Weston	9.9	5.2
Umatilla County	9.7	0.7
Oregon	9	.1

Source: American Community Survey 2018 5-year estimate

% Veterans Cities Umatilla County Chart



Source: American Community Survey 2018 5-year estimate

Non-English Speakers

Three measures are used to establish the importance of working toward transit systems in Umatilla County that are English-Spanish bi-lingual: (1) The percentage of the population that speaks a language other than English at home; (2) The percentage of the population with limited English proficiency; and (3) The amount of “Ever English Learners” in local school districts.

The percentage of households in each city that speak a language other than English at home are highest in the western part of the county with Stanfield at 31.5%, Hermiston at 36.1%, and Umatilla at 38.9% and also in Milton-Freewater which is at 46.6%. It is also noteworthy that Pendleton is at 9.4%.

Limited English Proficiency refers to anyone above the age of 5 who reported speaking English less than “very well” as classified by the U.S. Census Bureau. Once the margin of error was factored in, much of the data available for cities in Umatilla County was not useful, however as shown below, we see that in Hermiston 9.5% of the population has limited English proficiency, while in the City of Umatilla 20.6% of the population have limited English proficiency. These compare to .3% in Pendleton.

An “Ever English Learner” is a measure used by the Oregon Department of Education that counts all students ever classified as “English Learners.” This measure is designed to account for both students who are currently learning English at school as well as any students still in the school system who have ever been an English learner. “Ever English Learner” is contrasted with “Never English Learners” or native English speakers—those who have never had to learn English. As we might expect given the other data, the highest amounts of ever English learners are located on the West side of Umatilla County with Stanfield having 28% of its students labeled as ever English learners, Hermiston at 37%, and Umatilla at 57%. Milton-Freewater is also at 48%.

Working toward transit systems in Umatilla County that is completely English-Spanish bi-lingual will provide the most access for residents across the county. Until this result can be achieved, resources should be focused on the West side of the county and Milton-Freewater. However, it is important not to only focus resources in these places at the expense of making the whole transit system English-Spanish bi-lingual.

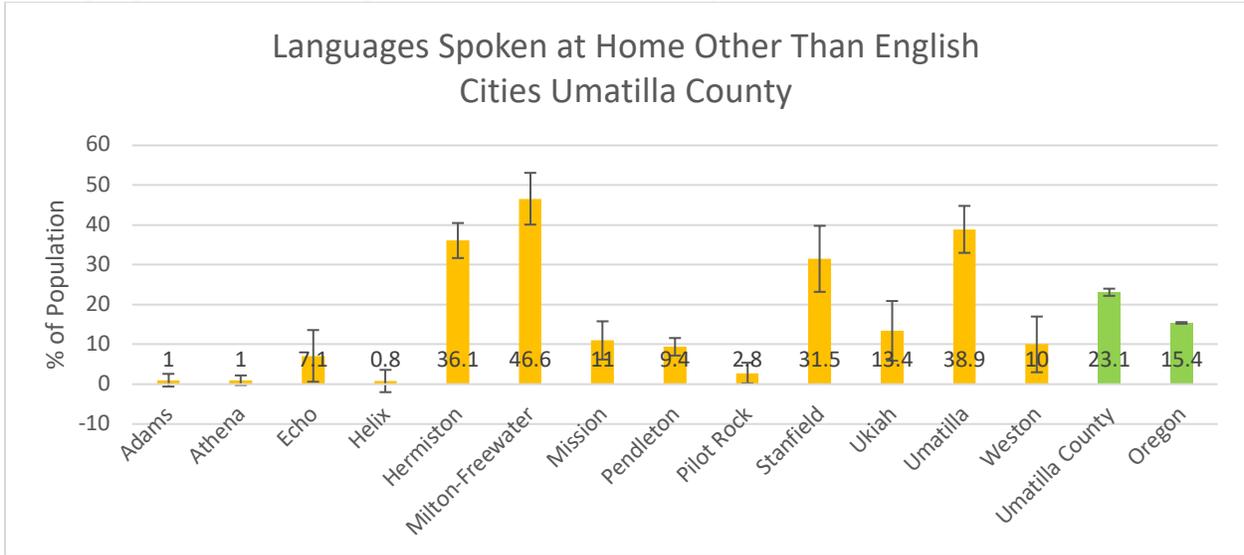
% Languages other than English Cities Umatilla County Table

Place	Language other than English	Margin of Error
Adams	1%	1.6
Athena	1%	1.2
Echo	7.1	6.5
Helix	0.8	2.8
Hermiston	36.1	4.4
Milton-Freewater	46.6	6.5
Mission	11*	4.8
Pendleton	9.4	2.2
Pilot Rock	2.8	2.6
Stanfield	31.5	8.3
Ukiah	13.4*	7.5
Umatilla	38.9	5.9
Weston	10	7
Umatilla County	23.1	0.9

* second most prevalent language not Spanish

Source: American Community Survey 2018 5-year estimate

% Languages other than English Cities Umatilla County Table



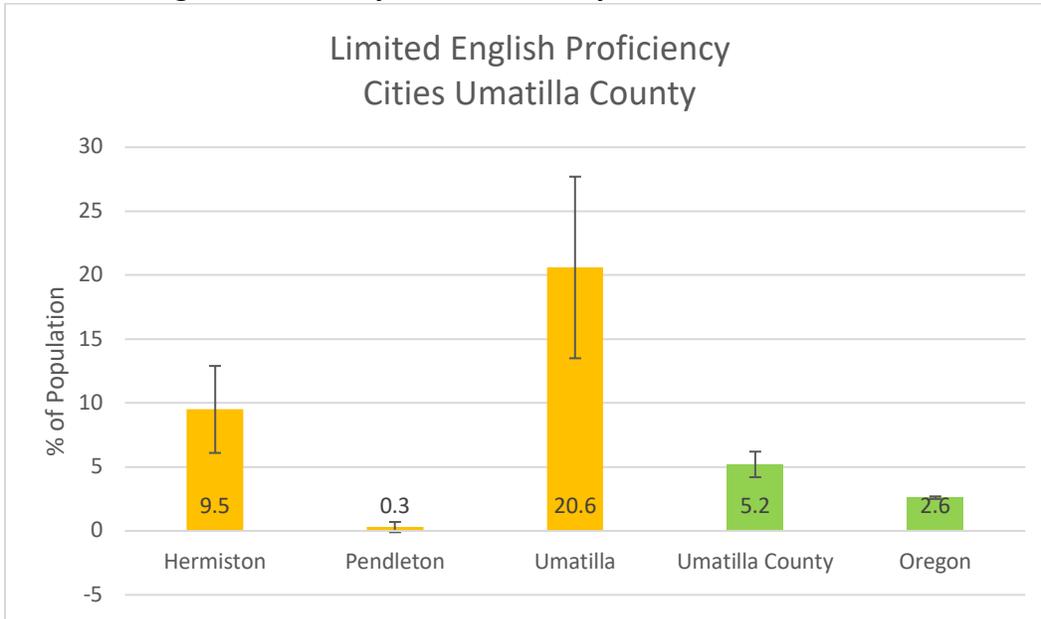
Source: American Community Survey 2018 5-year estimate

% Limited English Proficiency Umatilla County Table

Place	% Limited English Proficiency	Margin of Error
Hermiston	9.5	3.4
Pendleton	0.3	0.4
Umatilla	20.6	7.1
Umatilla County	5.2	1
Oregon	2.6	0.1

Source: American Community Survey 2018 5-year estimate

% Limited English Proficiency Umatilla County Table



Source: American Community Survey 2018 5-year estimate

% Ever English learners School Districts Umatilla County Table

School District	% Ever English Learners
Athena-Weston School District	***
Echo School District	<5
Helix School District	***
Hermiston School District	37
Milton-Freewater School District	48
Pendleton School District	<5
Pilot Rock School District	***
Stanfield School District	28
Ukiah School District	***
Umatilla School District	57

*** < 10 students or data not available

Source: Oregon Department of Education 2018 – 2019 At-A-Glance Profile

3. Existing Services and Resources

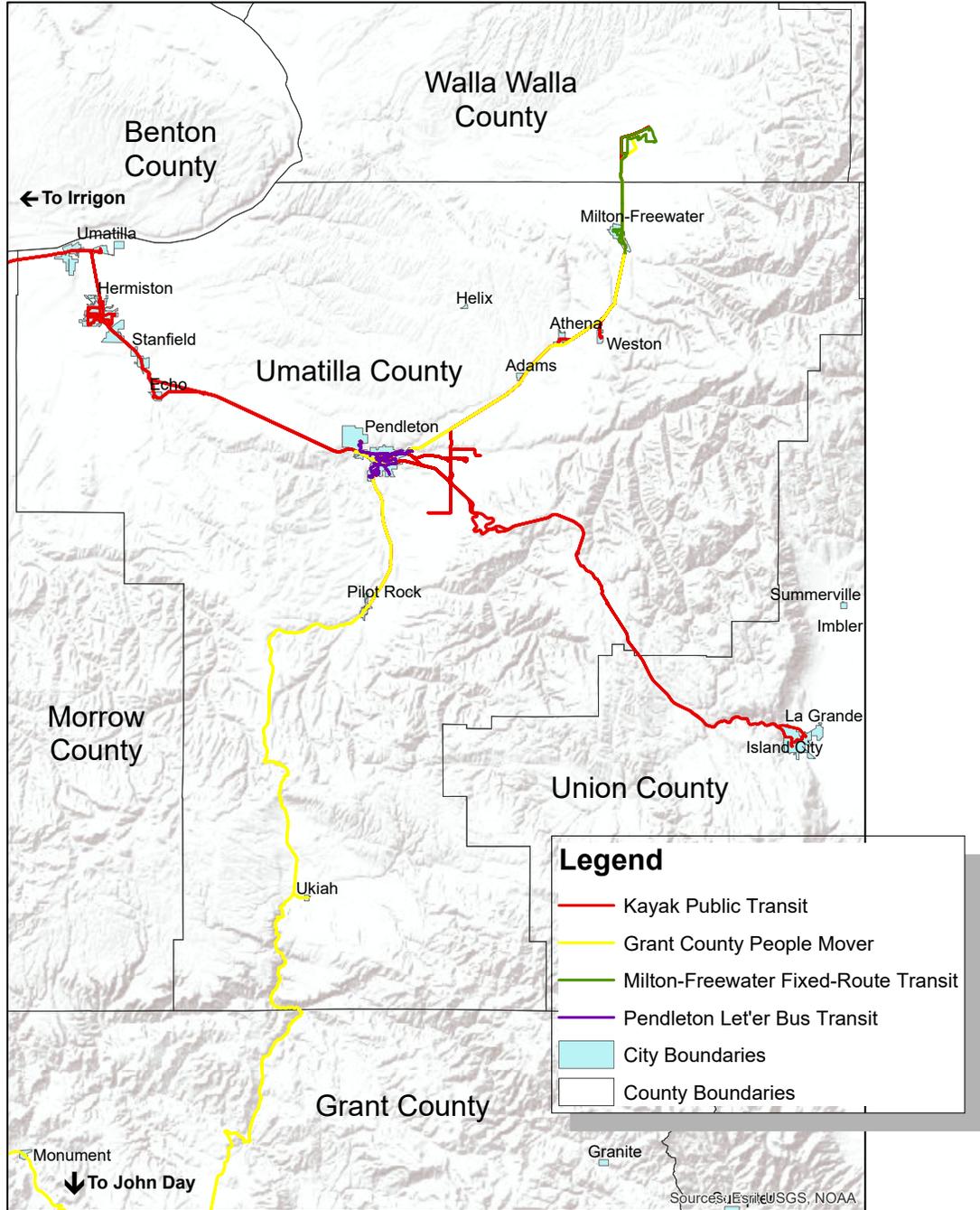
There are a wide variety of different public and private transit providers in Umatilla County. Hermiston, Milton-Freewater, and Pendleton have fixed-route bus service and there is also extensive transit services provided by the Confederated Tribes of the Umatilla Indian Reservation as Kayak Public Transit.

Transit maps for each of these fixed-route bus services is followed by an overview of transit access for each city in the county. The city of Milton-Freewater and the city of Pendleton have the most developed transit services, although Pendleton is the most recent city to add a fixed route bus service.

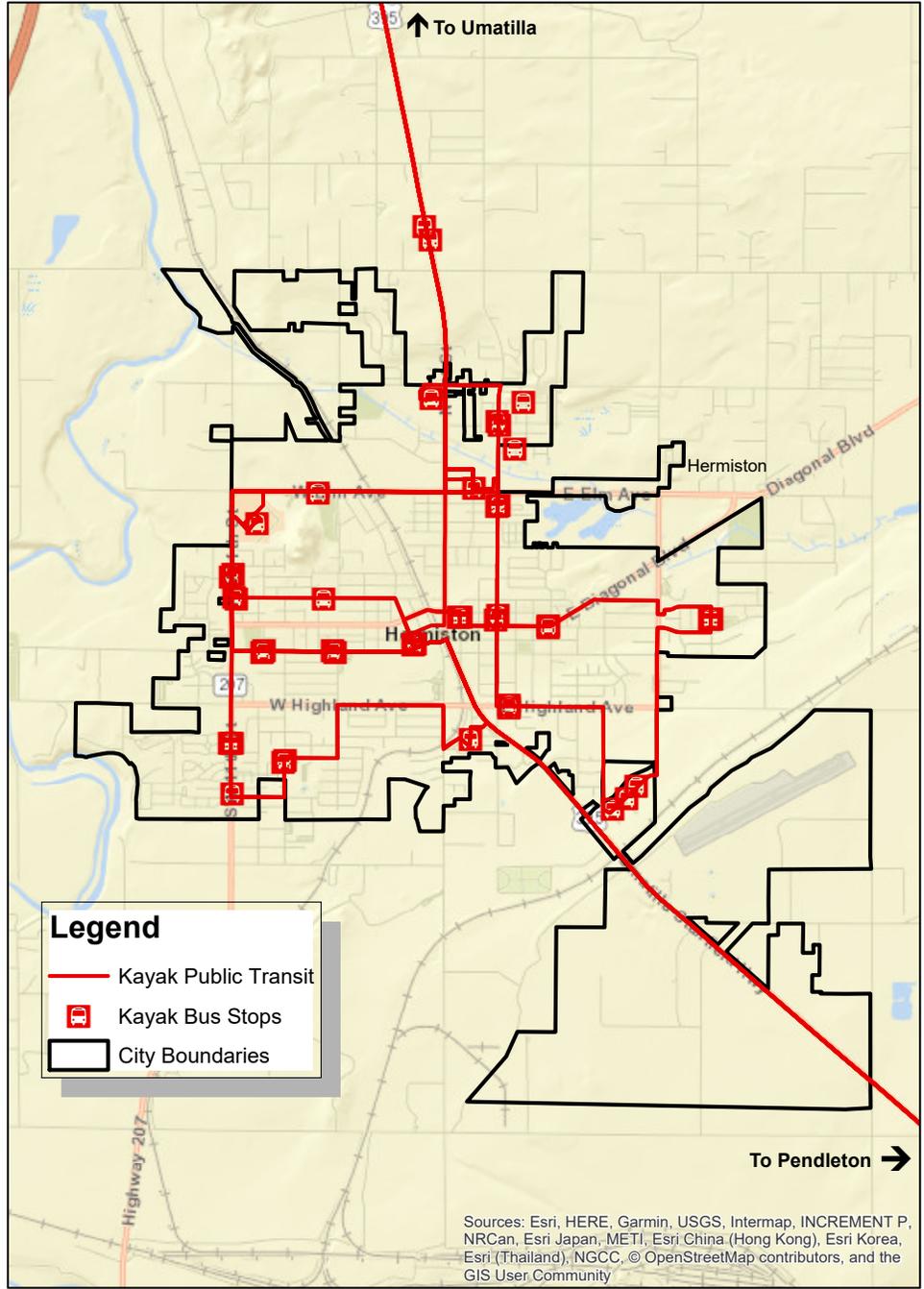
Following the city-by-city overview, the services provided by Kayak public transit and Grant County People Mover are also featured. This is followed by a brief overview of the regional commercial transportation options, and then the client-based transportation services operating in Umatilla County.

This section ends with an overview of the STF and STIF committees which provide funding to transit services across the county. This includes a description of the Umatilla County Transit Coordinator position. The Umatilla County Transit Coordinator position was made possible because of a public/private partnership between Umatilla County and Eastern Oregon Business Source (EOBS), a local consulting company. EOBS maintains and manages the person hired to complete the coordinator's work and provides professional support. This arrangement has effectively functioned as a "proof of concept" for the Transit Coordinator position without the complication, cost, or risk of creating a new county position. This innovative arrangement led to the creation of the Umatilla County Transit Coordinator position that may have not happened otherwise.

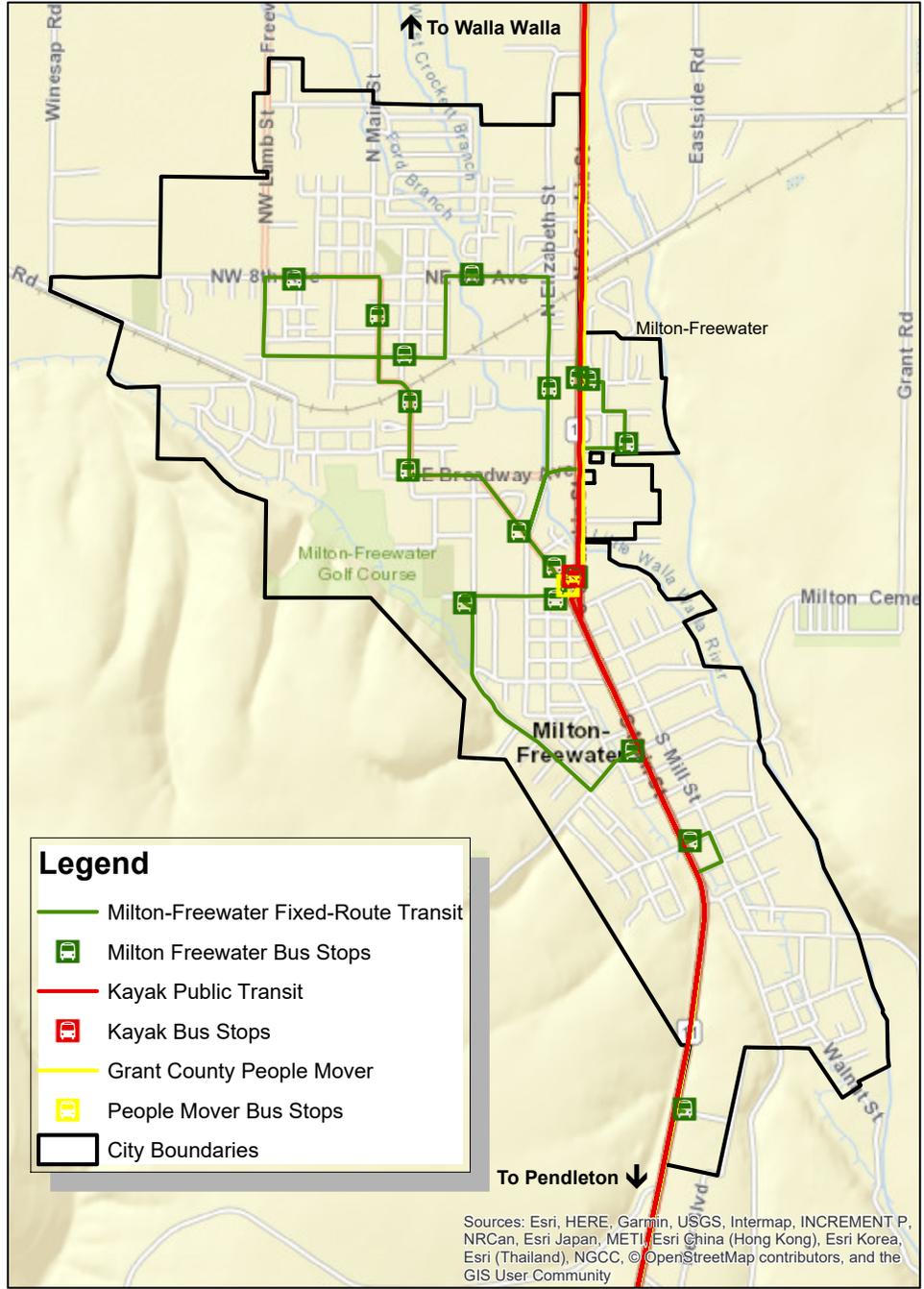
Umatilla County Transit System Map



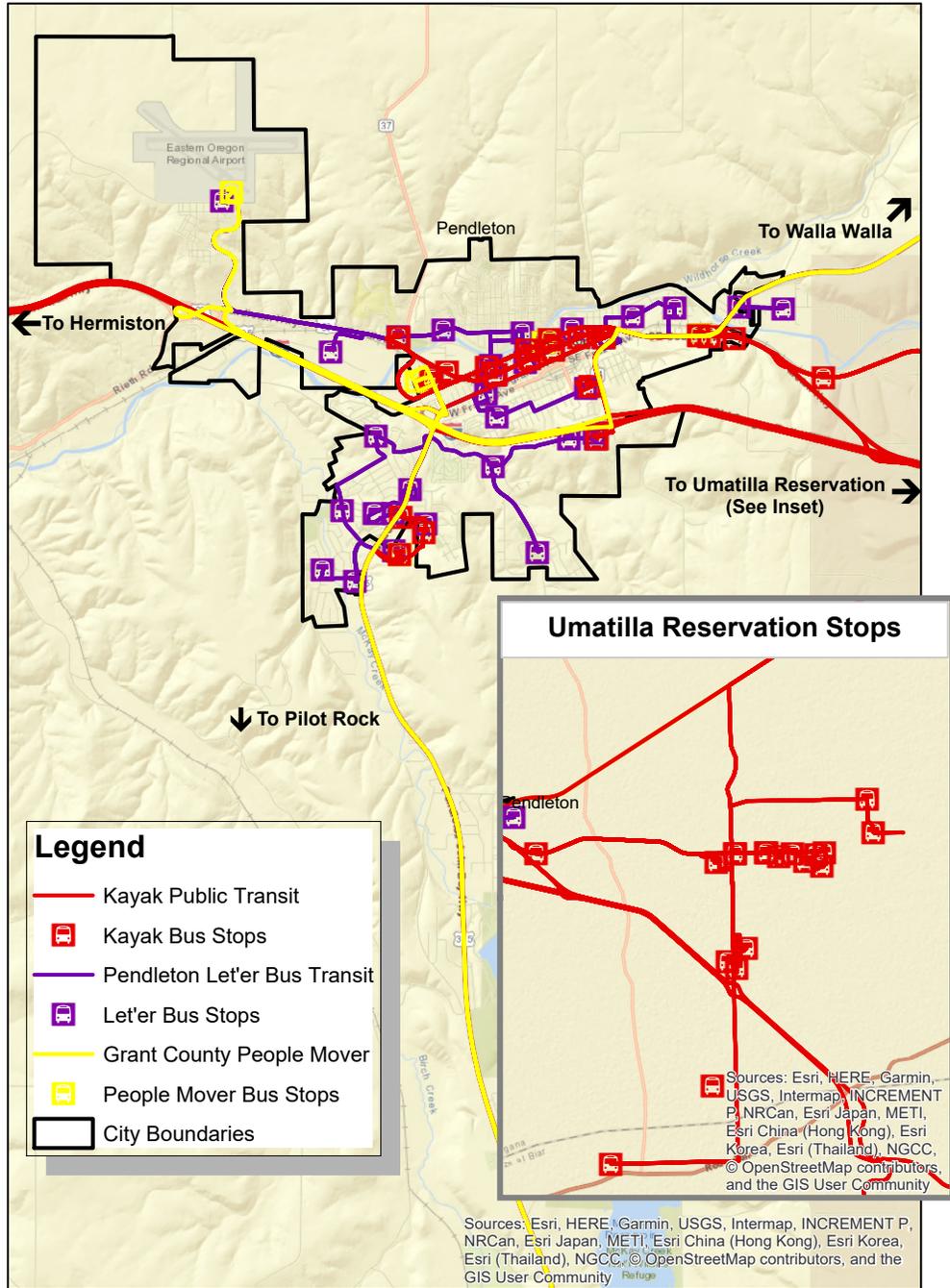
Hermiston Fixed-Route Service Map



Milton-Freewater Fixed-Route Service Map



Pendleton Fixed-Route Service Map



Local Public Transportation Services

City of Adams

The City of Adams is served by the “Whistler” operated by Kayak Public Transit. This route will take riders North into Walla Walla, or South into Pendleton.

City of Athena

The City of Athena is served by the “Whistler” operated by Kayak Public Transit. This route will take riders North into Walla Walla, or South into Pendleton.

City of Echo

The “Hopper” operated by Kayak Public Transit serves the city of Echo and will take riders either east into Stanfield, Hermiston, Umatilla, and Irrigon or west to Pendleton where there are connections to La Grande and Walla Walla. Good Shepherd Health Care System also provides medical transport for Echo residents through their CareVan program.

City of Helix

The City of Helix is the only city in Umatilla County that has no access to public transit. The lack of regional transit connectivity limits access of residents to critical resources in the region (e.g., medical centers, shopping) for residents of Helix without access to a personal vehicle.

City of Hermiston

The City of Hermiston contract with local transit providers to offer three transit services options to residents. Kayak Public Transportation contracts with City of Hermiston to operate a fixed route bus service within the city. This service is called the Hermiston Area Regional Transit (HART). The HART is free to riders and operates from 7 a.m. to 7 p.m. Monday through Friday.

Another transit service that is available in the City of Hermiston, called the Workforce On-demand Ride Cooperative (WORC). This program is supported by STIF, and rider revenue, and provides residents of Hermiston, Umatilla, and Stanfield rides to or from their residence to their place of employment. Riders buy a 10-ride punch card at Hermiston City Hall. The price of the punch card varies depending on the start and end point of the rider. This program is available when the taxi provider is operating—18 hours a day, seven days a week. This is a three-year pilot program that started in August of 2019.¹

A Third transit program that the City of Hermiston operates is the Hermiston Taxi Ticket Program (HTTP). HTTP is for seniors or people who have a permanent disability and is available to riders for any use. Taxi Tickets cost \$2.50 per one-way ride. This program is available when the taxi provider is operating—18 hours a day, seven days a week.²

¹ https://hermiston.or.us/sites/hermiston.or.us/files/inline-files/2019%20WORC%20Manual_.pdf

² https://hermiston.or.us/sites/hermiston.or.us/files/inline-files/2019%20WORC%20Manual_.pdf

City of Hermiston WORC rider cost		
Start or End	Start or End	Price (for 10 1-Way Trips)
Hermiston City Limits	Hermiston City Limits	\$25
Hermiston Zip Code	Hermiston Zip Code	32.50
Hermiston City Limits	Umatilla or Stanfield Zip Code	57.50
Hermiston Zip Code, or Umatilla Zip Code, or Stanfield Zip Code	Hermiston Zip Code, or Umatilla Zip Code, or Stanfield Zip Code	90.00

City of Milton-Freewater

The City of Milton-Freewater provides two public transportation services, a fixed route bus service, and a dial-a-ride service for the disabled and the elderly. These services are funded by federal and state grants, as well as a Local Option Tax. The ballot measure for the Local Option Tax was renewed by voters in 2020 and will last for five years.

The fixed route service operates three round trips per day between Milton-Freewater, College Place, and Walla Walla, Monday through Friday from 7:50 a.m. to 2:40 p.m. Fairs are free to all riders.

The other service that the City of Milton-Freewater provides is a dial-a-ride service that operates within Milton-Freewater and up to 5 miles outside city limits. This service is open to disabled residents of any age and seniors 60 and older. Tickets are \$1.00 per one-way trip for Milton-Freewater residents traveling inside the city limits and \$2.00 for one-way trips for residents who travel outside city limits, up to 5 miles. The service operates Monday through Saturday from 7am to 6pm. Riders are encouraged to call 24-hours in advance for rides to appointments. Rides that are not pre-arranged should expect at least a 30-minute wait.

City of Milton-Freewater Public Transit Fleet Inventory						
No.	Vehicle	Year	Total Seats	Mileage	Lift Equipped	Condition
1	Mini-Bus, Ford (2-wheel chair tie downs)	2008	14	193,665	Yes	Adequate
1	Van, Ford (2-wheel chair tie downs)	2010	11	17,140	Yes	Good
1	Mini-Bus, Ford (2-wheel chair tie)	2016	14	92,006	Yes	Good

City of Pendleton

The City of Pendleton has a wide variety of transportation programs including the deviated and fixed route bus service Let'er Bus, a senior/disabled taxi ticket program, a taxi ticket program for the general public, a senior meal site transportation program, a daily van service serving the general public, and a program that provides interpark rides and rides to the aquatic center in the summer. The City contracts with Elite Taxis, Inc for these services. Information on the City's various transit services and schedules can be located at <https://pendleton.or.us/transportation>.

Let'er Bus—Let'er Bus Transit—a play on the Pendleton Round-Up's "Let'er Buck"—is a fixed route bus service with two routes that each stop eleven times per day. Let'er Bus operates 5 days per week between 7:00 a.m. and 6:00 p.m. Let'er Bus is free of charge. The bus is ADA compliant for wheelchair service.

Senior and Disabled Taxi Ticket Voucher Program—The senior and disabled taxi ticket voucher program provides rides within the city of Pendleton and its urban growth boundary. The city will provide rides to participants who live within seven driving miles of the City of Pendleton boundary and do not live within another transit provider's boundary. The taxi service provides rides 7 days a week between the hours of 5:00 am to 3:00 am

daily except for holidays. The service is available to residents 60 years of age or older and disabled individuals. Riders pay \$2.00 for a one-way ride. The amount of money available for this program changes from year to year. Once the city knows how much STF funds it will get, the finance department determines how many vouchers can be give out to each applicant. Vouchers are distributed each January and July. The City distributes more tickets than funds are budgeted knowing there is a historical percentage of unused tickets quarterly.

Elite Transit Tickets—This program is similar to the Senior/Disabled taxi service, although general public riders are only available for service during the hours that Let'er Bus service does not operate in order to encourage riders from the general public to use the fixed route bus service that operates from 7 a.m. to 6 p.m. General Public service hours are from 5:00am - 7:00 & 6:00pm - 3:00am and anytime on the weekends. This program also providers additional taxi vouchers for senior and disabled patrons with no restrictions on hours of service. Up to four tickets per week can be purchased for \$3.25 per ticket. The service area covered is the Pendleton city limits and the urban growth boundary. There are no prequalifications for this program.

Senior Meal Site Transportation Program—The senior meal site transportation program transports seniors to and from the Pendleton Senior Center five days a week for lunch. Riders may give a donation for the ride if they wish, but it is otherwise free. Rides are scheduled by phone.

Daily Van Service—The Daily Van Service is a dial-a-ride program that offers rides to the general public within the City of Pendleton and its urban growth boundary. The Daily Van service runs weekdays between 7:00 am and 7:00 pm, Saturdays from 8:00 a.m. to 5:00 p.m., and Sunday from 8:00 a.m. to 2:00 p.m. Customer are encouraged to call the Daily Van Service the business day before they need a ride to arrange a ride for the next day. Same day requests are available only if space is available. The cost is \$1 per ride and donations are encouraged.

Parks and Rec Interpark Transportation—This service, that operates in the summer, provides transportation between Pendleton community parks for children who participate in group activities on a prearranged recreation schedule. It also provides Wednesday aquatic center rides through the parks programs. This service is primarily aimed at children, but it is open to the general public. This service is free.

Care-Ride—With financial assistance from St. Anthony's, the City of Pendleton provides free taxi service for anyone who needs prompt medical attention but does not require the specialized care and immediate response of an ambulance. If a doctor needs to see a patient immediately for a non-routine emergency call, the doctor's office can call to schedule a free ride for the patient to the doctor's office and back. This service provides rides to all individuals regardless of age, income, or disabilities, and uses four City/State owned wheelchair accessible vehicles along with taxis owned by the taxi contractor. Rides are available on a "first call, first ride" priority regardless of disabilities unless the wheelchair accessible vehicle is in use and a taxi is not accessible by the individual.

City of Pilot Rock

The City of Pilot Rock is a recipient of the Umatilla County STF program via Foster Grandparents, and provides primary medical-related transport services for qualified seniors and people with disabilities. The "Rocket" operated by Kayak Public Transit also connects Pilot Rock to Pendleton, three times per day, Monday-Friday. Grant County People Mover provides a route one day per week on Tuesdays from John Day to Veterans Clinic in Walla Walla, Washington. This route is free to Umatilla County residents because of a Statewide Transportation Improvement Fund Intercommunity grant and Special Transportation Funding between Grant County Transportation District - People Mover and Umatilla County.

City of Stanfield

The "Hopper" operated by Kayak Public Transit serves the city of Stanfield. Good Shepherd Heath Care System also provides medical transport for Stanfield residents through their CareVan program. Hermiston's Workforce On-demand Ride Cooperative (WORC) program also serves Stanfield residents with rides to and from work.

City of Ukiah

Ukiah’s access to the regional transit network in Umatilla County and northeast Oregon is the Grant County Transportation District - People Mover (which stops in Ukiah once per week on Tuesdays along its route to Pendleton and Walla Walla, Washington). This route is free to Umatilla County residents because of a Statewide Transportation Improvement Fund Intercommunity grant and Special Transportation Funding between Grant County Transportation District People Movers and Umatilla County. There is limited access to public transit for Ukiah residents, without access to a personal vehicle, to critical resources in the region (e.g., medical centers, shopping).

The City of Ukiah is also a recipient of Umatilla County’s STF program via the Ukiah Presbyterian Church and provides primarily medical-related transport services for qualified seniors and people with disabilities living in Ukiah. Vehicles are driven by volunteer drivers who are reimbursed for mileage.

City of Umatilla

The “Hopper” operated by Kayak Public Transit serves the city of Umatilla. Hermiston’s Workforce On-demand Ride Cooperative (WORC) program also serves the City of Umatilla residents for rides to and from work. Hermiston Taxi provides rides to/from Umatilla to Hermiston. Good Shepherd Health Care System also provides medical transport for City of Umatilla residents through their CareVan program.

City of Weston

The City of Weston is served by the “Whistler” operated by Kayak Public Transit with two stops at Main Street and Smith Frozen Foods.

Kayak Public Transit

Kayak Public Transit manages a regional transportation system that reaches into southeastern Washington and northeastern Oregon. Kayak currently operates three fixed routes: the HART, the Tripper, and the Metro. They also operate four commuter bus services: the Arrow (connecting the city of La Grande with Pendleton), the Pilot Rocket (connecting the city of Pilot Rock with Pendleton), the Hopper (running from Irrigon in Morrow County through Umatilla, McNary, Stanfield and Echo to Pendleton), and the Whistler (connecting Walla Walla, Milton-Freewater, Athena, Weston, and Adams to Pendleton). Kayak is funded through a combination of Federal grants, State grants, and CTUIR general funds. All bus services are currently free to the general public. Kayak operates Six days per week 4:30 a.m. – 8:30 p.m. Kayak bus schedules can be found at www.ctuir.org or on Facebook, Kayak Public Transit.

Paratransit is reserved for qualifying persons with disabilities unable to use a Fixed Route due to a disabling condition as defined by the American with Disabilities Act (ADA). This does not include disabilities that only make using accessible fixed route bus service complicated or inconvenient. Paratransit is available within the same area served by a fixed route--specifically, service is available to all origins and destinations within ¾ of a mile on each side of a Fixed Route. This includes an area within a ¾ mile radius at the end of the Fixed Route as well. All vehicles are wheelchair accessible. People seeking to apply for the ADA Paratransit service must fill out an application to determine if they qualify for Paratransit service.

Kayak Public Transit Fleet Inventory						
No.	Vehicle	Year	Total Seats	ADA Seats	Lift Equipped	Route Type
1	Ford Star Trans	2009	14	2	Yes	Fixed
1	Freight Liner Champion	2014	32	2	Yes	Commuter
1	Freight Liner Champion	2014	32	2	Yes	Commuter
1	Ford Champion	2016	22	2	Yes	Fixed/Comm
1	International Star Craft	2016	30	2	Yes	Commuter
1	Ford TW	2017	13	1	Yes	Fixed
1	Ford TW	2017	13	1	Yes	Fixed
1	Ford Star Craft	2018	24	2	Yes	Fixed
1	Ford El Dorado	2019	20	2	Yes	Fixed
1	Freight Liner Champion	2019	28	2	Yes	Commuter
1	Freight Liner Champion	2019	28	2	Yes	Commuter

Grant County People Mover

Grant County Transportation District (GCTD) know as Grant County People Mover operates six fixed routes, one of which serves Umatilla County on its way to Walla Walla, Washington. Passengers can call the dispatch center Monday through Friday 8:00 a.m. to 5:00 p.m. or Saturday 9:00 a.m. to 4:00 p.m. to learn more about their services or website <https://grantcountypeoplemover.com>.

Umatilla County secured a grant from the Statewide Transportation Improvement Fund (STIF) Intercommunity with matching funds from Special Transportation Fund to provide “fare free” rides to residents of Umatilla County. The route is referred to as Multi County Transit. Umatilla County would like to maintain the route and plans to seek funding for the route for the upcoming biennium. This route is one day per week and travels from John Day Oregon to Walla Walla Washington. The route makes stops in Umatilla County in Ukiah, Pilot Rock, Pendleton (3 stops), and Milton-Freewater.

Regional Transportation Services

Boutique Air

Boutique air operates four daily round-trip flights from the Pendleton to Portland. The cost of this service varies depending on flight availability, and although this is a tremendous resource for the region, the cost of flights to Portland are often out of reach of people who need to use public transit in Umatilla County.

Greyhound

Greyhound bus has one bus route that stops in Pendleton and Stanfield traveling West toward Portland, and one route traveling East toward Boise, Idaho. Connections are made for travel North to the Tri-Cities, Washington in Stanfield. Although the Greyhound bus is more affordable (for example it costs \$27 to travel from Pendleton to Portland) because the bus stops only once per day it is not convenient, and does not allow for same day round-trip travel.

Client-Based Transportation Services

Umatilla County has a variety of different private transportation providers. These providers, and details about the services that they provider are presented below.

CAPECO

CAPECO is unable to do a Dial A Ride service due to a lack of drivers and inability to accommodate day before trips or same day service. We currently only serve Umatilla County and Boardman and Irrigon in Morrow county. Due to a lack of drivers, we are unable to serve Heppner, Lexington, Ione, Wheeler and Gilliam counties. Wheeler and Gilliam counties have transportation services for seniors and people with disabilities. Morrow County provides transportation through The LOOP to Morrow County residents. Other local providers, Safe T Transport and Clearview Transportation are offering Dial A Ride services. Let'er Bus also provides a Dial A ride service for residents within Pendleton city limits.

We are able to provide medical transportation for clients thru GOBHI which covers clients under OHP and EOCCO. We also provide medical transportation to seniors on Medicare and Veterans. For seniors and Veterans, they will need to call 2-4 weeks in advance and the transportation is only available on Tuesdays and Thursdays. Mondays, Wednesdays, and Fridays are reserved as dialysis days for either GOBHI or Seniors and Veterans. CAPECO charges a 40% co-pay which is based on what it costs to transport the client from their home to their appointment and return, for Seniors on Medicare and Veterans.

CAPECO Fleet Inventory						
No.	Vehicle	Year	Total Seats	Mileage	Lift Equipped	Condition
1	Dodge Caravan	2016	3	113165	Yes	Excellent
1	Dodge Caravan*	2016	4	157291	Yes	Fair
1	Dodge Caravan	2017	3	81999	Yes	Excellent
1	Dodge Caravan	2010	3	75397	Yes	Excellent

*This vehicle is not used for transporting clients that use wheelchairs due to the lack of space for normal sized wheelchairs.

Clearview Mediation and Disability Resource

Clearview Transportation offers basic transpiration and non-emergency medical transportation in the Pendleton area to low income individuals, seniors, and people with the Oregon Health Plan who have disabilities or use a wheelchair or scooter. Clearview Disability Resource Center works with the Greater Oregon Behavioral Health (GOBHI) to provide Medicaid rides to eligible riders in Umatilla and Morrow Counties. Medicaid rides are Clearview Transportation's primary rides and are reimbursed by GOBHI, while additional rides for people with disabilities or low-income persons are paid as private pay or STF funds. The provider delivers approximately 25 - 35 rides per day.

Clearview Mediation Fleet Inventory						
No.	Vehicle	Year	Total Seats	Mileage	Lift Equipped	Condition
1	Chevy Uplander	2007	7	224698	No	Good
1	Dodge Grand Caravan	2011	7	118210	No	Good
1	Dodge Grand Caravan	2012	7	164853	No	Excellent
1	Dodge Grand Caravan	2013	5	191888	Yes	Excellent
1	Dodge Grand Caravan	2014	7	88898	No	Excellent
1	Dodge Grand Caravan	2016	4	1112854	Yes	Excellent
1	Dodge Grand Caravan	2016	4	134042	Yes	Excellent
1	Dodge Grand Caravan	2016	4	103506	Yes	Excellent
1	Dodge Grand Caravan	2016	4	118280	Yes	Excellent
1	Dodge Grand Caravan	2019	4	22857	Yes	Excellent

Oregon Department of Human Services

The Oregon Department of Human Services manages a volunteer driver program that provides non-emergency medical transportation for clients covered under the Oregon Health Plan Fee for Service program (FFS) (i.e. Medicaid). GOBHI schedules ODHS’s volunteer drivers to provide medical appointment transportation rides. A representative from Oregon Department of Human Services serves on the Special Transportation Fund (STF) Advisory Committee to represent client needs for services.

Good Shepherd Health Care System CareVan

Good Shepherd Health Care System began offering a Medical Transportation Service, known as CareVan, in 2006 after learning about the need during town hall type meetings in their service area. CareVan is an Adults with Disabilities Act (ADA) compliant service providing trustworthy and friendly rides for patients of all GSHCS affiliated medical providers and services.

Rides are available to/from private residences or other pre-arranged locations from 7:30am – 6:00pm Monday-Friday in West Umatilla County and North Morrow County including Hermiston, Echo, Stanfield, Umatilla, Irrigon, and Boardman.

The CareVan daily schedule fills up quickly, so riders are encouraged to schedule their ride up to three (3) months in advance of appointments by calling the CareVan Office.

There is no fee, however donations are gratefully accepted to support this volunteer/grant based service. Since its beginning, CareVan has, on occasion, received grant funding from ODOT Public Transportation Division, Wildhorse, Good Shepherd Medical Foundation, GSHCS, donations from riders, a bequest, etc.

Veteran’s Services: CareVan recently (August 2020) received a grant from the Rural Veterans Healthcare Transportation Program, which is a partnership between the Oregon Department of Veterans Affairs, ODOT Public Transportation Division, and Umatilla County. Veterans living in CareVan’s service area can arrange transportation to GSHCS for medical appointments, to pick up medical supplies and equipment, attend classes/support groups, etc.

Good Shepherd Health Care System CareVan Fleet Inventory					
No.	Vehicle	Year	Mileage	Lift Equipped	Condition
1	Toyota Sienna	2020	1,811	Side Ramp	Excellent
1	Dodge Grand Caravan	2017	51,745	Side Ramp	Good
1	Dodge Grand Caravan	2014	145,489	Side Ramp	Poor

Hermiston Senior Center

Hermiston Senior Center prepares and serves a hot meal twice a week, Tuesday and Thursday, at the new location in Hermiston. The Hermiston Senior Center van (accommodating 3 passengers & 1 wheelchair) can transport Seniors and People with Disabilities to meals at the Senior Center, along with hosted special events and local day trips. A volunteer driver travels approximately 12 – 15 miles twice a week and they operate with two cooks and three office staff. The senior center is a Special Transportation Fund (STF) sub-recipient to support operation of the rides to meals and activities for Seniors. During 2020, the COVID-19 pandemic, Hermiston Senior center served meals by delivering Meals-on-Wheels and take out service.

Hermiston Senior Center Fleet Inventory						
No.	Vehicle	Year	Total Seats	Mileage	Lift Equipped	Condition
1	Dodge Caravan	2012	4	52,107	Yes	excellent

Safe T Transport

Safe T Transport is a for-profit transportation provider based in Pendleton with a satellite office in Hermiston. It provides dial-a-ride services primarily for Umatilla County, with occasional trips to nearby areas in Morrow County (e.g. Boardman, Irrigon). Sixty percent of rides are arranged and reimbursed through GOBHI for Medicaid recipients. Funding for the service comes from fares, Medicaid, STF, and other small grants. Safe T Transport employs 13 drivers who work 28- 40 hours per week.

Senior Companion/Foster Grandparents Programs

Senior Companion Program is to provide volunteer opportunities to low-income seniors who serve others needing special assistance. We primarily serve seniors who are lonely and isolated; those recently released from a hospital or nursing home; and those needing assistance to remain in their current living situations. All Senior Companion volunteers serve others through a volunteer station (site) which is usually an agency that provides services to seniors. The volunteer station, in turn, assigns volunteers to individuals needing help in their current living situation. Foster Grandparents program provides trained Senior volunteers to tutor and mentor “at-risk” children to provide encouragement and companionship.

Umatilla County Veteran's Office

The Umatilla County Veteran’s Services may facilitate transportation for Veterans to the VA clinic in Walla Walla Washington or local scheduled medical appointments. The Veterans Officers will refer to public transit services and options for transportation.

Other Transportation Services

Mid-Columbia Bus Company

Mid-Columbia Bus Company provides contracted student transportation services and chartered bus services for school-related activities to school districts in Umatilla County.

Wildhorse Resort and Casino Shuttle

The Wildhorse Resort and Casino shuttle service provides transportation services for patrons of its resort properties. Shuttle service is provided to and from the Pendleton area . Wildhorse Resort and Casino patrons can use the CTUIR/Kayak Public Transit services to travel to the Mission and Pendleton communities.

Taxi Companies

Three taxi companies operate within Umatilla County, all of which are contracted with by cities for demand-response service provision as described above.

City of Milton-Freewater Taxi

This service operates Monday through Saturday from 7 am-6 pm providing dial-a-ride trips to seniors and people with disabilities.

Umatilla Cab Company

Umatilla Cab Company provides taxi service in the Hermiston area and is contracted by the City of Hermiston to provide Dial-a-Ride service.

Elite Taxi

Elite Taxi provides taxi service in the Pendleton area and is contracted by the City of Pendleton to provide Dial-a-Ride service, Deviated Fixed Route Service and Care Ride Service.

Umatilla County Special Transportation Fund Committee

The Special Transportation Fund (STF) was created in 1985 by the Oregon Legislature. The STF was originally funded with a \$.01 per pack cigarette tax. In 1989, this tax was raised to \$.02. Today, the cigarette tax revenue, as well as excess revenue earned from sales of photo ID Cards and other funds from Oregon Department of Transportation. Originally, the law identified 33 transit districts or counties as eligible to receive the STF moneys; subsequently, in 2003, the nine federally recognized Indian Tribes in Oregon were added as eligible recipients. The resulting 42 designated entities are called “STF Agencies.” The Oregon Department of Transportation (ODOT) Rail and Public Transit Division (RPTD) administers the funds for the State of Oregon. The STF Program is governed by: • Oregon Revised Statutes (ORS) 391.800 through 391.830 and • Oregon Administrative Rules (OAR) Chapter 732. *See Appendix A for STF laws. The STF Program provides a flexible, coordinated, reliable and continuing source of revenue in support of transportation services for people who are senior and people with disabilities of any age. The Oregon Legislature intended that STF funds be used to provide transportation services needed to access health, education, work, and social/recreational opportunities so that seniors and people with disabilities may live as independently and productively as possible. The funds may be used for any purpose directly related to transportation services, including transit operations, capital equipment, planning, travel training and other transit-related purposes.

STF Committee Requirements

The Umatilla County Special Transportation (STF) Advisory Committee consists of at least five members appointed by the Umatilla County Board of Commissioners. The advisory committee meets at least twice per year or more to fulfill the duties of the program. The purpose of the committee is to advise and assist the Board of Commissioners on the distribution of funds, overall management and reporting of the funds, and the adopted coordinated plan for Umatilla County.

STF Committee Members

Rod Hardwood, Chair
Heidi Zeigler, Vice Chair
Malhia Lieuallen, Secretary
Virginia Beebe
Kasi Warner

Umatilla County State Transportation Improvement Fund Committee

With the passage of House Bill 2017, Keep Oregon Moving, the Oregon Legislature made a significant investment in transportation to advance what Oregonians value—a vibrant economy with good jobs, strong communities with high quality of life, a clean and safe environment, and healthy people. The centerpiece of Keep Oregon Moving is the Statewide Transportation Improvement Fund (STIF). This fund provides a new dedicated source of funding to expand public transportation service in Oregon communities.

STIF resources are used for public transportation purposes and support the effective planning, deployment, operation, and administration of STIF funded public transportation programs. These uses include, but are not limited to, creating new transit systems, maintaining systems and plans to improve transit services. The STIF resources provide matching funds for state or federal grant dollars used to provide public transportation.

ODOT staff developed the STIF programs with significant input from the Oregon State Public Transportation Advisory Committee, public transportation providers, and other interested stakeholders. STIF is solely funded by a new one-tenth of 1 percent state payroll tax. STIF is broken down into four programs: Formula funds (90% of funds), Discretionary (5%) and Intercommunity program (4%) and an ODOT supported technical resource center (1%). The fund provides dedicated source of funding to expand public transportation to access jobs, improve mobility, relieve congestion and reduce greenhouse gas emissions around Oregon.

STIF Committee Requirements

The Umatilla County Statewide Transportation Improvement Fund (STIF) Advisory Committee consists of at least seven members appointed by the Umatilla County Board of Commissioners. The purpose of the committee is to advise and assist the Board of Commissioners on matters related to the enhancement of local and regional public transit services provided within Umatilla County through the STIF.

STIF Committee Members

Teresa Dutcher, Chair
JD Tovey, Vice Chair
Linda Carter
Jose Garcia
Esmeralda Horn
Doug Primmer
Norma Barber

STIF Formula Funds

ODOT disburses STIF Formula funds to mass transit districts, transportation districts, or counties and to federally-recognized tribes based on formula allocation. STIF payroll funds are collected and distributed to Umatilla County. Umatilla County appointed members to an Advisory Committee to advise and assist the County Commissioners on matters related to the enhancement of local and regional public transit service provided within Umatilla County.

Umatilla County Commissioners approved the first funding cycle of STIF projects for 2018-2021:

Project 1:	Umatilla County Transit Coordinator	Umatilla County
Project 2:	Hermiston-Boardman Connector	CTUIR/Kayak Public Transit
Project 3:	West end Workforce on demand Ride Cooperative	City of Hermiston
Project 4:	Expand Service for Fixed Route bus	City of Milton-Freewater
Project 5:	ADA Elevator	City of Milton-Freewater
Project 6:	Transportation Assistant	City of Milton-Freewater
Project 7:	Limited taxi service for travel to/from work	City of Milton-Freewater
Project 8:	System Design Plan	City of Milton-Freewater
Project 9:	Bus deviated Fixed Route	City of Pendleton
Project 10:	Admin Transit Program	City of Pendleton
Project 11:	Match requirement 5311 & 5310 Programs	City of Pendleton

STIF Discretionary & Intercommunity Funds

ODOT awards STIF Discretionary funds to public transportation service providers based on a competitive grant process and Intercommunity Discretionary funds to public transportation service providers to improve public transportation between two or more communities based on a competitive grant process. The applications are reviewed by the STIF Advisory Committee and forwarded for final approval by the County Commissioners.

In March 2019, was the first funding cycle of Discretionary and Intercommunity projects.

Intercommunity projects:

Project 1:	Multi County Transit	Umatilla County Grant County People Mover
Project 2:	Mobility Planning & Route Assessment	City of Milton-Freewater

Discretionary projects:

Project 3:	Capital purchase – Bus purchase	City of Pendleton
Project 4:	Capital purchase – ADA Accessible van	City of Pendleton

Umatilla County Transit Coordinator

The Umatilla County Transit Coordinator role was made possible because of a public/private partnership between Umatilla County and Eastern Oregon Business Source (EOBS), a local consulting company. EOBS maintains and manages the person hired to complete the coordinator’s work and provides professional support. This arrangement has effectively functioned as a “proof of concept” for the Transit Coordinator position without the complication, cost, or risk of creating a new county position. This innovative arrangement led to the creation of the Umatilla County Transit Coordinator position that may have not happened otherwise.

The Umatilla County Public Transit Coordinator provides coordination and collaboration with private, public and regional transit providers throughout Umatilla, Morrow and Grant Counties. The Coordinator serves as the County liaison to both Transit Advisory Committees, manages the ODOT Quarterly reporting, works in partnership to develop new transit projects, and move public transit forward in a rural Oregon county. The coordinator manages a regional public transit website and outreach program. The Coordinator has received several grants to increase public transit services to residents throughout Umatilla County. The position was created due to the new Oregon public transit funding called Statewide Transportation Improvement Fund (STIF).

STIF/STF Consolidation

During the 2019 session, the Oregon Legislature directed the Oregon Department of Transportation (ODOT) to develop a plan to merge two separate public transportation funding programs: Statewide Transportation Improvement Fund (STIF) and the Special Transportation Fund (STF). ODOT convened a Consolidation Advisory Committee (CAC), to task them with advising ODOT on key elements and priorities to ensure a successful program consolidation. Currently, the ODOT is working on a plan to fully implement the consolidation by 2023. Additional information can be located at

<https://www.oregon.gov/odot/RPTD/Pages/STF-STIF-Consolidation.aspx>.

4. Progress Since Previous Plan

In the previous version of this plan a list of needs was established that was then used to develop a variety of different strategies that could be used to meet these needs. Strategies were divided into categories including: Maintain Existing Service and Programs, Information and Marketing, Geographic, Organization, Operation, and Technology.

In this section, each numbered strategy is presented along with its description exactly as it was presented in the previous plan. This is followed with an assessment of the progress that has been made toward meeting this goal since the previous plan.

The purpose of this section is to give those using this plan an easy way to assess the progress that has been made toward the stated goals in the previous plan. While this progress is being assessed it may be helpful to carefully consider what actions made this progress possible so that successful strategies can be recreated, and less successful strategies can be abandoned.

Generally speaking—since the last plan was written—goals that were supported by the creation of the STIF program were achieved, in large part because of the influx of money that STIF provided. However, goals that required coordination between service providers, or the creation of programs that didn’t easily fit into the work of a single service provider did not see much progress since the pervious plan. Coordination between service providers has started to improve since the creation of the Umatilla County Transit Coordinator position.

Needs/Goals From Previous Plan

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.

Progress Since Previous Plan—Since the last plan was written, the amount of transit services available in Umatilla County has grown. This is in large part due to the passage of Oregon House Bill 2017 and the implementation of the Statewide Transportation Improvement Fund (STIF). This establishes a new dedicated source of funding for improving or expanding public transportation services in Oregon that has been used to great effect in Umatilla County.

STIF funds have helped the City of Pendleton create a fixed-route bus service (Let’er Bus), and helped the city of Hermiston create the Workforce On-demand Ride Cooperative (WORC) that provides workers on the west side of the county trips to and from work. They have also been used by Umatilla County to create a transit coordinator position who provides administrative support services, as well as administrative support positions for the city of Pendleton, and Milton-Freewater.

The Kayak Public Transit intercity routes (Rocket; Hopper; Whistler and Arrow) provide public transit services to low-income, seniors and people with disabilities, and commuters in rural cities throughout Umatilla County. These intercity routes provide mobility and connections to larger cities to access a wider-variety of transit services, employers, medical amenities, State and local human services, economic and social support. It is important for Umatilla County to partner with Kayak Public Transit to maintain the existing intercity routes, which are the only public transit services connecting residents throughout Umatilla County.

No. 2 Replace Vehicles in a Timely Fashion	
Strategy	Description
Replace vehicles in a timely fashion	Keep up with capital costs by following ODOT's standards for vehicle replacement.

Progress Since Previous Plan—Finding funds for fleet maintenance is always a concern for both public and private providers. Most public providers in Umatilla County have received federal and state support to help with vehicle maintenance and replacement. Private providers still struggle because they don't have as much access to federal and state funding.

Information and Marketing

No. 3 -- Provide information about existing services in a transportation directory.	
Strategy	Description
Provide information about existing transportation services in a transportation directory.	Transit agencies and coordinating partners should provide information materials for public consumption.

Progress Since Previous Plan—There have been a wide variety of different advertising campaigns by providers. For example, the WORC program in Hermiston and Let'er Bus in Pendleton have both advertised in print and on the radio. A particular highlight is the EOGO.org website that was created and is maintained by the Umatilla County Transit Coordinator. This website collects all of the transit information across the region into a single place. Most routes across the county are also indexed by Google Maps and are available while using their trip planning website or cell phone app. The Umatilla County Transit Coordinator also has an outreach plan for 2020 – 2021 that includes targeted outreach to employers, high school students, and curb-to-curb clients.

No. 4 – Provide bilingual information and marketing materials	
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 Umatilla County's large Spanish-speaking community.

Progress Since Previous Plan—Some information and marketing material has been made available in Spanish. This includes information about the WORC program in Hermiston, and all Kayak bus schedules. Providing information and marketing materials in Spanish, as well as targeted outreach to the Hispanic community continues to be an area with tremendous need.

Geographic

No. 5 – Develop coordinated medical service trips	
Strategy	Description
Develop coordinated medical services trips.	Transit agencies should work with users and medical providers to create coordinated trips serving medical facilities for all residents. This includes creating trips to specific services on a schedule and linking users to make those trips.

Progress Since Previous Plan—While trips to medical services may not always be coordinated between providers, all of the major fixed route bus services stop at area hospitals. This includes Let'er Bus and Kayak Metro stopping at St. Anthony's in Pendleton, the HART stopping at Good Shepherd in Hermiston, and both Kayak Whistler, and Grant County People Movers serving St. Mary's and the VA medical Center in Walla Walla. In addition to these public providers, Care Van serves residents on the west side of the county who need to access Good Shepherd, and Care Ride serves residents of Pendleton.

No. 6 – Provide transportation service to employment clusters.	
Strategy	Description
Provide transportation service to employment clusters.	Transit agencies and transportation providers should explore providing increased service to areas of higher density employment within the county via vanpool, fixed route service, or transportation options coordinated.

Progress Since Previous Plan—The passage of Oregon House Bill 2017 and the creation of the Statewide Transportation Improvement Fund (STIF) has established a new dedicated source of funding for improving or expanding public transportation services in Oregon a portion of this funding needs to be used exclusively for transportation to work.

Since the implementation of STIF, Umatilla County has created a county transit coordinator, launched the fixed-route Let'er Bus in Pendleton, helped fund the HART route that the city of Hermiston contracts with Kayak to provide, funded the Hermiston WORC taxi program. Kayak is also in the planning stages of developing a connector route between Hermiston and Boardman that will serve the Port of Morrow.

No. 7 – Provide service to and within southern Umatilla County	
Strategy	Description
Provide service to and within southern Umatilla County	Develop service offerings that connect southern Umatilla County with Pendleton and the rest of the regional transit network.

Progress Since Previous Plan—The city of Ukiah, in Southern Umatilla County is now served one day per week by Grant County People Movers. This route is offered free to residents of Umatilla County through support from a STIF intercommunity grant. This 2-year grant runs through 2021. While service one day per week is better than no service Ukiah is still isolated from the rest of the county's transit system six days per week.

Temporal

No. 8 – Develop transportation services for irregular shift work.	
Strategy	Description
Develop transportation services for irregular shift work.	Develop fixed-route, flex-route, and/or demand responsive transportation service offerings during evening and weekend hours to serve irregular shift work.

Progress Since Previous Plan—The city of Pendleton continues to offer taxi tickets for residents who need access to transportation outside the hours of operation of their fixed route bus service. However, this service is limited to four tickets per person per week. The City of Hermiston has introduced the Hermiston Taxi WORC voucher program. This program is subsidized by the STIF program and is intended to be used exclusively for getting riders to and from work. Because this is an on-demand service it allows riders access to transit any time that the taxi service is available. This service provides rides to people who live—or are employed—anywhere Hermiston, Stanfield, and Umatilla. Other than these two programs there is limited transit available for people who do irregular shift work. The Hermiston/Boardman connector—which is in the planning stages—may provide service at irregular times depending on expressed employer need during the planning process.

Organization

No. 9 – Coordinate long distance trips	
Strategy	Description
Coordinate long distance trips.	Increase coordination between medical providers, regional transit providers, and local transit agencies to offer service to larger urban areas farther away.

Progress Since Previous Plan—There is not a lot of coordination between providers for long distance trips. Grant County People Movers does travel—in Umatilla County—from Ukiah, the length of the county on its way to Walla Walla, and Kayak’s Whistler route also stops at the Walla Walla airport. However, other than connecting with Greyhound or Boutique Air in Pendleton or arranging a ride with a private provider there is very little access or coordination for long distance trips.

No. 10 – Explore ride-matching, carpool, and vanpool programs	
Strategy	Description
Explore ride-matching, carpool, and vanpool programs.	Work with employers and employees to develop a program of group commuting to dense areas. A specific example of this includes vanpool coordination for the Port of Morrow area for those in the northwestern portion of Umatilla County

Progress Since Previous Plan—There has been no coordinated effort to create ride-matching, carpool, or vanpool programs in Umatilla County since the last plan.

No. 11 – Create a Mobility Manager position	
Strategy	Description
Create a Mobility Manager position.	Create a Mobility Manger position that is able to assist with trip planning, grant writing, and transportation options among other services.

Progress Since Previous Plan—While a Mobility Manager position was not created, the STIF program has allowed the development of a transit coordinator for Umatilla County. This position has helped provide administrative support for transit activities in the county. The transit coordinator has written grants, and provided technical assistance to transit providers throughout the county.

No. 12 – Increase coordination between local providers and regional providers	
Strategy	Description
Increase coordination between local demand-response programs and regional private providers.	Local demand response providers should coordinate resources with private providers to enable more efficient allocation of trips. This could include coordinated trip planning among providers to increase service efficiency.

Progress Since Previous Plan—Local transit providers will refer clients to other providers when rider capacity requires it. Otherwise, there is not a lot of coordination between local and regional transit providers.

No. 13 – Expand CAPECO	
Strategy	Description
Expand CAPECO.	Expand CAPECO to provide increased demand-response service throughout the region.

Progress Since Previous Plan—CAPECO’s ability to expand service has been limited because of a lack of access to qualified drivers.

No. 14 – Improve and market BIRTA	
Strategy	Description
Improve and market BIRTA.	The Blue Mountain Inter-Regional Transit Association was envisioned as a partnership organization of transportation providers in Umatilla and Morrow Counties. The web site should be improved with additional information, maps, and regular updates, and should be marketed to a wider audience.

Progress Since Previous Plan—BIRTA is no longer under consideration. The information that would be available on a BIRTA website is now available through EOGO.org. Many of the functions of BIRTA have been subsumed under the Umatilla County Transit Coordinator position.

Operation

No. 15 – Develop/increase provision of non-Medicaid demand response services	
Strategy	Description
Develop/increase provision of non-Medicaid demand response services through paid-rides and/or increased trip coordination.	Increase the provision of non-Medicaid medical transportation and wellness rides (e.g., shopping, social trips) delivered through public and private providers. This could be achieved through increased paid-ride service or increased coordination of trip provisions (i.e. matching similar trips for cost efficiency).

Progress Since Previous Plan—Most non-Medicaid “quality of life” rides have been picked up by public providers’ fixed route bus services. Non-Medicaid demand response rides are generally difficult for public and private providers to fulfill because of rider capacity, and because of the cost of these rides for the rider. This is often true even when private providers accept support from Umatilla County’s STF fund that is intended to be used to help offset the cost of non-Medicaid rides.

No. 16 – Develop volunteer driver recruitment program	
Strategy	Description
Develop volunteer driver recruitment program.	Develop volunteer driver recruitment program to increase pool of volunteer drivers available for providers.

Progress Since Previous Plan—No progress has been made toward this goal since the previous plan, and access to drivers has worsened to the point where it is very difficult to find paid drivers.

Technology

No. 17 – Purchase and utilize scheduling software	
Strategy	Description
Purchase and utilize scheduling software.	Upgrade existing technology used to schedule trips, measure system performance, and maintain system operations.

Progress Since Previous Plan—Providers have made various amounts of progress toward this goal.

No. 18 – Continue installation of wheelchair charging stations in Pendleton	
Strategy	Description
Continue installation of wheelchair charging stations in Pendleton.	The previous coordinated plan, updated in 2014, identified a need for electric wheelchair charging stations. A recent developed program has been installing stations around the city of Pendleton, and stakeholders expressed that this program should continue to provide more stations.

Progress Since Previous Plan—Clearview Mediation has successfully installed wheelchair charging stations at seventeen locations across Umatilla County. This includes seven location in Pendleton, six locations in Hermiston, two locations in Milton-Freewater, and one location in Stanfield and Pilot Rock.

5. Stakeholder Involvement

When engaging stakeholders for this plan update, the guiding principle was to include as many different voices as possible in the update of this plan. In support of this, a wide range of different community members—interested in public transit in Umatilla County—were consulted.

The first public meeting to gather information for this plan update was a joint meeting of the Umatilla County STF and STIF committee held in April of 2020. At the beginning of the Covid-19 pandemic, this meeting was held remotely using GoToMeeting. Following this first meeting, we held ten more virtual public meetings remotely at a variety of different time during the day and on different days of the week.

To supplement the virtual public meetings, an online transit survey was also created. This survey is included in Appendix A with our meeting schedule.

To promote the virtual public meetings and the transit survey emails were sent along with a flyer advertising the meetings along with the survey link. Every email outreach encouraged addressees to share the information with others. Members of the STF and STIF committee were contacted and encouraged to share this information with their contacts. The leadership of each city (i.e. city manager, recorder, mayor, etc.) was contacted and asked to share the survey link and meeting flyer. The director of each of the twelve libraries in Umatilla County were asked to share the link and post the flyer. Each Chamber of commerce in Umatilla County was asked to share the meeting flyer with their membership and to help promote the survey. Each downtown association in the county was asked to share the flyer and survey link with their membership. The survey was also advertised in local newspapers. An example of this newspaper ad is included in Appendix A.

About 25 people attended the joint meeting of the STF and STIF committees, and about 30 other people attended one of the ten virtual public meetings. Our transit survey received 67 responses.

To further supplement this outreach all of the local transit providers, all of the city leaders, and a number of other stakeholders including local employers who had not attended one of our meetings were contacted for interviews to make sure that everyone's voice was included, and everyone's needs represented in the plan.

The Umatilla County Transit Coordinator was also a valuable resource while updating this plan. Her relationships with local transit providers, and knowledge of Umatilla County's transit system was tremendously helpful.

6. Transportation Needs Assessment

Introduction

Feedback from stakeholders, the STF and STIF Advisory Committees, and the general public as well as a careful analysis of the wide variety of transit offerings in Umatilla County provided a qualitative assessment of the needs and opportunities for transit services in Umatilla County. These have been divided into three groups focusing on general system maintenance needs, needs focusing on public outreach, and needs that will lead to system improvement. This final group has been further broken down into the needs of dial-a-ride providers, needs focusing on better coordination between providers, needs to expand transit routes to locations inside or outside the county, other system needs, and miscellaneous needs.

General System Maintenance Needs

The need to preserve existing transit services while also keeping up with preventative maintenance and vehicle replacement for transit fleets is a need for any transit system. Overall, the vehicles used by the wide variety of transit providers across Umatilla County have been successfully maintained with vehicles replaced when necessary. However, this continues to be a major expense for every transit provider in Umatilla County. Because they don't have access to federal funds, and because their access to state funds are limited, public providers have more difficulty maintaining and replacing transit vehicles.

As the transit system in Umatilla County has continued to grow and mature there is more need for improving transit infrastructure. Here "transit infrastructure" is understood broadly to include everything outside of vehicles that are needed to maintain a transit system. This includes the physical items required for a bus stop such as signage and shelters, bus storage and maintenance facilities, all of the different ways that customers might have their questions about transit answered such as information kiosks or transit call centers, large scale transit access points like transit centers or park and rides, and all of the different types of administrative support necessary to maintain a transit system.

In our public outreach we heard again and again about the need for more stops, or different stops, on local transit systems. Of course, this type of critique is probably always going to be present when doing public outreach about transit, but it does relate to a need that will come up later—the need to make sure that existing routes continue to be analyzed and adjusted to increase route efficiency. Another item that came up again and again during public outreach—related to transit infrastructure-- was the need for more bus shelters and signage with more information. One valuable thing that this feedback suggests is that transit use is starting to catch on in Umatilla County.

Another infrastructure related need that came up repeatedly in public outreach was the need for a call center for information and route planning. What exactly a transportation call center would look like in Umatilla County and how it would be funded is unclear given the wide variety of different providers in the county. There is also reason to believe that the need for a call center may slowly fade away as people who are comfortable using the internet and smart phones slowly replace people who prefer to make phone calls.

An enormous need in Umatilla County is figuring out how to recruit and retain qualified drivers. This is a problem for all transit providers—public and private—and is a large obstacle when considering system expansion. Given that it is tremendously difficult to find qualified drivers who will be paid, it is almost impossible to find volunteer drivers. It should be made clear that this is not only a need in rural Oregon, but is a need both across the state, and nationally.

Public Outreach Needs

Public outreach is important for any transit system, but it is particularly important in Umatilla County where, although there is a wide variety of different transit options, many residents of the county have no idea that public transit exists. Four public outreach needs are identified below. The first need focuses on the importance of bilingual information and advertising, the second focuses on the need for a systematic approach to outreach, the third focuses on the need for outreach to tourists, and the fourth is interested in using public transit to help reduce chronic absenteeism in schools.

Bilingual Advertising and outreach—According to the American Community Survey 27.6% of Umatilla County’s Population is Hispanic or Latino. This percentage is even higher in cities in the western part of the county, and in northern Morrow County. This creates a need for informational materials including schedules and route maps to be made available in Spanish, as well as the need for culturally specific advertising. These materials are also often best distributed using Spanish language media outlets, including print and radio, or directly from other community members. A reasonable goal would be to systematically work toward making every part of the whole system bi-lingual while first focusing on the areas where the need is the greatest. While preparing materials for Spanish speaking residents the importance of a professional translator, or having materials originally created in Spanish cannot be overstated. Simply using online translation programs such as Google Translate is not effective. There are a number of members of the Latino community who work closely with transit in the county who should be looked to for direction and support. Increasing transit use by the Latino community by making informational materials and culturally specific advertising available in Spanish represents a potentially significant area for growth for local transit systems. This potential growth comes at the fairly low cost of making the system accessible and welcoming to those whose first language isn’t English.

Systematically advertise the transit system in Umatilla County—During outreach to transit providers, a common concern in Umatilla County is that no matter how much advertising individual transit providers create and make available to the public, people across the county are only interested in public transit when they find themselves in a situation where they need it, often making advertising feel fruitless. This leads to the need to systematically advertise the transit system in Umatilla County. An example of systematic advertising will be available this year in part of the work completed by the Umatilla County Transit Coordinator. Some of the contract deliverables with Eastern Oregon Business Source—the local consulting company that Umatilla County contracts with to oversee the Transit Coordinator’s work—specifically involve community outreach. This will include outreach to high school students grades 9-12, outreach to dial-a-ride providers and clients, and outreach focusing on local employers with the intention of employers encouraging their employees to take transit to work, and to get home. The goals for this advertising and outreach were established at the beginning of the fiscal year in an advertising and outreach plan that will guide the Transit Coordinator’s work throughout the year. Outside of the outreach done by the Umatilla County Transit Coordinator, it is valuable for individual providers to try to be as deliberate as possible with their advertising time and advertising budget.

Develop transit outreach and advertising strategy specifically for tourists and visitors—While outreach to residents of Umatilla County is important for the continued success of the transit system, there is also a need to advertise to visitors and tourists. The methods for advertising to visitors and tourists is different than what is required for advertising to people who live or work in Umatilla County, however there are also a number of organizations that specialize in outreach to visitors and tourists ready to help provide expertise to help meet this need. Bringing together representatives from local chambers of commerce, downtown organizations, and county and municipal tourist promotion organizations and asking them how best to incorporate transit into the work that they do will make meeting this need straight forward. It is likely that a few hours of focused work with the right community stakeholders will make a significant impact on awareness, access to, and use of transit in Umatilla County for tourists and visitors.

Working with IMESD to introduce students to transit to help with absenteeism—Although it is perhaps not immediately obvious that helping combat chronic absenteeism could be accomplished by public outreach about transit—it can. Chronic absenteeism is an ongoing problem that Inter-Mountain ESD (IMESD) has been working on improving throughout its member schools. One important part of their strategy in Umatilla County is to help

students realize that it is possible to school using local transit systems outside of the normal times that school buses operate. This makes educating students about the transit options available in their communities a powerful tool in helping combat this chronic absenteeism. Another benefit of informing students about transit as a way to help them get to school is that they will also be aware of transit as a way to get home from afterschool activities and will be well acquainted with transit should they ever need a ride to work. So, introducing transit as an alternative way for students to get to school also helps prepare the next generation of transit riders.

Needs That Will Lead to System Improvement

Need for planning support—Most people who use transit systems do not realize the incredible amount of planning that is required in order to establish a functioning transit route, or transit service. In order to support the planning that is needed to continue to maintain, and to improve on the current transit system in Umatilla County there is a need for the wide range of federal and state grants, and other funding mechanisms, that are used to support transit planning. This includes funding for transit system studies, support for transportation development and system design plans, planning of new routes/schedule, maintenance facilities, park and ride locations and bus shelters, and other forms of technical assistance that are required to maintain, expand, or improve transit services.

The rest of the needs focusing on system improvement have been further broken down into the needs of dial-a-ride providers, needs focusing on better coordination between providers, needs to expand transit routes to locations inside or outside the county, other system needs, and miscellaneous needs.

Dial-a-ride Needs

Increase access to affordable dial-a-ride service for non-Medicaid medical transportation and wellness trips for residents living outside the major population centers of Pendleton and Hermiston—In Umatilla County a Dial-a-ride service is available—in most situations—to anyone living anywhere in the county if they are willing to pay full price for the service. This however can become a problem for non-Medicaid qualified riders who need medical transportation, or anyone who needs access to a dial-a-ride service for wellness trips (i.e., shopping, or visiting friends) who lives on a fixed budget. When paying full price, dial-a-ride services can be prohibitively expensive, and even when paying full price, dial-a-ride service often still require scheduling well in advance. Given these conditions there is need in Umatilla County for increased access to affordable subsidized dial-a-ride service for non-Medicaid medical transportation and wellness trips. Some of this need is picked up by fixed route bus services, and Taxi Ticket programs in Pendleton, Hermiston, and Milton-Freewater however even when these services will give rides outside the city limits (as in Pendleton and Milton-Freewater) there are still significant parts of Umatilla County that do not have access to these transit options.

Need to create more flexible dial-a-ride programs that require less lead time—Related to the need for more subsidized dial-a-ride service, most dial-a-ride services in Umatilla County require scheduling a ride 24-48 hours in advance. This lead time is not possible for people who have non-medical emergencies, sudden unexpected doctors' appointments, or when a person wants to go to the grocery store or visit a friend without 48-hour notice. As with the previous need, this need is lessened in the places that have access to a fixed route bus, or Taxi Ticket program such as Pendleton, Hermiston, and Milton-Freewater, but is a greater need in the parts of the county that do not have access to these transit options.

Provider Coordination Needs

Purchase, utilize, and continue to update scheduling and ride tracking software—There are a variety of transit needs in Umatilla County that can best be met with better coordination between transit providers. In the case where multiple transit providers use the same scheduling and tracking software it may be possible for this software to help transit providers better coordinate between each other. Some software can also help analyze rider information to help make sure that existing routes are as efficient as possible. Software that can track busses and provide real-time information to riders also helps improve rider experience, and the ability to successfully plan trips.

Improve coordination between area transit providers so that connections between routes are better aligned—

Another need that involves coordination between transit providers is the need to make sure that connections between routes that are provided by different providers are properly aligned. Any time two routes operated by different providers intersect there is an opportunity for the providers to work together to make sure that the routes are aligned as much as is possible. There are a variety of routes across the county where connections between providers are long because of misalignment. This leads to longer trips for riders and an overall lower quality experience. Particular points of focus should be where Kayak routes intersect with routes in Pendleton and Milton-Freewater. If providers can work together to better align routes it will also provide an opportunity for routes to be properly optimized and may lead to providers being able to remove or reduce duplicate stops.

Continue to analyze and adjust routes to increase route efficiency—While the previous two needs involved optimizing routes between different transit providers, there is also a need for individual transit providers to continue to analyze and adjust routes to continue to increase system efficiency. There is a balance that needs to be struck in transit between having a lot of stops so that as many people as possible can get on the bus, and each stop ultimately increasing the total drive time of the bus route. This especially matters in systems like we find in Umatilla County where there is only one bus per route. In addition to changes made in response to route efficiency, it is important for transit providers to continue to work with local employers, as well as other local organizations that may have a lot of potential bus riders (i.e. hospitals, county court houses, etc.) in order to make sure that routes are stopping in the right places, frequently enough, and at the right time to be useful for potential riders.

Route expansion Needs

Continue to try to find ways to provide public transit in Ukiah and Helix— There are two cities in Umatilla County with limited, or no access to transit. The city of Ukiah, located in the southern part of the county, has access to one stop per week provided by Grant County People Movers. This route, which runs from Prairie City in Grant County down Highway 395 through Ukiah, Pilot Rock, Pendleton, and Milton-Freewater on its way to the Veteran’s Hospital in Walla Walla does connect Ukiah to the rest of the county one day per week. Another service in Ukiah, provided by members of the Presbyterian Church, and supported by STF dollars provides medical rides to the elderly and disabled. Helix, located about 10-miles off of Highway 11 on the northeastern side of the county, currently has no access to public transit.

Need to connect transit system to the Tri Cities, Washington—A particularly difficult location to get to using Umatilla County’s transit system in the Tri Cities in Washington. Currently the only way to get to the Tri Cities outside of a dial-a-ride involves riding the Grey Hound bus from Pendleton to Pasco, and this bus only runs once per day—so an overnight stay is required for any trip. Given that the Tri Cities is the closest major population center, and that there are a variety of medical services that are available in the Tri Cities there is a need to try to find ways to connect the transit system in Umatilla County to the Tri Cities.

Other Needs

Continue to investigate ride share, carpool, and van pool—Because of the size of Umatilla County, and the number of towns with small populations, there are a variety of situations where a fixed route bus is probably not the best way to serve residents. This leads to a need to continue to investigate ride share, carpool and vanpool options, and to continue to develop ways to make these services available to county residents. Ride share, carpool and vanpool options can help ease transit need in isolated locations in the county like Ukiah and Helix by providing services directly targeting need. To try to fulfill this need, there is value in continuing to develop ride share, carpool or vanpool programs that are flexible enough so that county residents can decide when and where they would be most useful.

The need for transportation during off peak hours—There is either limited or no access to transit for county residents outside regular transit hours (approximately 7:00 am to 7:00 pm depending on provider). This is a problem for those who needs a ride outside of these hours. This is especially problematic for people who work shifts that fall outside of regular transit hours. In cities with taxi services this need is lessened somewhat by taxi ticket programs, but these programs are limited.

Investigate transit options to and from Umatilla County Jail— There are limited transit options to and from the Umatilla County Jail in Pendleton. This need came up a variety of times in public outreach. This is a problem both for members of the community who are released from the jail, but is also a problem for people who have to travel to the justice center for parole and probation requirements.

7. Strategies to Meet Transportation Needs

Introduction

Strategies to meet the needs from the previous section are expressed below. They are presented as goals numbered 1-18, identify the need that the goal follows from, describes the goal, and presents a possible strategy including the responsible party, time frame, level of effort, and cost. Level of effort is expressed as “high,” “medium,” and “low.” Cost is expressed using a four-step scale from “\$” representing a small cost to “\$\$\$\$” representing a high cost.

General System Maintenance Needs

Goal 1 – Preserve and Maintain Existing Services			
Need			
Umatilla County has a wide range of public transportation services. Maintaining the existing system is the first step toward ensuring a healthy transit system.			
Goal		Description	
Preserve existing services, continue preventive fleet maintenance, and vehicle replacement.		All agencies and providers should seek to maintain their existing service offerings. This includes vehicle maintenance and operation of service.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Establish system operating costs 2. Establish replacement schedule 3. Continue to maintain system 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	High	\$ - \$\$\$\$

Goal 2 – Continue to maintain, improve, and expand transit infrastructure			
Need			
As transit systems in Umatilla County continue to grow and establish themselves, there is continued need to maintain and improve the existing transit infrastructure, and to create new infrastructure as needed.			
Goal		Description	
Continue to maintain, improve, and expand transit infrastructure.		Here, “transit infrastructure” is understood broadly to include everything outside of vehicles that are needed to maintain a transit system. This includes the physical items required for a bus stop such as signage and shelters, bus storage and maintenance facilities, all of the different ways that customers might have their questions about transit answered such as information kiosks or transit call centers, large scale transit access points like transit centers or park and rides, and all of the different types of administrative support necessary to maintain a transit system	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Determine transit infrastructure needs 2. Develop funding strategy to meet transit infrastructure needs 3. Follow funding strategy 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	High	\$-\$\$\$\$

Goal 3 – Improve Driver Recruitment and Retention			
Need			
Finding qualified drivers—both paid and volunteer—is difficult. This need often disrupts transit providers ability to provide service and makes expanding service impossible.			
Goal		Description	
Improve driver recruitment and retention across all transit providers both public and private.		Access to qualified transit drivers is a national problem. This being said, improved coordination between providers about how best to recruit and maintain drivers may be able to ease the problem locally.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Examine common reasons for difficulty finding qualified drivers. 2. Arrange meeting between different transit providers to develop county-wide strategy. 3. Research other transit systems success in attracting qualified drivers. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Immediate	Medium	\$

Public Outreach Needs

Goal 4 – Make Information & Advertising Available in Spanish			
Need			
<p>There is a limited amount of information and marketing materials available for Umatilla County’s Spanish speaking community. There is a need for informational materials including schedules and route maps to be made available in Spanish, as well as the need for culturally specific advertising. These materials are also often best distributed using Spanish speaking media outlets, including print and radio, or directly from other community members.</p>			
Goal		Description	
<p>Make all information and marketing materials available in both English and Spanish and create culturally specific advertising and outreach using Spanish language media outlets including print and radio.</p>		<p>The ultimate goal should be to systematically work toward making every part of the whole transit system bi-lingual while first focusing on the areas where the need is the greatest.</p>	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Step One – Initiate contract with a public marketing / advertising organization to develop strategy for English/Spanish outreach in a variety of media outlets 2. Step Two – Initiate English/Spanish outreach campaign 3. Step Three – Continue outreach campaign 			
Responsible Party	Timeframe	Level of Effort	Cost
Umatilla County	1-year	Low	\$-\$\$

Goal 5 – Systematically Advertise Transit in Umatilla County			
Need			
<p>There is a continued need for public outreach and public awareness to advertise transit offerings in Umatilla County. This includes the need to educate first time riders about how to use public transportation, and to help them navigate the system.</p>			
Goal		Description	
<p>Systematically advertise the transit system in Umatilla County.</p>		<p>There is a common feeling that the public does not know about their transit options, despite marketing and advertising campaigns. This can be offset if outreach is provided systematically and is aimed at groups that may not currently know about transit, but who would be likely to use it. This may include students, employees, etc.</p>	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Step One – Implement Umatilla County marketing campaign 2. Step Two – Support transit providers on marketing/outreach 3. Step Three – Create “Transit Trainers” that can be on call to train first time riders? 			
Responsible Party	Timeframe	Level of Effort	Cost
Umatilla County	Ongoing	Medium	\$

Goal 6 – Advertise Transit to Tourists & Visitors			
Need			
Tourists and visitors to the area require a different strategy for outreach and advertising than county residents. However, making it easy for visitors to find information about public transit it no less important. There is a need to develop a transit outreach and advertising strategy specifically for tourists and visitors.			
Goal		Description	
Establish transit outreach and advertising strategy specifically aimed at tourists to Umatilla County.		The methods for advertising to visitors and tourists is different than what is required for advertising to people who live or work in Umatilla County, however there are also a number of organizations that specialize in outreach to visitors and tourists ready to help provide expertise to help meet this need.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Bring together representatives from chamber of commerce & tourism organizations. 2. Establish transit needs for tourism, and advertising locations and methods. 3. Develop tourism outreach plan. 			
Responsible Party	Timeframe	Level of Effort	Cost
County Transit Coordinator	3-5 years	Low	\$

Goal 7 – Work With IMESD to Reduce Absenteeism			
Need			
Chronic student absenteeism is a problem that the Inter Mountain Educational Service District (IMESD) has been working to improve. Local transit systems can be a powerful tool to allow students to get to school outside of times served by district provided school busses. There is a need to work with IMESD to publicize local transit systems throughout Umatilla County. This will also serve as a way to introduce students to transit more generally so that they can also use it to access after school activities or job opportunities.			
Goal		Description	
Work with IMESD to introduce students to transit to help with absenteeism.		Another benefit of informing students about transit as a way to help them get to school is that they will also be aware of transit as a way to get home from afterschool activities and will be well acquainted with transit should they ever need a ride to work. So, introducing transit as an alternative way for students to get to school also helps prepare the next generation of transit riders.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Work with IMESD to introduce students to transit 2. Establish measure of successful outcome. 3. Measure outcome. 			
Responsible Party	Timeframe	Level of Effort	Cost
IMESD	Ongoing	Low	\$

Needs That Will Lead to System Improvement

Goal 8 – Continue to Seek Planning Support			
Need			
In order to support the planning that is needed to continue to maintain, and to improve on the current transit system in Umatilla County there is a need for the wide range of federal and state grants, and other funding mechanisms, that are used to support transit planning.			
Goal		Description	
Continue to seek federal and state transit planning support.		This includes funding for transit system studies, support for transportation development and system design plans, planning of new routes/schedule, maintenance facilities, park and ride locations and bus shelters, and other forms of technical assistance that are required to maintain, expand, or improve transit services.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Monitor available planning support opportunities. 2. Apply for applicable planning support opportunities. 3. Follow outcome of planning support. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	High	\$-\$

Dial-A-Ride Needs

Goal 9 – Increase affordable Dial-A-Ride Service			
Need			
Outside the population centers of Pendleton and Hermiston, there is limited access to affordable curb-to-curb service across most of Umatilla County for non-Medicaid medical transportation and wellness rides (e.g., shopping, social trips).			
Goal		Description	
Increase access to affordable dial-a-ride service for non-Medicaid medical transportation and wellness trips for residents living outside the major population centers of Pendleton and Hermiston.		This goal may be achieved through increased paid-ride services, increased coordination of trips, or by maximizing the effectiveness of STF support given to providers.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Schedule meetings between service providers to establish best practices for increasing rides. 2. Establish strategies to increase affordable dial-a-ride services. 3. Assess effectiveness of strategies and repeat process as necessary. 			
Responsible Party	Timeframe	Level of Effort	Cost
Dial-a-ride providers	Ongoing	High	\$-\$\$\$\$

Goal 10 – Increase Flexibility of Dial-A-Ride Service			
Need			
There is very little flexibility for dial-a-ride programs across the county and they often require 24 to 48-hour notice. This amount of lead time is often impossible when non-medical emergencies come up, or for sudden medical appointments. This is especially problematic for those living outside Pendleton and Hermiston where taxi ticket programs and transit associated with local hospitals help ease this need.			
Goal		Description	
Try to create more flexible dial-a-ride programs that require less lead time.		Because of demand, and service funding models, Dial-a-Ride providers in Umatilla County require significant lead time to provide service.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Schedule meetings between service providers to establish best practices for decreasing lead time. 2. Establish strategies to decrease lead time for dial-a-ride services. 3. Assess effectiveness of strategies and repeat process as necessary. 			
Responsible Party	Timeframe	Level of Effort	Cost
Dial-a-ride Providers	Ongoing	High	\$\$-\$\$\$\$

Provider Coordination Needs

Goal 11 – Purchase, Utilize, and Update Scheduling & Ride Tracking Software			
Need			
There are a variety of transit needs in Umatilla County that can best be met with better coordination between transit providers. In the case where multiple transit providers use the same scheduling and tracking software it may be possible for this software to help transit providers better coordinate between each other.			
Goal		Description	
Purchase, utilize, and continue to update scheduling and ride tracking software.		Software can help analyze rider information to help make existing routes efficient. Software can also track busses and provide real-time bus information to riders.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Determine software availability and need. 2. Establish funding strategy to pay for scheduling software. 3. Purchase and install software. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	Medium	\$\$-\$\$\$

Goal 12 – Improve Coordination Between Transit Providers to Better Align Routes			
Need			
Connections between transit services offered by different providers do not always align. This can lead to long delays between connections and extremely long trip times for riders.			
Goal		Description	
Improve coordination between area transit providers so that connections between routes are better aligned.		Any time two routes operated by different providers intersect there is an opportunity for the providers to work together to make sure that the routes are aligned as much as is possible. There are a variety of routes across the county where connections between providers are long because of misalignment.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Establish places in transit system where two different providers connect. 2. Bring together representatives from each provider to discuss what alignment might include. 3. Make plan to align services. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	Medium	\$

Goal 13 – Analyze and Adjust Routes to Increase Efficiency			
Need			
There is a need for individual transit providers to continue to analyze and adjust routes to continue to increase system efficiency.			
Goal		Description	
Continue to analyze and adjust routes to increase route efficiency.		There is a balance that needs to be struck in transit between having a lot of stops so that as many people as possible can get on the bus, and each stop ultimately increasing the total drive time of the bus route. This especially matters in systems like we find in Umatilla County where there is only one bus per route.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Determine needs and expectations for each route. 2. Assess existing routes to determine efficiency. 3. Adjust routes to increase efficiency. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	Medium	\$

Route Expansion Needs

Goal 14 – Expand Services to Ukiah and Helix			
Need			
There are two cities in Umatilla County with limited, or no access to transit. Ukiah has access to transit one day a week because of a route operated by Grant County People Mover, and Helix currently has no access to transit.			
Goal		Description	
Continue to try to find ways to provide public transit in Ukiah and Helix.		Ukiah and Helix are two of the smaller and more isolated cities in Umatilla County. Regular fixed route bus service is unlikely to be viable in either of these locations. Given this, alternatives such as ride shares, car pools, and van pools should be considered to meet this need.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Establish mechanism for determining each city’s transit needs. 2. Follow result of needs assessment. 3. Repeat in other communities. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers & Transit Coordinator	3-5 years	Medium	\$

Goal 15 – Connect Transit System to Tri Cities, Washington			
Need			
Given that the Tri Cities is the closest major population center, and that there are a variety of medical services that are available in the Tri Cities there is a need to try to find ways to connect the transit system in Umatilla County to the Tri Cities.			
Goal		Description	
Connect Umatilla County’s Transit system to the Tri Cities Washington.		The Tri Cities, Washington is difficult to get to using Umatilla County’s transit system. Currently the only way to get to the Tri Cities outside of a dial-a-ride involves riding the Greyhound bus from Pendleton to Pasco, and this bus only runs once per day—so an overnight stay is required for any trip.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Bring transit providers together to establish best way to connect system to Tri Cities. 2. Develop funding strategy for chosen option. 3. Support chosen strategy. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	3-5 years	High	\$\$\$-\$\$\$\$

Other Transit Needs

Goal 16 – Continue Development of rideshare, carpool, and vanpool programs			
Need			
Because of the size of Umatilla County, and the number of towns with small populations, there are a variety of situations where a fixed route bus is probably not the best way to serve residents. This leads to a need to continue to investigate ride share, carpool and vanpool options, and to continue to develop ways to make these services available to county residents.			
Goal		Description	
Continue development of rideshare, carpool, and vanpool programs.		Ride share, carpool and vanpool options can help ease transit need in isolated locations in the county like Ukiah and Helix by providing services directly targeting need.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Develop mechanism to determine community need for rideshare, carpool, and vanpool programs. 2. Following from assessment of community need develop process for establishing rideshare, carpool, or vanpool. 3. Monitor process and repeat throughout the county as needed. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers & Transit Coordinator	3-5 years	Medium	\$

Goal 17 – Expand Service Outside Regular Transit Hours			
Need			
There is either limited or no access to transit for county residents outside regular transit hours (approximately 7:00 am to 7:00 pm depending on provider). This is a problem for those who needs a ride outside of these hours. This is especially problematic for people who work shifts that fall outside of regular transit hours. In cities with taxi services this need is lessened somewhat by taxi ticket programs, but these programs are limited.			
Goal		Description	
Expand transit service outside of regular transit hours.		Outside of regular transit service hours there is limited or no access to transit. This is especially a problem outside the cities with taxi services, although the WORC taxi program in Hermiston helps meet this need on the west side of the county.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Determine best way to meet community need for transit outside regular transit hours. 2. Develop transit service to fulfill this need. 3. Repeat as needed. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Providers	Ongoing	High	\$\$-\$\$\$\$

Goal 18 – Investigate transit options to and from Umatilla County Jail			
Need			
<p>There are limited transit options to and from the Umatilla County Jail in Pendleton. This need came up a variety of times in public outreach. This is a problem both for members of the community who are released from the jail, but is also a problem for people who have to travel to the justice center for parole and probation requirements.</p>			
Goal		Description	
Investigate transit options to and from the Umatilla County Jail.		Transit to and from the Umatilla County jail is difficult given the current transit options available.	
Suggested Strategy			
<ol style="list-style-type: none"> 1. Meet with County officials to begin discussion about transit needs and options. 2. Meet with transit providers to determine available transit resources. 3. Work with both County officials and transit providers to use available resources to meet need. 			
Responsible Party	Timeframe	Level of Effort	Cost
Transit Coordinator	3-5 Years	Low	\$-\$\$

Appendix A

Stakeholder Outreach Meetings Dates and Times

Tuesday 5/12 9:00 - 10:00am

GoToMeeting Link: <https://global.gotomeeting.com/join/951225637>

Or call: +1 (872) 240-3212 Access Code: 951-225-637

Wednesday 5/13 2:00pm

GoToMeeting Link: <https://global.gotomeeting.com/join/872317645>

Or call: United States: +1 (571) 317-3122 Access Code: 872-317-645

Thursday 5/14 7:00 pm

GoToMeeting Link: <https://global.gotomeeting.com/join/564221765>

Or call: United States: +1 (646) 749-3122 Access Code: 564-221-765

Monday 5/18 noon

GoToMeeting Link: <https://global.gotomeeting.com/join/122069557>

Or call: United States: +1 (872) 240-3311 Access Code: 122-069-557

Wednesday 5/20 9:00

GoToMeeting Link: <https://global.gotomeeting.com/join/716200965>

Or call: United States: +1 (646) 749-3122 Access Code: 716-200-965

Friday 5/22 10:00 am

GoToMeeting Link: <https://global.gotomeeting.com/join/367553925>

Or call: United States: +1 (571) 317-3122 Access Code: 367-553-925

Wednesday 5/27 5:00 pm

GoToMeeting Link: <https://global.gotomeeting.com/join/764564645>

Or call: United States: +1 (646) 749-3112 Access Code: 764-564-645

Friday 5/29 10:00 am

GoToMeeting Link: <https://global.gotomeeting.com/join/866817421>

Or call: United States: +1 (571) 317-3122 Access Code: 866-817-421

Monday 6/1 11:00am

GoToMeeting Link: <https://global.gotomeeting.com/join/922692613>

Or call: United States: +1 (872) 240-3212 Access Code: 922-692-613

Thursday 6/4 9:00 am

GoToMeeting Link: <https://global.gotomeeting.com/join/112464517>

Or call: United States: +1 (872) 240-3311 Access Code: 112-464-517

Stakeholder Outreach Meeting & Survey Questions

1. What public or private transit services do you want to maintain in Umatilla County? What is that is most valuable about these services?
2. Please describe the need for public or private transit in your community, city, or county?
3. Please describe the value or importance that public or private transit services provide in the work that you do, or for clients that you work with.
4. Please describe any unmet need for public or private transit in the work that you do, or for clients that you work with.
5. Do you have any new public transit projects you would like to see planned in the next five-years?

Transit Call Center Concept Summary



**Eastern Oregon
Business Source**

Training - Strategy - Implementation - Results

Susan L. Bower, MBA
*Advanced Instructional Design
& Human Resource Specialist*
www.eobusinesssource.com
(541) 215.9252

Umatilla County Public Transit Coordination

Consultant: Staci Kunz

Transit Call Center Concept

Background

Umatilla County contracts with Eastern Oregon Business Source to provide public transit coordination services and State reporting of the use of funds. A deliverable in the 2019/2020 contract was for EOBS to research the benefits of having a regional transit call center and to offer a recommendation for Umatilla County's consideration.

What is a Transit Call Center?

A transit call center is responsible for managing a large number of inbound and outbound calls for public and private transit providers. A transit call center can identify customers' needs, clarify information, research issues, provide solutions, and alternatives. The services offered by a call center can build sustainable relationships and engage customers by taking time to answer their questions. The call center can also assist in finding the correct routes and schedule to meet the callers' needs. Records are kept on the inquiries to the call center including customer service calls, compliments, suggestions, and customer complaints. This creates a useful data set to help a transit agency optimize its operations.

Call center agents can also work one-on-one with a rider to pre-schedule Dial-a-Ride service 24-hours a day with private providers for future rides. The call center operator gathers information from the rider, and then schedules the trip with a private provider. This is a great option for seniors, individuals with disabilities, and low-income households, due to the curb-to-curb service that Dial-a-Ride can provide. Depending on the area where the rider lives, and the rider's circumstances, there may be a charge for the ride. There are a variety of programs available to both public and private transit providers that support those who need help with fair costs.

Transit providers seek federal and state funding to offer a variety of programs for riders. These include reduced or pre-paid ticket programs for seniors or individuals with disabilities, using dial-a-ride or reduced-price taxi tickets. This allows access to medical and general household needs, rides to senior meal sites, as well as to social activities. Another program for riders aimed at youth involves providing free rides to summer recreation programs.

What Services Does a Transit Call Center Offer?

A Transit Call Center offers the following services:

- A rider can speak one-on-one with an operator as they gather the rider's appointment schedule and location information to pre-schedule a ride
- A call center agent can contact private providers to schedule a ride
- Callers can learn about fare and fees for the service
- Callers can learn about service alerts and holiday schedules
- Call center agents can assist with requests for cancellations, resolve customer complaints, and keep track of ongoing issues to help a transit agency optimize its operations
- Call Center Agents provide riders, especially paratransit customers, an update on the whereabouts of their rides
- Rides provided by a Call Center must be pre-scheduled ahead of time. A rider in need of an immediate ride, must use public transit or call for taxi service

What are the Benefits of a Transit Call Center?

A transit call center can centralize the coordination of public and private transit services for enhanced customer service and reduced cost to the citizen and the provider operations expenses; can contribute to efficient use of State funding. A transit call center also allows for increased coordination of routes among providers, also contributing to a better use of public funds. Finally, a transit call center can allow for more agile and flexible service than requiring a rider to interact with providers using a many diverse methods.

Recommendation for County Consideration

State funding sources have been declining over the past 5 years and are projected to continue to be more competitive in the coming years. State requirements for route coordination, reporting, and cost-sharing are on the rise. Regional economic data indicates that people live in different communities than they work, therefore creating a need to commute to work. Employers report having a difficult time finding employees to fill open positions and that the lack of workers has negatively impacted growth.

EOBS recommends Umatilla County initiate a conversation with City leaders, Kayak, and private transit providers to discuss the possibility of having a regional call center. Kayak offers the most routes, has the largest fleet, and dedicated operations management. Kayak is part of the CTUIR and there may be cost-savings benefits and increased citizen services if more coordination, collaboration, and consideration of a regional call center was to take place.

First-Time Rider Concept Summary



Eastern Oregon Business Source

Training - Strategy - Implementation - Results

Susan L. Bower, MBA
*Advanced Instructional Design
& Human Resource Specialist*
www.eobusinesssource.com
(541) 215.9252

Umatilla County Public Transit Coordination

Consultant: Staci Kunz

Education and Public Awareness

Background

Umatilla County contracts with Eastern Oregon Business Source to provide public transit coordination services and State reporting of the use of funds. A deliverable in the 2019/2020 contract was for EOBS to research the benefits of having a first-time rider experience training and to offer a recommendation for Umatilla County's consideration.

First-Time Rider Experience

Public Transit in Umatilla County, and the Eastern Oregon region, can increase ridership by offering a first-time rider training. This training will increase the knowledge, skill, and the comfort of a first-time transit rider. There are a few easy steps that can be shared with riders before using public transit for the first time and this training will provide an overview of the process. Riders trust of public transit grows with each successful trip, however getting on public transit for the first time is often an intimidating experience. First-time rider training is designed to solve this problem and to encourage ridership.

What is First-Time Rider Training?

First Time Rider training is an opportunity for new riders to learn the basics about utilizing public transit, such as city or regional bus providers, trains, the bus, and airlines. The training can be tailored to appeal to various parts of the community, creating a positive public transit experience and leading to trust. The training can be offered in a variety of ways including in-person, hands-on, using video, or at a community event. Riders will learn the benefits of utilizing public transit and building their confidence and trust in public transit.

What are the Benefits of Public Transit?

Public transit provides a variety of benefits for the region. One benefit is a low-cost way to travel to work or school, medical appointments, social activities, shopping, or traveling out of the area. Public transit is also a great way to save on the cost of owning and maintaining a vehicle and to reduce the carbon footprint. Depending on the area, public transit may be fair-free, or can include the cost of a fare. When a fair is required there are a variety of programs to help reduce this cost when necessary.



Eastern Oregon Business Source

Training - Strategy - Implementation - Results

Susan L. Bower, MBA
*Advanced Instructional Design
& Human Resource Specialist*
www.eobusinesssource.com
(541) 215.9252

How is Public Transit Funded?

Transit providers seek federal and state funding to offer a variety of programs for riders. These mechanisms include reduced or pre-paid ticket programs for Seniors or individuals with disabilities, using dial-a-ride or reduced-price taxi tickets. This allows access to medical and general household needs, rides to senior meal sites, as well as to social activities. Another program for riders aimed at youth involves providing free rides to summer recreation programs, employment, or recreational activities. Funding may be available to assist with first-time rider training; further research is necessary.

What does First-Time Rider Training Look Like?

First-time rider training can include tips on the following:

1. Trip planning
2. Fares and how to pay them
3. General transit rules and code of conduct
4. Transit safety
5. Park and ride vehicle parking
6. Loading and unload bikes on bus racks
7. Dial-a-Ride services and information
8. Public information concerning Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act (ADA) of 1990

How is First-Time Rider Training Offered to the Public?

Community organizations, private providers, governments, or public transit advocates can partner to offer first-time rider training and education. Examples include partnerships between school districts, education service districts, governments, employers, and transit providers.

Recommendation for County Consideration

EOBS consultant, Staci Kunz, as part of her transit coordination role, is currently building a relationship with the transportation contact at IMESD who is tasked with promoting the use of public transit with the area's school-age youth. Staci has offered to brainstorm with the IMESD to make this training possible. Staci has also offered to promote the training at job fairs, career days, or other event where promotion of public transit makes sense.

EOBS recommends Umatilla County determine which departments service citizens that could also benefit from first-time rider training. EOBS recommends a partnership between public agencies, IMESD, Umatilla County, employers, and private providers to fund and facilitate first-time rider training.

