

**Confederated Tribes of Warm Springs Coordinated Human Services
Transportation Plan
DRAFT: September 2, 2008**

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Executive Summary

A New Requirement

Beginning in FY 2007, as a condition of Federal assistance, the ODOT Public Transit Division must certify to the U.S. Secretary of Transportation that projects selected for funding derive from locally developed coordinated plans. Also in 2007, Oregon statute requires that STF Agencies must complete a plan for their STF programs. These two planning requirements are very similar in intent and timing. To meet these new planning requirements, STF Agencies must complete a single coordinated plan that meets the state and federal requirements.

ODOT Public Transit Division Discretionary Grant programs and projects funded by STF local formula allocations must be consistent with and derived from the Coordinated Plan. ODOT Discretionary Grant programs include: Formula Program for Elderly Persons and Persons with Disabilities (§5310); New Freedom (§5317) and Job Access Reverse Commute (§5316).

Plan Purpose

The purpose of the coordinated plan is to improve transportation services for people with disabilities, seniors, individuals with lower incomes, and the general public by identifying opportunities to coordinate existing resources; providing a strategy to guide the investment of financial resources; and guide the acquisition of future grants.

Plan Process

The Confederated Tribes of Warm Springs Coordinated Planning process began in January, with a meeting between COIC and the Tribal Social Service Director who is also the STF Coordinator. Since the Tribe had already created a short-term Transit Plan that covered virtually the same time period as the new planning requirement, COIC and the Social Service Director agreed that COIC would work to fill in the gaps of the existing plan, rather than develop a new one from scratch. Therefore, the following plan contains many re-formatted, extended, and revised/updated sections from the *Short Range Transit Plan, 2006-2008*, prepared for the Tribes by Rick Evans, RAE Consultants, Inc. and released in September, 2005.

The first draft of this plan was prepared by COIC, in consultation with then Social Services Director Rick Rubeiro, in late May and early June, 2007; and reviewed/revised by the Julie Quaid, Transit Coordinator, in August, 2007. It was then reviewed at a September 13 stakeholder committee meeting. Strategies five and six were added at a May 21, 2008 meeting with Operations Director Gerald Smith, former Transit Coordinator Julie Quaid,

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Planner Lonny Macy, COIC Program Administrator Scott Aycock, and ODOT Special Transportation Program Manager Jean Palmateer.

Plan Priorities

After considering the list of potential strategies provided in Section 4, the stakeholder group, the Transportation Committee, the Tribal Health and Wellness Committee, and the Tribal Council have agreed on the following priority strategies for the next two years (not in ranked order):

Strategy #1: Support, maintain and strengthen the existing transportation network; Leverage local public transportation investments to secure state and federal resources.

Strategy #2 : Develop a commuter shuttle from Warm Springs to Madras five days/week, as per Jefferson County Coordination project, to help persons reach places of employment and acquire essential goods and services throughout Central Oregon. This shuttle will connect to the fixed route loop service throughout downtown Warm Springs discussed in Strategy 6.

Strategy #3: Establish a fixed-schedule shuttle connecting Simnasho to the fixed route service in downtown Warm Springs.

Strategy #4: Establish a summer season fixed-schedule shuttle connecting Simnasho and Kah-Nee-Ta.

Strategy #5: Make the Mt. Hood Meadows seasonal shuttle pilot a permanent commuter shuttle.

Strategy #6: Develop additional commuter services to transport both reservation residents to places of employment off reservation as well as non-reservation residents to places of employment on the reservation.

Strategy #7: Employ a total of two drivers and one back-up to handle local fixed route hours of operation - projected to be from 6am to 7pm.

CTWS Tribal Council Action

On _____ (date) The Tribal Council approved the Confederated Tribes of Warm Springs Coordinated Human Services Transportation Plan.

1. Introduction

1.1 Federal and State Requirements

Beginning in FY 2007, as a condition of Federal assistance, the ODOT Public Transit Division must certify to the U.S. Secretary of Transportation that projects selected for funding derive from locally-developed coordinated plans. Also in 2007, Oregon statute requires that STF Agencies (counties and Tribe) must complete a plan for their STF programs. These two planning requirements are very similar in intent and timing. To meet these new planning requirements, STF Agencies must complete a single coordinated plan that meets the state and federal requirements.

1.2 Plan Purpose and Intent

The purpose of the coordinated plan is to improve transportation services for people with disabilities, seniors, and individuals with lower incomes by identifying opportunities to coordinate existing resources; providing a strategy to guide the investment of financial resources; and guide the acquisition of future grants. The coordinated plan may include elements that address the unique needs of one population, but it also will recognize that transportation needs cross population groups, and that individuals frequently fall within several population categories. The plan should address coordination of resources and services, including general public services available in the area, so as to minimize the duplication of effort, enhance services and encourage the most cost-effective transportation feasible. The plan should consider, to the maximum extent feasible, other similar plans in the regional area, resulting in regional opportunities to coordinate services.

1.3 Funding Sources Affected

ODOT Public Transit Division Discretionary Grant programs and projects funded by STF local formula allocations must be consistent with and derived from the Coordinated Plan. ODOT Discretionary Grant programs include: Formula Program for Elderly Persons and Persons with Disabilities (§5310); New Freedom (§5317) and Job Access Reverse Commute (§5316).

1.4 Definitions

Public Transportation: Any form of passenger transportation by car, bus, rail or other conveyance, either publicly or privately owned, which provides service to the general public on a regular and continuing basis. Such transportation may include services designed to meet the needs of specific user groups, including the elderly, people with disabilities, and for purposes such as health care, shopping, education, employment, public services and recreation. This planning process does not seek to address needs or priorities related to transportation system infrastructure such as roads, streets, highways or bridges.

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Coordination: Cooperation between government, providers, businesses, individuals and agencies representing people unable to drive, low income, the elderly, and/or people with disabilities, to more effectively apply funding and other transportation resources to meet common transportation needs. Coordination actions may reduce duplication of services, reduce cost, increase service levels or make services more widely available in communities.

Special Populations: Low income persons and families, seniors, and people with disabilities.

2. Planning Process

2.1 The Short-Range Transit Plan 2006-2008 (prepared 2005)

In 2005, the Confederated Tribes of Warm Springs hired RAE Consultants Inc. to prepare a Short Range Transit Plan for 2006-2008. The plan was prepared in consultation with a stakeholder group (termed the Advisory Group in the plan) and was approved by the Tribal Health and Wellness Committee, a committee of Tribal Council. The Short Range Transit Plan was developed to help guide the implementation of tribal public transportation services, with special focus on the elderly, low income, and disabled persons. It includes sections detailing existing transportation resources, an analysis of transportation needs, an analysis of alternatives, and a detailed implementation plan for the preferred alternative. Thus, it meets many of the ODOT and FTA requirements for a Coordinated Human Services Transportation Plan. For this reason, the Short Range Transit Plan was consulted prior to the preparation of the plan you are reading, and many of the following sections lean heavily on the Short Range Transit Plan.

The Advisory Group for the Short Range Plan included representatives from the Confederated Tribes of Warm Springs, the Central Oregon Intergovernmental Council, the Warm Springs and Madras Area Community Action Teams, and the Oregon Department of Transportation. Prior to completion, a draft of the plan was reviewed at a community meeting held August 25, 2005 at the Agency Longhouse in Warm Springs and attended by 19 interested members of the public. The author of the plan also states that the Needs Assessment and Resource Analysis components of the prior Jefferson County and Warm Springs Transportation Coordination Project were used to help build the plan.

The priority strategy that resulted from the plan analysis was the development of a combination subscription (commuter times) and checkpoint (rest of the day) service for mainly “downtown” Warm Springs, coordinated with a shuttle service to Madras. Madras is currently connected via public transit to other frequent destinations in Central Oregon, and a Warm Springs to Madras connection will allow access to employment, shopping, medical centers and other important destinations across the region. Although the details of the service have changed, the CTWS Social Services department has recently implemented a small fixed-route service throughout downtown Warm Springs, with the intention of

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connecting this service to a shuttle service between Warm Springs and Madras (in development).

2.2 Data Gathering

After identifying and incorporating useful data from the Short Range Transit Plan, COIC staff reviewed demographic, income and employment, and transportation data from the U.S. Census, the Warm Springs Vital Statistics Report (May, 2005), and other sources to determine the community composition and trends related to special populations. A resource analysis was conducted to determine levels of existing public transportation service, secured and available state and federal funding resources, and administrative capacity within the reservation. COIC also surveyed human service providers to identify common transportation origins and destinations, and to identify where special populations need to travel but are unable to due to cost, lack of service, or other reason. Additionally, COIC combed through the outcomes of the Jefferson County Coordination Project to incorporate needs and strategies identified during this prior process.

Organizations submitting survey responses:

Crooked River Ranch Dial a Ride	Jefferson County Health Department
High Desert Wheelchair Transport	COIC-Madras
High Desert Express	Jefferson County Department of Community Justice
OR Department of Human Services – regional office	Elaine Henderson – citizen
Madras Senior Center/COCOA	Central Oregon Battering and Rape Alliance
OR Vocational Rehabilitation Services	Migrant Head Start
Confederated Tribes of Warm Springs Social Services	Neighbor Impact
Veteran’s Administration	Worksource Central Oregon
OR Department of Human Services – Jefferson County	Oregon Employment Department
HAABLA	Housing Works
Mountain View Hospital (MVH)	BestCare Treatment Services (2 surveys)
Disabled American Veterans	

The data, analysis and survey responses verify the existing public transportation strategies developed in the *Short-Range Transit Plan* and form the basis for future planning efforts.

2.3 Stakeholder Engagement

2.3.1 September 13, 2007 Stakeholder Committee Meeting

A stakeholder meeting was held September 13, 2007 from 9:00-11:00AM at the Warm Springs Family Resource Center. The meeting was announced through flyers placed at the post office, Indian Health Service Clinic, Warm Springs Market, Three Warriors Market (Simnasho), Family Resource Center, Rainbow Market, and Tribal Administration Building. Public Service Announcements were made on radio station KWSO, and a public notice was placed in the local Spilyai newspaper. The meeting was attended by representatives of the Warm Springs Tribal Government, the Warm Springs Community Action Team, Kah-Nee-Ta, and private citizens. The participants reviewed the entire plan, including the proposed

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priority projects. The group proposed significant changes to the Origins and Destinations Maps, which were subsequently updated by COIC and are presented in Section 4.4, and added Strategy #9 to the list of “possible strategies”. No other significant changes were proposed by the group.

Program developer Julie Quaid also worked closely with the Kahneeta Human Resources Department, and Mt. Hood Meadows management to determine how to meet the transit needs of these key employers in the region.

The local Community Action Team (CAT) also had significant input in identifying local community transit needs. The Vocational Rehabilitation and Social Services Director was also a key source of information for developing a responsive plan.

2.3.2 Tribal Health and Wellness Committee

The Tribal Health and Wellness Committee approved the plan through a letter of authorization.

3. Resource Analysis

3.1 Funding

3.1.1 Secured Cash Resources

The following funding sources are automatically allotted to transportation services on the Confederated Tribes of Warm Springs (CTWS) reservation, or are easily available:

STF Tribal Funds Beginning in 2005, recognized Indian tribes receive STF formula funds directly instead of having to compete for a share of county allocations. Tribal governments are responsible for allocating funds and administering the program. The CTWS receives \$40,000 under the STF allocation process.

Medicaid Non-Emergency Transportation (Title XIX) Under Medicaid, states are required to assure that recipients can get to and from covered medical services. In Oregon, Medicaid funds are managed by the Office of Medical Assistance Programs (OMAP). Medicaid transportation for Medicaid recipients on the reservation is provided by a network of certified transportation providers who are reimbursed by the Cascades East Ride Center, a nine-county regional brokerage operated by COIC.

3.1.2 Available Cash Resources

The following funding sources are potentially available to support public transportation services on the reservation, and may or may not have been utilized in the past.

NOTE: The list includes funds that may be utilized by other transportation organizations in surrounding counties, as these funds could be used to meet tribal transportation needs through partnerships:

Federal Funding:

Elderly & Disabled Transportation Assistance (Sec. 5310) This is a federally-funded, state-administered grant program for the purpose of meeting the special mobility needs of seniors and people with disabilities. Funds may be used to pay for up to 80% of the costs of vehicles and other capital equipment or purchase-of-service agreements. ODOT consolidates this and other funding sources through a competitive grant program known as the discretionary grant process. Grant recipients must provide a 20% in local or state match for these federal funds. Traditionally, program funds have been available to nonprofit agencies. Both state and federal governments now require the development of a coordinated human services transportation plan before Sec. 5310 funds will be released.

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Rural Transit Assistance Grants (Sec. 5311) This federally-funded, state-administered grant program is the primary source of federal funding for the operation of public transit programs in rural communities (areas with populations fewer than 50,000). ODOT allocates the funds to eligible rural counties on a formula based half on population and half on transit ridership. Funds may be used to cover administrative, capital or operating costs of providing transportation to the general public. Funds can also be used to provide intercity service between rural communities or between small towns and urban areas. Grantees must provide a 50% local match to receive these federal funds. Recipients can be public bodies, nonprofit organizations or tribal agencies.

Tribal Transit Program (Section 5311) Under the recently adopted SAFETEA-LU federal transit legislation, tribal governments are now eligible to become *direct* recipients of Section 5311 funds. Beginning in FY 2006, tribes can apply for grants to support their public transit program through both the federal as well as state governments. \$10 million has been set-aside for the tribal transit program in FY 2007.

Rural Transportation Assistance Project (RTAP) Section 5311(b) The Rural Transportation Assistance Program (RTAP) provides training and technical assistance to rural counties and to meet the needs of smaller transit agencies. ODOT's Public Transit Division may be able to pay for training at the Oregon Transportation Conference and other events, conference or training events.

Job Access and Reverse Commute Grants (Sec. 5316) Federal JARC grants are intended to assist communities reduce transportation barriers to employment and training opportunities. The funds are distributed by formula to states based on their relative share of low income persons. Twenty percent of the \$138 million allocated this year for JARC projects must go to rural areas. ODOT will distribute these funds on a competitive basis through the discretionary funding process.

New Freedom Program (Sec. 5317) This is a new federal formula grant program to states for the purpose of enhancing transportation service and facility improvements that address the special mobility needs of people with disabilities. Twenty percent of the \$78 million allocated this year for New Freedom projects must go to rural areas. ODOT will distribute these funds on a competitive basis through the discretionary funding process. In order to receive New Freedom funding, a coordinated transportation plan must be in place.

State Funding:

Medicaid Non-Medical Transportation (Title XIX) Under Medicaid's Home & Community-Based Services (HCBS) programs, certain non-medical services can be provided to Medicaid recipients who might be institutionalized without transportation and other support services. Currently, a significant part of the employment and other non-medical

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transportation services provided to elderly and disabled Medicaid recipients is supported through the HCBS or long term care waiver program.

DD 53 Transportation Funds Under Oregon’s HCBS waiver for aging and disabled populations, federal Medicaid funding is available to cover up to half of the costs of providing non-medical transportation to persons with developmental disabilities and other covered individuals. These so-called DD 53 funds are used to cover a portion of the costs of the employment transportation for individuals with developmental disabilities. ODOT discretionary grant funds are used to provide the non-federal match for this Medicaid waiver program.

Business Energy Tax Credit (BETC) Under ORS 330, public and nonprofit agencies in Oregon can receive payments for eligible energy conservation projects. Project sponsors must partner with businesses or other entities that have state tax liabilities. Transportation projects eligible to receive tax credits included the purchase of alternative fueled vehicles, car sharing schemes and public transportation programs.

Other Resources:

Private/Tribal Funding Several tribal entities (e.g. Kah-Nee-Ta, Warm Springs Forest Products Industries, Warm Springs Composite Products) and non-tribal businesses (e.g. Brightwood and other employers in Madras) may have an interest in helping transport employees to work and/or other essential destinations (e.g. medical trips, grocery store). Although this has not yet been fully explored, many regions have pursued and implemented successful public-private partnerships to deliver new or enhanced public transportation services.

3.2. Transportation Infrastructure

3.2.1 Service and Fleet Information

Identified public transportation services and fleets are presented in Tables 3.A and 3.B

3.2.2 Administrative and Other Resources

The following are existing administrative and other resources within or potentially available to serve the CTWS reservation:

CTWS Social Services CTWS Social Services is currently setting up a small, fixed-route bus/van service within and around the Warm Springs community, with plans to (eventually) expand the system to Madras. Social Services also administers the STF program, staffs the STF Committee, and provides STF reports to the ODOT Public Transit Division.

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COCOA Dial A Ride/Madras Senior Center The Madras Senior Center provides ride scheduling/dispatch for the Madras Dial-A-Ride service. COCOA administers this program. Although the reservation is currently outside of the DAR service area, it could be expanded or reservation members could utilize the service if they were able to find transportation to Madras first.

COIC/CERC Call Center The CERC Call Center provides computerized ride scheduling and dispatch services for the Medical Ride Brokerage.

COIC/CERC Administration The COIC provides transportation provider billing, transportation provider quality assurance, and other associated administrative services for the Medical Ride Brokerage.

Commute Options of Central Oregon Commute Options administers and helps start up several vanpool and other “transportation demand management” services within Central Oregon.

Jefferson County Jefferson County’s STF Coordinator provides fiscal administration for the STF program, staffs the STF Committee, and provides STF reports to the ODOT Public Transit Division.

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Table 3.A Confederated Tribes of Warm Springs Transportation Providers – Service Area and Service Population Information				
Operator	Service Area Geography	Service Frequency	Days and Hours of Operation	Service Population
	<i>e.g. community, radius, ?</i>	<i>e.g. hourly, daily, weekly, on-demand?</i>	<i>days and hours</i>	<i>e.g. general public, elderly, clients?</i>
BestCare	Madras, CRR, Culver, Metolius	varies	M-F in Madras, 1-2 days/week for rest of area	psychiatric patients – take them to sessions
Central Oregon Breeze and Central Oregon Airport Shuttle	BUS 1: Bend, Redmond Airport, Terrebonne, Madras, Warm Springs, Mt. Hood, Gov't Camp, Welches, Sandy, Gresham, Max line, Portland airport, Portland downtown (does Prineville loop on return)	1x/day	Departs Bend 7 am; Arrives Portland 11 am. Departs Portland 1:30 pm; Arrives Bend 6:10 pm. 7 days/week	general public
	BUS 2: Bend, Redmond Airport, Prineville, Madras, Warm Springs, Mt. Hood, Gov't Camp, Welches, Sandy, Gresham, Max line, Portland airport, Portland downtown (not Prineville on return)	1x/day	Departs Bend 11:30 am; Arrives Portland 4pm. Departs Portland 6pm; Arrives Bend 10:30 PM 7days/week	general public
Central Oregon Cabulance – no information provided				
COIC – Cascades East Ride Center	All of Central Oregon, and medical facilities across the state	on-demand	M-F	Medicaid-eligible, for non-emergency medical trips only
CTWS Boys and Girls Club	special field trips from Warm Springs		M-F	children 6-18, staff
CTWS Social Services	downtown Warm Springs	fixed route	M-F; 9am to 5:03pm	general public, but focused on seniors, disabled, low income
CTWS Senior Center	Simnasho, Warm Springs	2x/week and on demand for special trips	Tues and Thurs to meal site; Thursday afternoons to Madras	focused on bringing seniors to meal site; one trip a week to Madras
CTWS ECE Program (Head Start)	entire reservation	2x/day, AM and PM	M-F	brings enrolled children to Early Childhood Education Program
DHS Volunteer Services	CTWS reservation and Statewide	on demand	7 days/week, all hours	DHS clients
Disabled American Veterans	Bend to Portland shuttle, with stops in Redmond, Terrebonne, Madras (sometimes Culver, Warm Springs)	5x/week	M-F – leaves at 6am every day; leaves Portland at 2:00; returns to Bend	Veterans and their attendants; Utilize volunteer drivers. Anne does the reservations.
High Desert Express	CTWS and northern Jefferson County	on-demand	variable	general public; has also held contracts with the CTWS; also has a verbal contract with DHS – TANF – to take tribal clients to workforce classes
High Desert Wheelchair Transport	Warm Springs, Deschutes, Jefferson, Crook Counties – will take people out of the region as well	on-demand	M-F 5am-6pm Saturday 5am-2pm	specialized transport for wheelchair clients of OMAP as well as private

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Table 3.A Confederated Tribes of Warm Springs Transportation Providers – Service Area and Service Population Information				
Operator	Service Area Geography	Service Frequency	Days and Hours of Operation	Service Population
High Lookee Lodge	from High Lookee Lodge to and from appointments and activities on the reservation, to Madras, and occasionally Bend and Redmond	on demand	M-F	residents of High Lookee Lodge (seniors and disabled)
Indian Health Service	From IHS to Bend	on demand	M-F	provides specialized medical trips to Bend
Interstate Tours	Pacific Northwest	on-demand	any time	private charter clients
Opportunity Foundation of Central Oregon				disabled persons funded through SPD, FAB, and VRD
Kah-Nee-Ta	Kah-Nee-Ta campus	every ½ hour	7 days/week, summer months	Anyone on the Kah-Nee-Ta property
The Museum at Warm Springs	varies – cultural trips	no schedule	varies	museum visitors
Warm Springs Community Action Team	from downtown Warm Springs to Kah-Nee-Ta and back	summer season: 3x/day	summer season: 7 days/week	workers at Kah-Nee-Ta and nearby businesses
Warm Springs Community Action Team	from downtown to Mount Hood Meadows and back	winter season: 2x/day	winter season: 7 days/week	workers at Mount Hood Meadows

Table 3.B CTWS Reservation Transportation Providers – Fleet Information						
Operator	vehicle type	model	capacity	year	estimated condition	special features
	<i>sedan, van, bus?</i>	<i>make, model</i>	<i># people*</i>		<i>excellent, good, fair, or poor?</i>	<i>related to target populations - e.g. wheelchair lift, etc.</i>
BestCare	van	Chevy	6	2000	fair – 70,000	none
Central Oregon Breeze and Central Oregon Airport Shuttle	4 buses	3 champions, International	25	1997, 2003, 2004s	all good	all are wheelchair accessible
Central Oregon Cabulance						
CTWS Boys and Girls Club	?	?	?	?	?	?
CTWS Social Services	small bus	Transtar Senator	16	2007	excellent	wheelchair lift (2 stations)
CTWS Senior Center	small bus	??	12	??	fair	bus is wheelchair accessible
	van	??			fair	
CTWS ECE Program	bus	??	16	??	good	none
DHS Volunteer Services	varies	varies	varies	varies	varies	27 volunteer drivers/vehicles for all of Central OR

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Table 3.B CTWS Reservation Transportation Providers – Fleet Information						
Operator	vehicle type	model	capacity	year	estimated condition	special features
	station wag.	Ford Taurus	4	2001	good	none
Disabled American Veterans	van	Ford Aerostar	8		poor – in the shop right now	none
High Desert Express	sedan	Mitsubishi Galante	4	1992	poor	note: needs a motor
	van	Ford Windstar	7	2001	excellent	
High Desert Wheelchair Transport	5 vans	4 Dodge Grand Caravans; 1 Dodge Sprinter	1 wheelchair passenger each	2000, 2001, 3 2003s and a 2006	all excellent	wheelchair lifts
	1 van	1 Dodge Caravan	4			none
High Lookee Lodge	bus		16		poor	wheelchair lift
	car		4		??	
Indian Health Service	van		8+2 wheelchairs		good	wheelchair lift
Interstate Tours	2 buses	MCI	47	1981 & 1988	both good	
Opportunity Foundation of Central Oregon	van	Ford		2003	good	modified lift
	bus				good	
Kah-Nee-Ta	2 vans		8			none
The Museum at Warm Springs	1 van					
Warm Springs Community Action Team/CTWS Vehicle Pool	van	Ford	11		fair	used for the summer and winter shuttles to Kah-Nee-Ta and Mount Hood Meadows.

*excluding driver

4. Needs Assessment

Note: This section contains extensive citations derived directly from the *Short Range Transit Plan*.

4.1 Service Area Overview

Located in north central Oregon, the study area encompasses 640,000 acres and is 105 miles southeast of Portland. The Confederated Tribes of the Warm Springs Indian Reservation is located in both Wasco and Jefferson Counties and is home to several bands representing three tribes of the Pacific Northwest, the Warm Springs, the Wasco, and the Paiute.

The Warm Springs Indian Reservation is approximately thirty miles from west to east, with the Cascade Range lying to the west and the Mutton Mountains to the east. The Reservation is traversed by the Warm Springs River and bounded on the south and east by the Metolius and Deschutes Rivers.

4.1.1 Climate

The climate of the area is typical of north central Oregon. The average temperatures range from 70-73 degrees F in July to 33-37 degrees F in January. The normal annual precipitation averages 10 to 15 inches.

According to the Oregon Blue Book, there are 300 days of sunshine and low yearly rainfall, making fishing, hunting, camping, boating, water-skiing and rock hunting popular recreation in the area.

4.1.2 Transportation

Oregon State Highway 26 crosses the Reservation from northwest to southeast. It is 118 miles from Portland to Madras, a community 14 miles southeast of Warm Springs. Oregon State Highway 197/97 borders the Reservation to the east. It is 90 miles from The Dalles to Madras.

At the time of this writing, Tribal Social Services was just beginning to implement a small fixed-route loop service in and around "downtown" Warm Springs, as per the recommendations made in the *Short Range Transit Plan*.

Both the Union Pacific and Burlington Northern provide freight rail service from Madras to the Columbia River Valley. No scheduled motor freight carrier service is available, but overnight express parcel and mail service is provided.

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Intercity bus service is available from Greyhound/Amtrak Thruway with six scheduled buses per day in Madras. Scheduled passenger and freight air service is not available. The nearest passenger air service is at Roberts Field, Redmond Municipal Airport, 43 miles to the south.

4.1.3 Tribal Government and Economy

The Warm Springs Indian Reservation was created by Treaty in 1855. Under this treaty, the Warm Springs and Wasco tribes relinquished approximately ten million acres of land but reserved the Warm Springs Reservation for their exclusive use. The tribes also kept the rights to harvest fish, game and other foods off the Reservation in their usual and accustomed places, also known as ceded lands.

Since 1938, several bands of three tribes of the Pacific Northwest have been unified as the Confederated Tribes of Warm Springs. The three tribes include:

- The Sahaptin-speaking Warm Springs Indians, organized into four bands: Upper and Lower Deschutes, the Tenino, and John Day
- Two bands, The Dalles and Dog River of Wasco Indians who speak a dialect of Upper Chinook, and
- The Northern Paiutes, who spoke Shoshonian and had a way of life very different from the Warm Springs and Wasco bands.

In 1999, the organization of the Tribal Council was realigned to facilitate the primary responsibility of carrying out the objectives of the Constitution and By-Laws to promote the advancement and protection of treaty rights, resources and sovereignty. Executive, legislative, judicial and corporate aspects of the tribal governments were addressed in this reorganization.

Boards reporting directly to the Tribal Council include:

- Tribal Court
- Forest Products
- Kah-Nee-Ta Resort and Casino
- Housing Authority
- Museum
- Credit
- Power and Water Enterprise
- Composite Products
- Gaming Commission
- Ventures

The Chief Operations Officer, reporting to the Secretary/Treasurer, has responsibilities for human services, education, public safety, public utilities, natural resources, and economic

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development. The Secretary Treasurer, reporting to the Tribal Council, has responsibilities for finance, administrative services, human resources, tribal relations, government affairs and planning, information systems, and audit and compliance. Ancillary and judicial services reporting to the Tribal Council include Bureau of Indian Affairs, Indian Health Services, Committee, Courts, Appellate Court, and Attorney’s Office.

4.2 Census and Other Data

4.2.1 Population and Demographics

Table 4.A shows that, over the last five years, the resident population of the Warm Springs reservation is growing at a slower rate than that of Jefferson County (including that portion of Warm Springs that is within the county), and at a faster rate than the state of Oregon as a whole.

Table 4.A Resident Population and Recent Growth, Warm Springs and comparisons						
Year	Warm Springs		Jefferson County (including Warm Springs)		Oregon	
	#	% change	#	% change	#	% change
1990	3,292	-	13,676	-	2,842,321	-
2000	4,020	22.1%	19,009	39.0%	3,421,399	20.4%
2005	4,303	7.0%	20,600	8.4%	3,631,440	6.1%

Sources: 2003 Demographic Profile; Resident Population of the Warm Springs Indian Reservation. Version 2.0, December 29, 2006; U.S. Census, Portland State University Center for Population Research

This growth is expected to be maintained, with forecasts showing an average annual growth rate of 1.5% - translating into approximately 5,380 residents by the year 2020 (2003 Demographic Profile; Resident Population of the Warm Springs Indian Reservation. Version 2.0, December 29, 2006.)

Even with relatively steady population growth over the last 17 years, population density in Warm Springs is far less than that of Jefferson County, which is in itself far less than Oregon as a whole.

Table 4.B Population Density			
	Warm Springs	Jefferson County	Oregon
<i>Land area (sq. miles)</i>	1,015	1,780	95,999
1990 persons/sq. mile	3.24	7.68	29.61
2000 person/sq. mile	3.96	10.68	35.64
2005 persons/sq. mile	4.24	11.57	37.83

Sources: U.S. Census, Portland State University Center for Population Research; 2003 Demographic Profile; Resident Population of the Warm Springs Indian Reservation. Version 2.0, December 29, 2006.

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The Warm Springs Vital Statistics Report, dated May, 2005 summarizes the enrolled population. The data from this demographic summary, shown in Table 4.C, was used in the *Short Range Transit Plan* to develop an estimate of the transit needs for the reservation.

Table 4.C Warm Springs Enrolled Population Demographic Factors		
Age	Total	Percent
Under 20	1,814	42%
20-64	2,403	55%
65-74	92	2%
75-Older	55	1%
Total	4,364	100%
Gender:		
Male	2,181	50%
Female	2,183	50%
Marital Status:		
Single	3,179	73%
Married	693	16%
Divorced	428	10%
Widow	34	1%
Unidentified	30	1%
Head of Household:		
2,313		
Enrolled:		
Automatic	4,132	95%
Adopted	232	5%
Resident:		
Yes	3,343	77%
No	1,021	23%

Source: Warm Springs Vital Statistics Department, Analysis Report, 05/03/05

4.2.2 Income and Employment

Table 4.D shows that median household income, median family income, and especially per capita income are all significantly less than that of Oregon, and that the percentage of families and individuals living in poverty are significantly higher than the Oregon rates.

Table 4.D Income and Poverty – 2003	Warm Springs¹	Oregon²
Median Household Income	\$25,068	\$56,300
Median Family Income	\$20,000	\$49,800
Per Capita Income	\$7,848	\$9,136
Families in Poverty	33.2%	7.9%
Individuals in Poverty	39.9%	13.9%

Source: 2003 Demographic Profile; Resident Population of the Warm Springs Indian Reservation. Version 2.0, December 29, 2006.

¹ Derived from the 2003 Tribal Census

² Derived from the 2003 American Community Survey

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Unemployment on the Warm Springs Reservation is a significant issue. Table 4.E presents the unemployment situation based on a Vital Statistics report of “Surveyed Population on the Reservation” developed in May 2005.

Table 4.E Unemployment Profile - 2005		
Persons aged 18+	2,031	100.0%
In the Labor Force	1,691	83.3%
Not in the Labor Force	340	16.7%
Of those in Labor Force:	1,691	100.0%
Employed persons:	1,138	67.3%
full time	805	
part time	109	
self employed	86	
seasonal	88	
other employed status	50	
Unemployed Persons	553	32.7%

Source: TCensusStats, 05/24/05

Table 4.D shows that one of the primary reasons given for not seeking employment include a lack of transportation to work.

Table 4.F Reasons for unemployment - 2005		
Total	553	100.0%
no work	95	17.2%
discouraged	28	5.1%
no transportation	97	17.5%
seasonal layoff	54	9.8%
unknown reasons	279	50.5%

Source: TCensusStats, 05/24/05

Employment centers, including the number of jobs available and location of the worksite will be important to identify in developing a transit service that will support access to work. The Reservation Jobs, Salaries and Tribal Member Employment Study completed in 1999 summarized major employments opportunities on the reservation. Consideration of access to these job centers, shown in Table 4.G should be reviewed during the discussion of transit service alternatives.

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Table 4.G Jobs/Employment Summary				
	Full-Time Jobs	Held by Tribe Member	Affiliated	Other
Government				
Tribal	571	384	88	99
BIA	48	9	3	36
HIS	101	23	35	43
509J School	60	8	5	47
OSU/COCC	3	1		2
Other	10	4	2	4
Tribal Enterprise				
Kah-Nee-Ta	118	31	29	58
IH Casino	70	30	15	25
WS Forest Product	187	71	29	87
WS Composite Products	26	13	6	7
WS Power Enterprises	5	2	1	2
WS Museum	13	9	2	2
TOTAL	1,212	585	216	412
PERCENT	100%	48.4%	17.7%	33.9%

Source: The Confederated Tribes of Warm Springs, Business and Economic Development, February 1999.

Job sites that offer employment paying a salary of \$20,000 a year or more include:

- Tribal Government
- Kah-Nee-Ta
- WS Forest Produce
- Indian Health Service
- BIA
- 509J School District

Table 4.H shows that two of the region's top private employers are located in or near the CTWS reservation – Kah-Nee-Ta and Bright Wood Corporation.

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Table 4.H Central Oregon's 25 Largest Private Sector Employers (excluding government)		
Employer	County	# of Employees
St. Charles Medical Center	Deschutes	2,337
Bright Wood Corporation*	Des./Jefferson	1,466
Les Schwab Tire Center	All Counties	1,142
Sunriver Resort	Deschutes	870
Mt. Bachelor, Inc.	Deschutes	750
T-Mobile	Deschutes	674
iSKY	Deschutes	625
Clear Pine Mouldings	Crook	597
Jeld-Wen Window and Door	Deschutes	521
Eagle Crest Partners, Ltd.	Deschutes	500
Safeway	All Counties	490
Hap Taylor & Sons	Deschutes	465
Bend Memorial Clinic	Deschutes	460
The Lancair Company	Deschutes	447
Wal Mart	Deschutes	445
Fred Meyer	Deschutes	441
Woodgrain Millwork	Crook	365
Black Butte Ranch	Des./Jefferson	350
Kah-Nee-Ta	Jefferson	350
Seaswirl Boats	Jefferson	269
Hooker Creek	All Counties	258
Albertson's Supermarket	All Counties	248
The Bulletin	Deschutes	244
Opportunity Foundation of C.O.	All Counties	240

Source: Central Oregon Area Profile 2005, EDCO

*Bright Wood Corporation has employees in Madras and Bend, with recent layoffs in the Madras facility.

4.2.3 Transportation Data

Mean travel time to work in Warm Springs is significantly higher than that of the rest of the region, although it is comparable to the U.S. average.

Table 4.H Mean Travel Time to Work - Measured in Minutes						
	Warm Springs	Crook Co.	Deschutes Co.	Jefferson Co.	Oregon	US.
2000	26.0	18.7	18.7	20.9	22.2	25.5

Sources: US Census, 2000; Warm Springs Social Services Director Rick Ribeiro, personal correspondence, 5.2.2007.

Table 4.I shows the growth in average gas price in Oregon over the last five years, which contributes to the mobility barriers facing many Warm Springs residents.

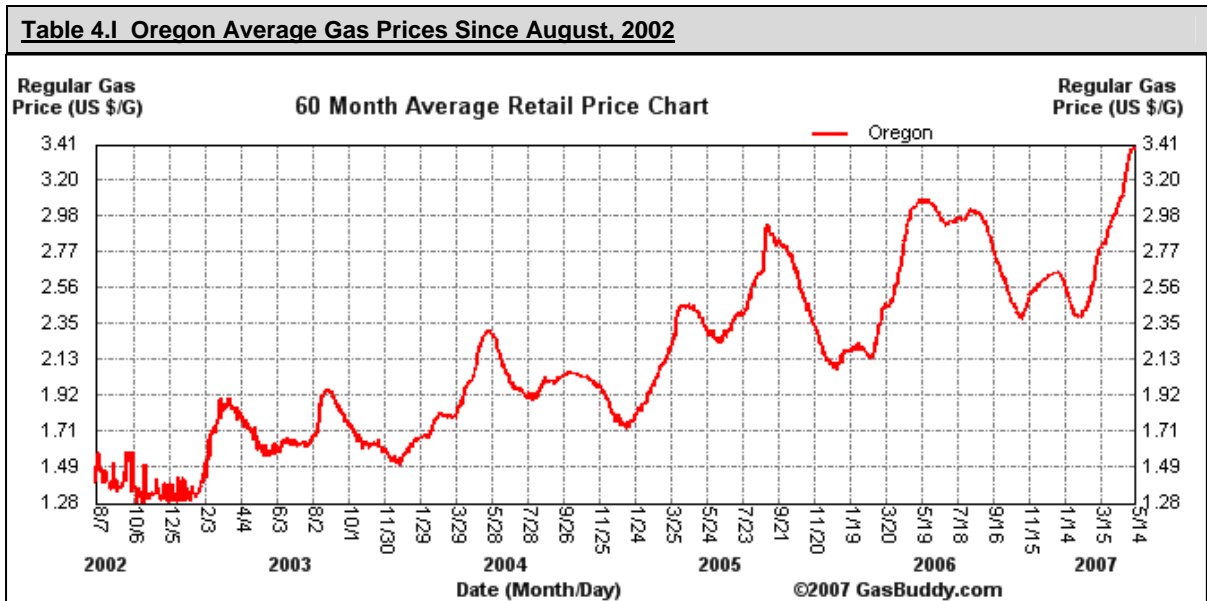


Table 4.J shows the community origins and destinations of rides on the regional medical ride brokerage.³ Not surprisingly, many of the medical rides used by Warm Springs resident clients are to destinations off the reservation – primarily Bend and Redmond, with 85% of the trips. Only 1% of the trips are to sites on the reservation.

³ The Cascades East Ride Center provides non-emergency medical rides to eligible clients through a contract with the Oregon Medical Assistance Program (OMAP).

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Table 4.J Cascades East Ride Center – Medicaid Trips Origins/Destinations		
May 1, 2006 to April 30, 2007		
Jefferson County Eligible Medicaid Clients:		2,808
Jefferson County CERC riders:		99
Madras Origin Trips	Number of trips	Percent of trips
to Bend	159	38%
to Corvallis	1	<1%
to Madras	124	30%
to Portland	1	<1%
to Prineville	14	3%
to Redmond	118	28%
Total trips	417	100%
CRR Origin Trips	Number of trips	Percent of trips
Madras	11	9%
Redmond	25	20%
Sisters	17	14%
Bend	71	57%
Total trips	124	100%
Warm Springs Origin Trips	Number of Trips	Percent of Trips
Madras	24	7%
to Bend	223	63%
to Portland	2	1%
to Redmond	79	22%
to The Dalles	23	6%
to Warm Springs	4	1%
Total trips	355	100%
Culver Origin Trips	Number of Trips	Percent of Trips
to Madras	28	33%
to Redmond	21	25%
to Bend	35	42%
Total trips	84	100%

Source: Cascades East Ride Center, COIC

4.3 Identifying the Transit Dependent Population and Transit Demand

NOTE: The *Short Range Transit Plan* provides an analysis of the transit dependent population and the latent transit demand on the reservation. The following is reprinted from that document, with some adjustments and revisions to fit the formatting of this document and to reflect updated knowledge and the current planning requirement.

4.3.1 The Transit Dependent Population

Several characteristics identify individuals that may be dependent on public transit. In general, these are population characteristics that limit individuals from driving a private automobile. Primary factors identifying transit dependent populations include:

- Older adults face the decision about curtailing driving due to frailty and age related physical implications such as reduced vision. Also, financial limitations make it difficult to purchase and maintain vehicles.
- Physical limitations, both permanent and temporary.
- Income limitations and/or the lack of a valid driver’s license.

Table 4.K identifies these transit dependent populations residing on the Warm Springs Reservation.

Table 4.K Warm Springs Transit Dependent Population		
Living on Reservation:		3,343
Age:	%	<i>Number</i>
Under	97.0%	3,243
Over 65	3.0%	100
Mobility Limited:		8.3%
Poverty:		
Families	24.5%	819
Individuals	28.4%	949
Unemployment:	32.7%	1,093

Source: Resident Population, Vital Statistics Dept., Category Factors, TCensusStats, 05/24/05

Based on this information, 3% or 100 of the total resident population of 3,343 are 65 years of age or older. 277 or 8.3% of the population have a disability that results in a mobility limitation. Around 25% of the population is reported to be living below the poverty level. Half of all families surveyed have an estimated annual income of \$16,200 or less. There are likely many additional individuals and families with incomes between the poverty level and two times the poverty level, which are also considered to be “low income,” and are therefore target populations for public transportation.

4.3.2 Analysis of Transit Demand

An important step in developing and evaluating transit plans is an analysis of the mobility needs of various segments of the population and the potential ridership for transit services. In this chapter, the demographic data previously presented will be used to quantify current service needs and the potential future transit demand.

Transit planners use a variety of methods to estimate demand for transit services. These include both quantitative and qualitative methods. Quantitative methods rely on mathematical models based on observed ridership in similar communities. These techniques provide a “ballpark” estimate of ridership if transit services are operated. Actual ridership will depend on the ability to provide effective service as well as the demand. For transit services to meet the demand, they must operate frequently and provide convenient connections between trip origins and destinations. Due to geographic or financial constraints, the opportunities to meet this transit demand will vary by community.

Quantitative Methods

Two mathematical models to predict potential general public ridership in rural areas have been selected for this process.

The models chosen are:

- Survey Research Trip Method: Developed in 1992 for Mesa County, CO, this method provides separate projections for general, elderly, and mobility limited populations. Factors developed for this model reflect the rural/small town characteristics of the Warm Springs Reservation.
- R & R Method: Relies on mobility factors reported in the 1990 Census. This method groups the elderly and mobility limited populations.

Since there is no history of transit service in the Warm Springs Reservation, these models cannot be compared to actual ridership. Table 4.L presents the estimated demand in term of the number of annual one-way passenger trips based on these two mathematical models.

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Table 4.L Transit Need Estimate – Annual One-Way Passenger Trips	
Data Factors	Persons
Total Population	4,364
Under 65	4,217
65+	147
Mobility Limited	277
Ridership Estimate:	
R and R Total	6,060
General Population	4,364
Elderly/Disabled	1,696
Survey Total	9,181
General Population	4,002
Elderly Population	326
Disabled Population	4,853
Average One-Way Passenger Trips	7,621

The R and R method shows a need for 6,060 transit trips per year. The survey method shows a need of 9,181 trips per year. Assuming a transit system that operated 260 days a year, this would equate to a demand of 23-35 trips per day for five-day-per-week service. The average would be 30 one-way passenger trips per day.

Based on the significant level of unemployment on the Reservation, any transit service will need to connect low income housing with employment locations. Table 4.M estimates the additional ridership if half of the 97 persons identifying lack of transportation as the reason for not working were able to take a bus to work.

Table 4.M Employment Transit. Annual One-Way Passenger Trips	
Labor Force	97
% Using Public Transit	50%
Labor Force x % Using Transit	48.5
Trips/Day/Rider	2
Trips/Year/Rider	250
Estimated Work Trips	12,125

This estimate of 12,125 annual work trips would equate to 47 trips per day, assuming 260 days of transit service. (Note: these figures do NOT include workers from off-reservation coming to employment sites.)

Combining the social service oriented demand estimate of 30 trips per day from Table 4.L and the 47 trips per day estimated for work trips in Table 4.M gives a total estimate for the transit demand on the Reservation of 77 trips per day. Given the many and varied

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considerations that go into a person's decision to use transit, including the quality of the transit service provided along with other variables, these figures should be considered as an order-of-magnitude estimate only. They do, however, provide some perspective relative to the size and type of service envisioned.

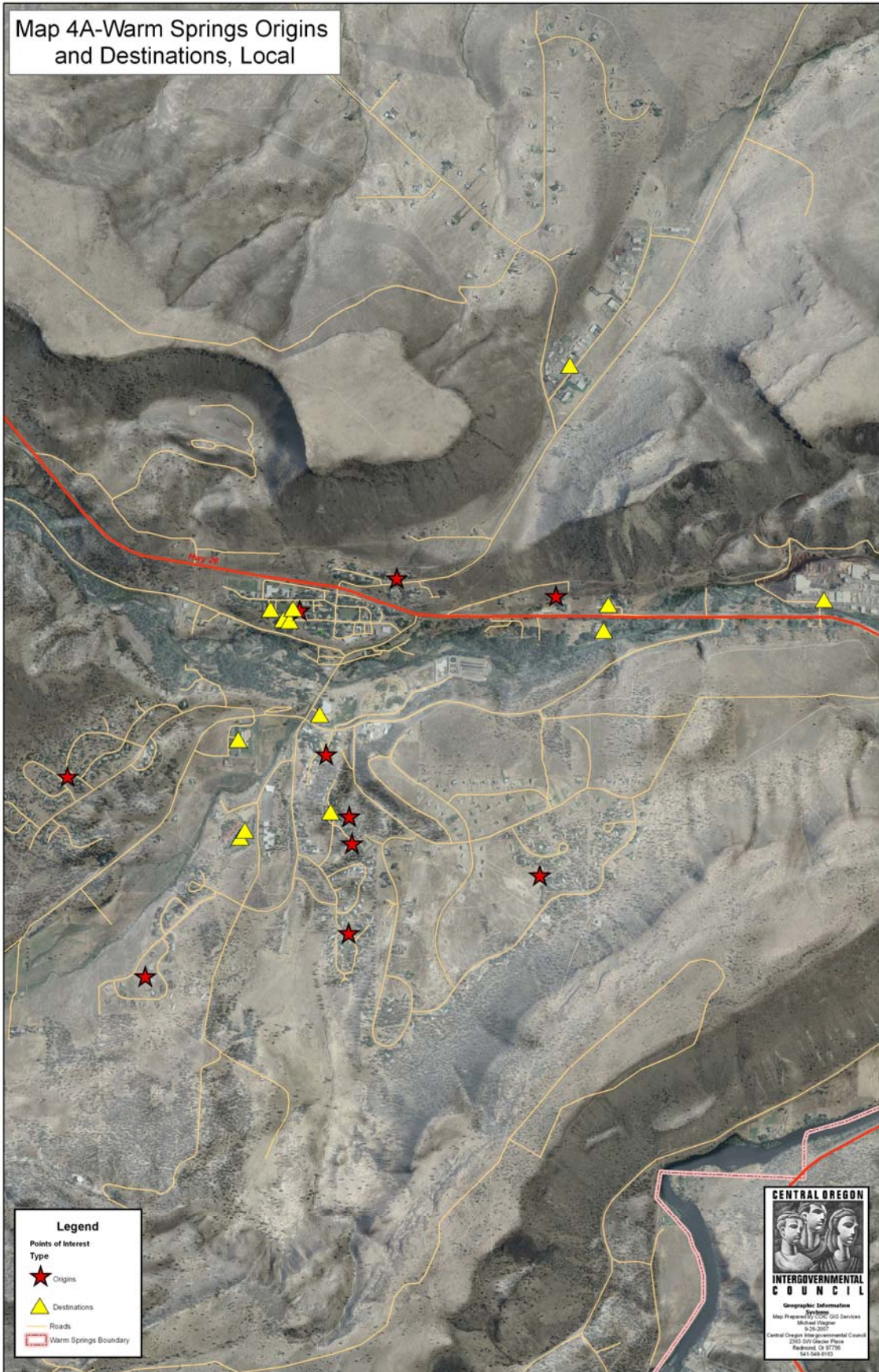
Qualitative Analysis of Transit Need

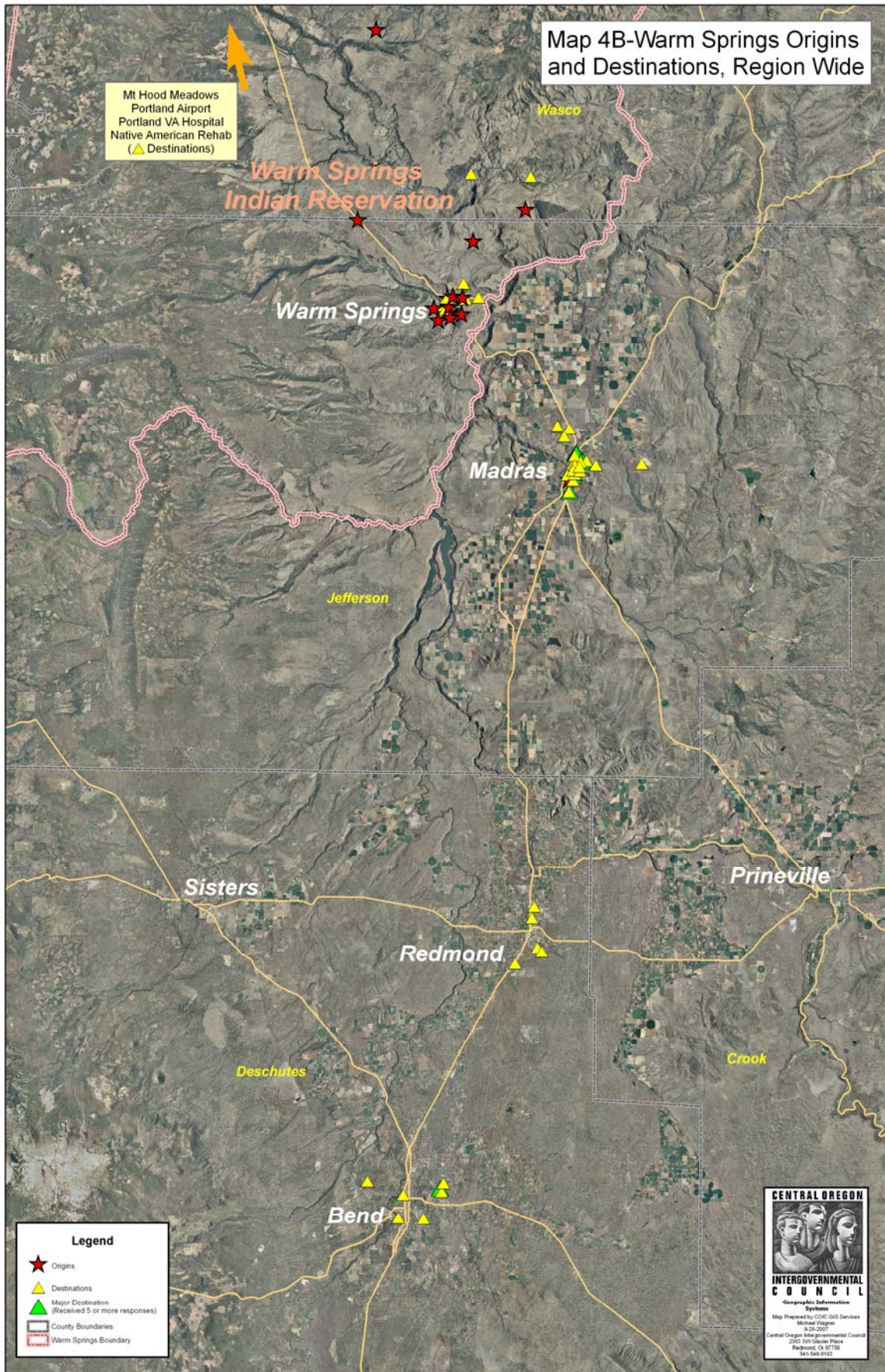
Given the short time frame for the *Short Range Transit Plan* analysis, only limited local input was provided in terms of the qualitative aspects of transit service needs. Input was obtained only from a small group of stakeholders. Based on that information, the following considerations should be included in the analysis of an appropriate transit service type.

- Time will be required for residents to adjust to the availability of transit service, and thus for ridership to build, no matter what type of service is developed.
- Whatever service is developed will need to be simple and easy to use.
- As with all transit systems, service reliability will be important.
- Residents of Warm Springs may not respond as well to the service if a day-in-advance reservation is required. Either fixed route or same-day demand responsive service may be best.
- There may be an issue of the availability of telephones, required for call-for-a-ride service.
- The system will need to access both low density residential development and key activity centers such as the Tribe Administration Building, the medical center, Social Services and Human Resources, and the Campus area. Access to employment locations such as Forest Products and Kah Nee Ta will be important.
- It will be important for the local Warm Springs transit service to connect to the Warm Springs-Madras employment-focused transportation service being developed through the Jefferson County Coordinated Human Services Transportation Plan.

4.4 Target Population Common Origins and Destinations

The *Short Range Transit Plan* included some discussion of common transportation destinations, but little discussion of common origins. The CTWS Social Services Director, survey respondents, and the participants of the September 13, 2007 stakeholder committee developed a list of common origins and destinations for reservation residents. This list is presented in Maps 4.A and 4.B and Table 4.N.





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Table 4.N. Common Origins and Destinations Shown in Maps 4.A and 4.B		
Name	Type	County or Jurisdiction
Origins		
Name	Type	County or Jurisdiction
Madras Senior Center	Orig	Warm Springs
High Lookee Lodge	Orig	Warm Springs
Senior Hill	Orig	Warm Springs
Simnasho	Orig	Warm Springs
Sunnyside	Orig	Warm Springs
Wolfe Pointe	Orig	Warm Springs
Int of CL Rd and Hwy26	Orig	Warm Springs
West Hills	Orig	Warm Springs
West Tenino	Orig	Warm Springs
Greeley Heights	Orig	Warm Springs
Elliot Heghts	Orig	Warm Springs
Campus Area(Group Home)	Orig	Warm Springs
Miller Heights	Orig	Warm Springs
Hollywood Trailer Court	Orig	Warm Springs
Greenville	Orig	Warm Springs
Destinations		
Old Mill Cinemas	Dest	Deschutes
DHS Bend	Dest	Deschutes
St Charles	Major Destination	Deschutes
Social Security Administration	Regional Destination	Deschutes
COCC-Book Store	Regional Destination	Deschutes
Bend Memorial Clinic	Regional Destination	Deschutes
St Charles Redmond	Regional Destination	Deschutes
Bend VA Clinic	Regional Destination	Deschutes
Redmond Walmart	Regional Destination	Deschutes
COCC Redmond	Regional Destination	Deschutes
Redmond Senior Center(COCOA)	Regional Destination	Deschutes
Redmond Airport	Regional Destination	Deschutes
Bright Wood	Dest	Jefferson
Jefferson County Courthouse	Dest	Jefferson
The Childrens Learning Center	Dest	Jefferson
Best Care/Drop in Center	Dest	Jefferson
Home Town Drugs	Dest	Jefferson
Opportunity Foundation in Madras	Dest	Jefferson
Madras Vision Center	Dest	Jefferson
Jefferson County Library	Dest	Jefferson
Burger King(work)	Dest	Jefferson
Dairy Queen (work)	Dest	Jefferson
Subway (work)	Dest	Jefferson
Neighborimpact	Dest	Jefferson
Ross Clinic	Dest	Jefferson
Highbee Dental	Dest	Jefferson
Shultz's Dental	Dest	Jefferson

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Table 4.N. Common Origins and Destinations Shown in Maps 4.A and 4.B		
Name	Type	County or Jurisdiction
Jefferson County Sheriff's Office	Dest	Jefferson
State Liquor Store	Dest	Jefferson
Madras Airport	Dest	Jefferson
Keith's Manufacturing	Dest	Jefferson
Boys and Girls Club	Dest	Jefferson
Deer Ridge Correctional Inst.	Dest	Jefferson
Madras Middle School	Dest	Jefferson
Madras High School	Dest	Jefferson
Madras Elementary	Dest	Jefferson
COIC/OED	Major Destination	Jefferson
DHS	Major Destination	Jefferson
Safeway	Major Destination	Jefferson
Mountain View Hospital	Major Destination	Jefferson
Jefferson Co Health Department, WIC	Major Destination	Jefferson
Bi-Mart	Major Destination	Jefferson
Madras Medical Group	Major Destination	Jefferson
Erickson's in Madras	Major Destination	Jefferson
Warm Springs DHS	Dest	Warm Springs
Kah-Nee-Tah	Dest	Warm Springs
Warm Springs Post Office	Dest	Warm Springs
Warm Springs Counseling Center	Dest	Warm Springs
Warm Springs Market	Dest	Warm Springs
Warm Springs Senior Center	Dest	Warm Springs
CTWS Admin Bldg	Dest	Warm Springs
Warm Springs Community Ctr	Dest	Warm Springs
Warm Springs Health and Wellness Ctr	Dest	Warm Springs
Warm Springs Industrial Park	Dest	Warm Springs
Mt. Hood Meadows	Dest	Warm Springs
OHSU/VA Hospital, Portland	Dest	Warm Springs
Portland Airport	Dest	Warm Springs
Native American Rehab, Prtlnd	Dest	Warm Springs
Campus Area	Dest	Warm Springs
Eagle Tech/Warm Springs Plza	Dest	Warm Springs
Warm Springs Museum	Dest	Warm Springs
Warm Springs fish Hatchery	Dest	Warm Springs
Warm Springs Forest Products	Dest	Warm Springs

Sources: Jefferson County Human Services Survey; CTWS Social Services Director; September 13 Stakeholder meeting.

4.5 Possible Strategies

Draft public transportation needs and strategies are presented in Table 4.O, and were identified from the following sources:

1. The Short Range Transit Plan: List of needs described in the prior plan.
2. April-May 2007 Stakeholder Survey: COIC conducted a survey of transportation providers and human services organizations for the Jefferson County Coordinated Human Services Transportation Plan. Many of the findings were directly relevant to CTWS reservation residents, and these are included here.
3. Interview with Social Service Director: COIC staff conducted an extensive interview with Rick Ribeiro, CTWS Social Services Director.

Table 4.O Needs and Strategies Matrix	
Service Gaps and Barriers	Strategies to Address Barriers
a. Protect and Strengthen Existing Services	
<ul style="list-style-type: none"> • Increasing demands and limited funding on existing public transportation services • Need for reliable and adequate operations and capital funding for existing transportation providers, to protect existing transportation system 	<p>Strategy #1: Support, maintain and strengthen the existing transportation network; Leverage local public transportation investments to secure state and federal resources.</p>
b. Regional Trips	
<ul style="list-style-type: none"> • No service to bring Warm Springs workers to Madras and vice-versa • Lack of transportation services to places of employment has been identified as a key barrier to employment for tribal members 	<p>Strategy #2 : Develop commuter shuttle from Warm Springs to Madras 5 days/week, as per Jefferson County Coordination project to help persons reach places of employment and acquire essential goods and services.</p>
<ul style="list-style-type: none"> • Lack of services whatsoever to small, isolated rural communities: e.g. Simnasho, Sidwalter, etc. 	<p>Strategy #3: Establish a fixed-schedule shuttle connecting Simnasho through Kah-Nee-Ta to the fixed route service in downtown Warm Springs.</p> <p>Strategy #4: Establish a summer season fixed-schedule shuttle connecting Simnasho and Kah-Nee-Ta.</p>
<ul style="list-style-type: none"> • Insufficient service to bring reservation residents to Redmond and Bend medical centers 	<p>Strategy #5: Expand frequency of trips to Bend and Redmond</p>
<ul style="list-style-type: none"> • Insufficient services to VA hospitals in Bend, Portland, Salem (bus often full) 	<p>Strategy #6: Develop a coordinated medical shuttle service to several key Portland locations (VA, OHSU) serving both veterans and other target populations</p>
c. Intra-Warm Springs Community Trips	
<ul style="list-style-type: none"> • Lack of simple, affordable public transportation services to connect target group origins to access dozens of desired locations within Warm Springs: e.g. 	<p>Strategy #7: Develop a fixed route loop service throughout “downtown” Warm Springs(M-F) <i>(Note: this service has been implemented since the original preparation of</i></p>

Table 4.O Needs and Strategies Matrix	
Service Gaps and Barriers	Strategies to Address Barriers
medical centers, places of employment, post office, stores, library, etc.)	<i>this plan</i>).
d. Rides for Certain Populations/Rider Groups	
<ul style="list-style-type: none"> • Price of gas continues to increase – this will increase the number of lower income persons requiring public transportation • Lack of gas money or cab fare for low income riders before they receive their first paycheck • Low income persons lack resources to maintain and repair their own cars. 	<p>Strategy #8: Develop a subsidized taxi program (similar to Umatilla model) for low income riders.</p> <p>Strategy #9: Develop a Dial-A-Ride service for areas that will not be served by the existing local fixed route or inter-community shuttles.</p>
e. Accessibility: Cost, Information, Ease of Use	
<ul style="list-style-type: none"> • Lack of a central point of information on public transportation options and services 	<p>Strategy #10: Develop a clearinghouse for transportation information, including transportation provider routes, services, eligibility, and contact information.</p>
<ul style="list-style-type: none"> • Lack of centralized regional dispatch center 	<p>Strategy #11: Expand CERC call-center dispatch to serve reservation's needs</p>

5. Priority Strategies

After considering the list provided in the preceding section, the stakeholder group and the Health and Wellness Committee have agreed on the following priority strategies for the next two years:

Strategy #1: Support, maintain and strengthen the existing transportation network; Leverage local public transportation investments to secure state and federal resources.

Strategy #2 : Develop a commuter shuttle from Warm Springs to Madras five days/week, as per Jefferson County Coordination project, to help persons reach places of employment and acquire essential goods and services throughout Central Oregon. This shuttle will connect to the fixed route loop service throughout downtown Warm Springs discussed in Strategy 6.

Strategy #3: Establish a fixed-schedule shuttle connecting Simnasho to the fixed route service in downtown Warm Springs.

Strategy #4: Establish a summer season fixed-schedule shuttle connecting Simnasho and Kah-Nee-Ta.

Strategy #5: Make the Mt. Hood Meadows seasonal shuttle pilot a permanent commuter shuttle.

Strategy #6: Develop additional commuter services to transport both reservation residents to places of employment off reservation as well as non-reservation residents to places of employment on the reservation.

Strategy #7: Employ a total of two drivers and one back-up to handle local fixed route hours of operation - projected to be from 6am to 7pm.