Confederated Tribes of Grand Ronde

TRANSIT DEVELOPMENT PLAN AND COORDINATED TRANSPORTATION PLAN

April, 2019

Prepared for:
**Confederated Tribes of Grand Ronde**
9651 Grand Ronde Road
Grand Ronde, Oregon 97347

Prepared by:
Kittelson & Associates, Inc.
851 SW 6th Avenue, Suite 600
Portland, Oregon 97204

KITTELSON & ASSOCIATES
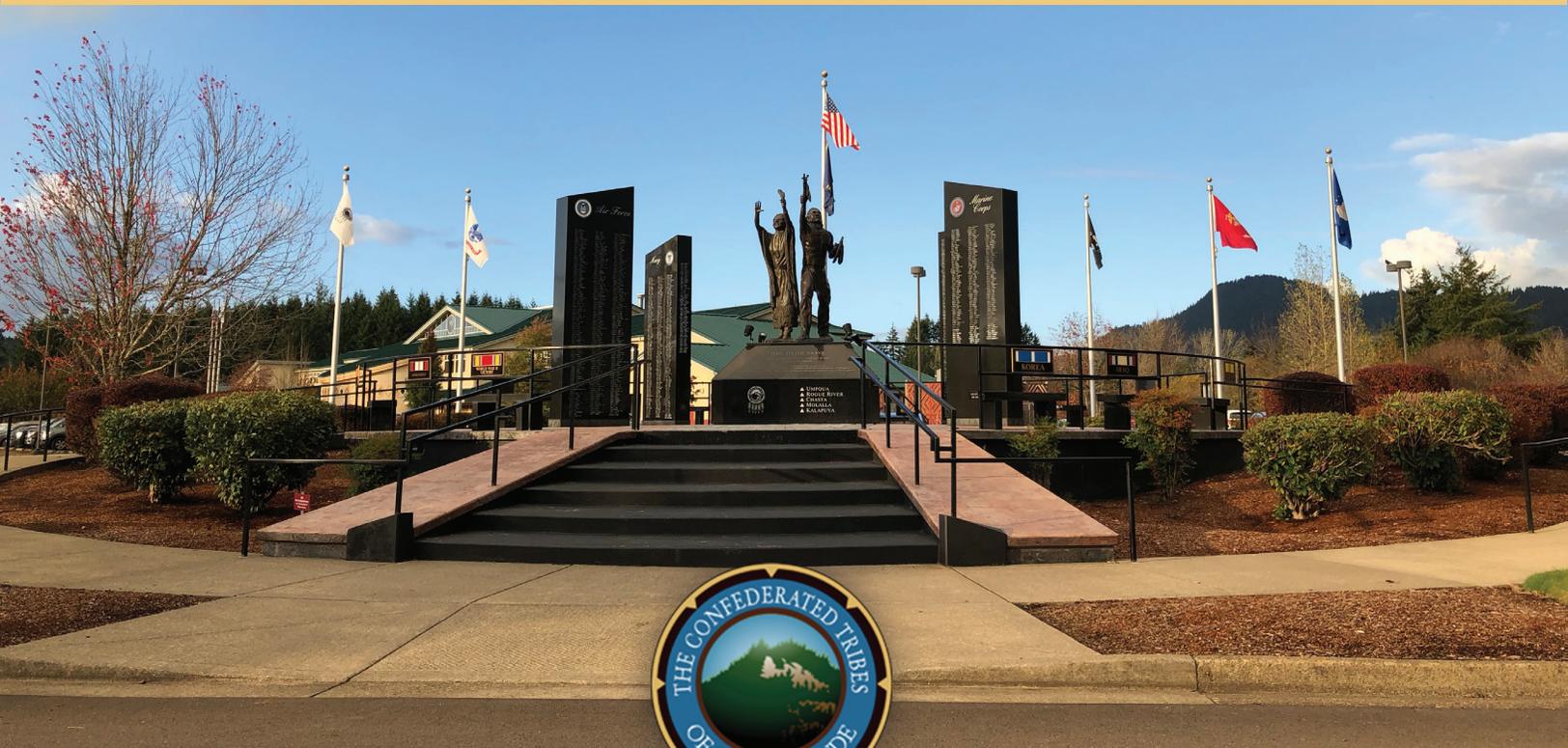
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Acknowledgements

Project Management Team

Kim Rogers, Planning and Grants Manager, Confederated Tribes of Grand Ronde
Susan Wright, Kittelson & Associates, Inc.

Transit Plan Advisory Committee

Kim Rogers - Planning & Grants Manager, Confederated Tribes of Grand Ronde (CTGR)
Doug Pilant -Tillamook County Transportation District
Cynthia Thompson - Yamhill County Transit Area
Ted Stonecliffe - Cherriots
Cynda Bruce - Lincoln County Transportation Service District
Chase Ballew – Planner, City of Dallas
Arla Miller – Regional Transit Coordinator, Oregon Department of Transportation
Shawna Ridgebear - Marketing Director, Spirit Mountain Casino
Susan Joubert, RN – Title VI Director, Health & Wellness Dept. (CTGR)
Deborah Kroeker - Housing Services Coordinator (CTGR)
Louise Coulson, STF Advisory Committee & Tribal Elder (CTGR)

Other Tribal Contributors/Reviewers

Alex Drake, GIS Coordinator (CTGR)
John Mercier, Public Works Coordinator (CTGR)
Jesse White, Tribal Engineer (CTGR)

Consultant Team

Susan Wright, PE - Kittelson & Associates, Inc.
Kelly Blume, PE - Kittelson & Associates, Inc
Zachary Horowitz – Kittelson & Associates, Inc.
Bryan Graveline - Kittelson & Associates, Inc
Paul Ryus, PE - Kittelson & Associates, Inc

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Chapter 1

INTRODUCTION

1.1   Purpose of the Plan

The Confederated Tribes of Grand Ronde (CTGR) has prepared this combined Transit Development Plan (TDP) and Coordinated Human Services Transportation Plan (CTP). CTGR is a federally recognized Indian tribe, centered around Tribal Reservation, trust and fee status lands in Polk and Yamhill Counties in western Oregon, and the Tribe has a diverse array of public transportation needs.

Grand Ronde, the headquarters of the CTGR community, is a small, rural community that relies on public transportation for connections to employment, shopping, social, and health care needs, as there are community members who do not have readily available access to private vehicles. CTGR also relies on public transportation to bring non-community members into the Grand Ronde area for opportunities such as employment at Spirit Mountain Casino. Because many of CTGR's tribal members reside outside the vicinity of Grand Ronde, CTGR relies on public transportation to connect these members to the Tribe's Health & Wellness Center (medical, dental, optometry, pharmacy) and social and administrative functions within Grand Ronde. Lastly, because of its location between Lincoln City and Salem, Grand Ronde functions as a regional transit hub for travelers between these destinations.

The TDP and CTP are intended to provide short- and long-term strategic guidance to CTGR for transit service provision, bus stop and facility development, and coordination with adjacent transit providers over a 20-year planning period. This guidance will help CTGR efficiently allocate limited funds to best serve the diverse transit needs of the Grand Ronde community.

1.2   Project Process

The TDP/CTP development process integrated technical work with stakeholder engagement and outreach activities. The TDP/ CTP was created through segmented steps with six milestones, as shown in Exhibits 1 and 2. Four technical memoranda were completed covering the topics of existing conditions, vision and goals, needs assessment, and recommendations and implementation. After each technical memorandum was drafted, a project advisory committee (PAC) meeting was held to review the information and analyses in the memorandum and determine the direction to take moving forward. The PAC consisted of the consultant team, the CTGR client project manager, CTGR members, representatives from adjacent transit agencies, and other affected organizations.

At several points in the project, public outreach activities were conducted. These activities included a community event, a public survey, and a tribal meeting and were intended to provide information to the public about TDP/CTP development, to solicit input for the TDP/CTP regarding service and organizational improvements based on community needs, and to develop public support for future public transportation services.

After completion of the technical memoranda, review by the PAC, and receipt of public input and ideas, all findings were compiled as part of a draft TDP/CTP. The draft plan was reviewed by the PAC and shared at a community meeting. Based on this feedback, the consultant team made revisions and finalized the TDP/CTP. Tribal staff provided updates to Tribal Council on the project and to the Tribe's Special Transportation Fund (STF) Advisory Committee which is represented on the PAC.

Exhibit 1   Project Work Flow
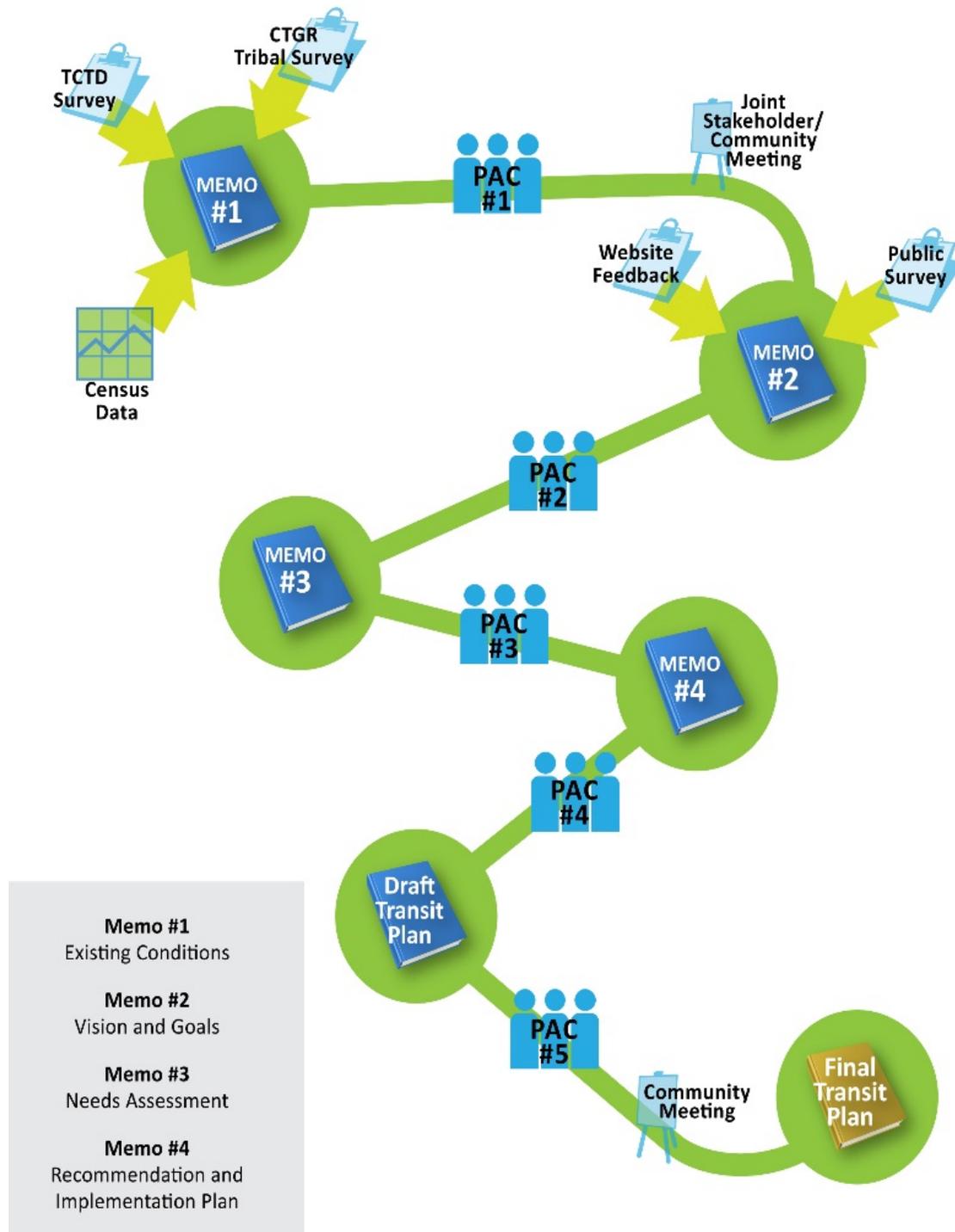
Exhibit 2   Project Milestones and Timeline

1 - Existing Conditions	2 - Vision and Goals	3 - Needs Assessment
•PAC Meeting #1 - December 2017 •Community Meeting - January 2018	•PAC Meeting #2 - February 2018 •Public Survey - March 2018	•PAC Meeting #3 - May 2018

4 - Draft Recommendation and Implementation Plan	5 - Draft Plan	6 - Final Plan
•PAC Meeting #4 - August 2018	•PAC Meeting #5 - November 2018 •Tribal Meeting - November 2018	•Tribal Council - December 2018

The following describes the technical work conducted at each of the project milestones in Exhibit 2.

1 - Existing Conditions

The existing conditions analysis included an inventory and assessment of the following:

» Public transportation infrastructure, vehicles, policies, services, and funding serving the community, and other transportation and service opportunities information relevant to the Tribe's ability to meet the public transportation goals and objectives.

» Demographic and socioeconomic data (e.g., Tribal properties, population, membership, land uses, and key destinations) describing existing and potential demand for public transportation services. The assessment included travel demand information from CTGR and in the TDPs from Yamhill County Transit Area (YCTA), Tillamook County Transit District (TCTD), Salem Area Mass Transit District (SAMTD) or Cherriots, and Lincoln County Transportation Service District (LCTSD).

» Applicable information in the Transit Plans of adjacent communities and CTGR's current transit vendors.

2 - Vision and Goals

The TDP/CTP vision and goals identified what the TDP/CTP hopes to accomplish, answering questions such as *What transit services does the larger CTGR community want and need?* and *What services would enable the CTGR community to better access jobs and services?* The vision and goals provided an assessment framework to support and guide the development of the TDP/CTP, were used to establish objectives, and can be used as benchmarks to measure future progress.

3 - Needs Assessment

The needs assessment identified challenges and opportunities related to the Tribe's ability to provide coordinated, high-quality, inter-regional transit service. The needs assessment identified gaps to

maintaining existing and expanding services based on data and stakeholder outreach information from previous tasks that describe available resources and travel markets.

4 - Draft Recommendations and Implementation Plan

The draft recommendations and implementation plan included the following:

» Prioritized short-term and long-range recommendations and strategies that address the challenges and opportunities identified in the needs assessment
» Operational, organizational, and business process recommendations that will benefit the Grand Ronde community and partners
» Prioritized recommendations for changes to transit services such as route alignments, route headways, route schedules, stop locations, and service hours
» Actions and responsible organization, staff, estimated cost, implementation timeframe, expected resources, and key partnerships.

5 - Draft Plan

The draft TDP/CTP built upon previous technical work, public outreach, and stakeholder input and was reviewed with the PAC and presented at a tribal meeting and updated prior to taking to the Tribal Council for review and adoption.

1.3   Plan Overview

The TDP/CTP includes the following chapters:

Transit Context

The transit context chapter describes history of transit in the Grand Ronde area, what's currently operated, and related plans and programs.

Stakeholder Involvement

This chapter describes the public and stakeholder outreach that was conducted, summarizes some of the survey results, and describes how other partner agencies were involved.

Vision and Goals

This chapter describes CTGR's vision and goals for transit in the community, objectives and an qualitative assessment framework to measure progress.

Baseline Conditions

This chapter describes the demographics, land use and development patterns of the study Grand Ronde community and provides an overview of the existing transit and transportation services in the area.

Needs Assessment

This chapter describes the transportation needs derived from the public and stakeholder engagement and the analysis of demographics, land use and development patterns. It describes the alternatives identified to address the needs and summarizes the evaluation of potential improvements.

Financial Assessment

This chapter describes the CTGR's existing and projected funding for transit service and estimates the costs for the improvements identified in the needs assessment.

Recommendations and Implementation

This chapter summarizes the recommended improvements and provides an implementation plan for each recommendation identifying the responsible party, needed partnerships, schedule, criteria for evaluating success, and supporting strategies.

Chapter 2

TRANSIT PLAN CONTEXT

2.1   History of Transit in the Community

CTGR has funded public transportation services since 2007 to improve transportation options between the Grand Ronde area and surrounding communities. CTGR has traditionally used state and federal funds to provide these services through intergovernmental agreements with surrounding agencies.

2.2   Transit Provider Characteristics

CTGR has traditionally funded Yamhill County Transit Area (YCTA), Cherriots, and Tillamook County Transit District (TCTD) to provide fixed-route services between Grand Ronde and Lincoln City, Salem, McMinnville, and other areas. The Confederated Tribes of Siletz also provides funding to support service from Lincoln City to Salem.

CTGR's funding for these services comes from state, federal, and local sources. CTGR began partnering with YCTA in 2007, with Cherriots in 2009, and with TCTD in 2014. In 2018, TCTD took over the contract to provide service between Grand Ronde and Salem previously operated by Cherriots.

In addition to these fixed-route services, a variety of special services have historically been available to residents of CTGR Tribal lands and the surrounding areas. These services have included complementary paratransit services offered by county transit authorities and not-for-profit pick-up and drop-off services for transportation to and from hospitals or other activities for low-income, disabled, or elderly citizens.

2.4   Related Plans and Programs

While surrounding transit agencies have recently performed plan updates and the Tribe has been consulted in those processes, the needs of the GCTR community have not been the focus of these those plans. YCTA, Cherriots, and TCTD have all revised their TDPs since 2015 and TCTD and Cherriots updated their CTPs in 2016.

The Tribe's previous CTP was created in-house in 2007 and was largely dependent on information gathered from the transit plans of adjacent public agencies including YCTA and Cherriots. The Tribe's general transportation plan was also created in 2007.

The Grand Ronde community also has access to non-emergency medical transportation (NEMT) and other transportation services provided by human service organizations as identified in the CTPs for TCTD and Cherriots (see Chapter 5).

Chapter 3

STAKEHOLDER INVOLVEMENT

3.1   Public Involvement Framework

Throughout the plan development, the following activities were conducted to gather, incorporate, and report back public feedback throughout the 12-month duration of the project:

- » A project website was maintained that included the project deliverables, announced public outreach events, and allowed for people to submit comments to the project team. The link to the project website was posted by CTGR on the Tribal website and in the Tribal newspaper.
- » A Joint Stakeholder/Community meeting was held on January 24, 2018 to identify the needs of the target populations and the community, the available public and private transportation resources, transit demand, and potential service and organizational improvement strategies to meet the needs. A summary of the input received at the Joint Stakeholder/Community meeting is included in Appendix A.
- » A public transit needs survey was conducted online to assess Tribal member transportation needs and preferences. The survey was advertised in the Smoke Signals newsletter and at a booth at the annual Grand Ronde Community Input Meeting on June 3rd, 2018. event. A summary of the survey results is included in Section 3.2.
- » PAC meetings were held at each of the project milestones to review the draft information and analysis and to receive direction prior to moving forward. The PAC includes representatives from the community as well as transit providers and ODOT. A summary of each PAC meeting is included in Appendix C. The milestones included:
    1. Existing Conditions
    2. Vision and Goals
    3. Needs Assessment
    4. Draft Recommendations and Implementation Plan
    5. Draft Plan
- » A community meeting to present and obtain feedback on the Draft Plan was held in November to identify gaps in information and refine strategies prior to presentation to Tribal Council.

Plan development also relied on the 2015 CTGR Membership Survey and TCTD's customer survey conducted in December 2014 and January 2015. More information about these surveys can be found in *Technical Memo #1 – Existing Conditions* in Appendix D.

3.2   Agency Involvement Framework

The PAC played a key role of review and refinement through the course of TDP/CTP development. The committee comprised of representatives from surrounding transit agencies and cities, Tribal members, elder, community health and housing representatives, a Spirit Mountain Casino representative, and the state regional transit coordinator.

The consultant and project team conducted meetings with the PAC at each project milestone to review the draft deliverables and to collect input on the next deliverable. In total, the PAC met five times.

3.3   Transit Needs Survey Results

The Grand Ronde and Surrounding Communities Transit Needs Survey was conducted in April and May 2018 via hard copy at events and on buses and online and was advertised several times in Smoke Signals. In total, 140 responses were received. Approximately 40% were received online and the rest collected via hard copy on buses or at events. The survey included twelve questions: seven multiple-answer questions and five free-response questions.

2018 Survey Summary

1. What trip purposes do you (or would you) use transit for?

Over half of the survey's respondents note that they use (or would like to use) transit for access to employment or recreation and leisure. One-third of respondents use (or would like to use) transit for shopping, medical appointments, or Confederated Tribes of Grand Ronde (CTGR) activities. Other notable uses for transit include traveling to school or to visit other cities (specifically to visit family). The purposes for transit use are shown in the Exhibit 3.

Exhibit 3   Transit Trip Purpose
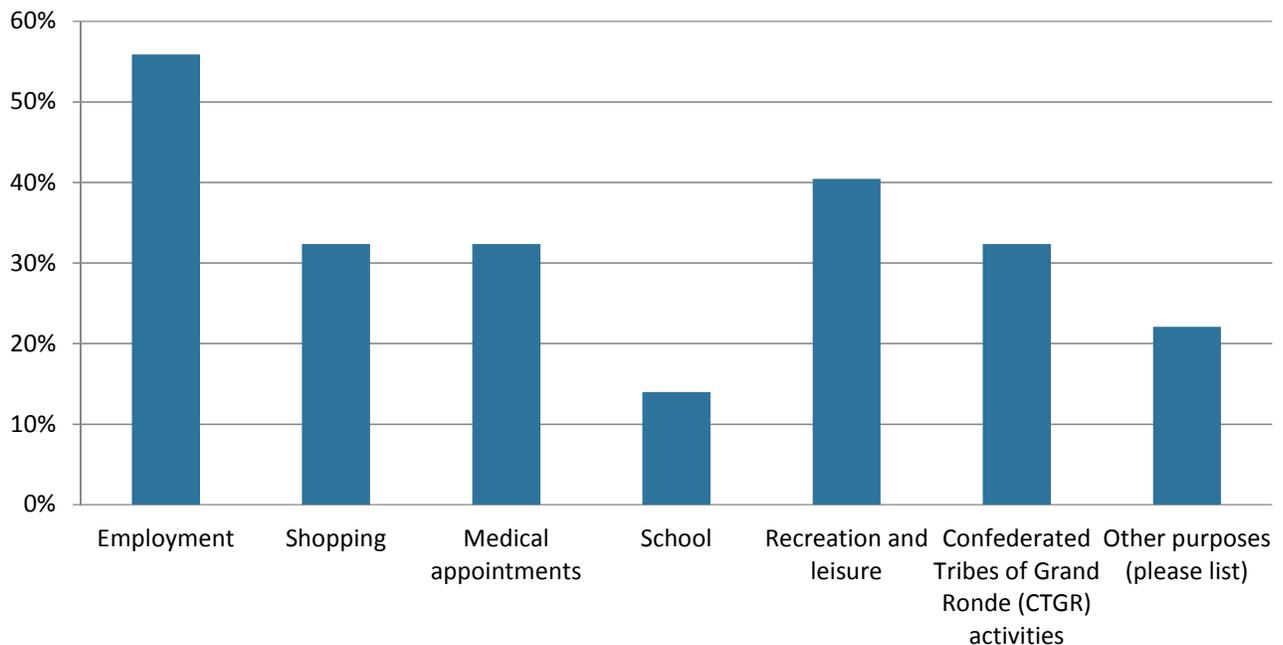
2. If you travel to work in Grand Ronde, where do you travel from?

Forty-one respondents answered that that they work in Grande Ronde. Of these responses:

- 22% travel from Salem
- 20% travel from other locations in Grand Ronde
- 10% each travel from Willamina and Dallas
- 7% travel from Portland
- 5% each travel from Tillamook and Lincoln City
- 2% each travel from Hebo, Keizer, Monmouth, Independence, Pacific City, and Otis.

The cities that individuals travel from for work in Grand Ronde are shown in Exhibit 4. Among those who currently ride transit to work in Grand Ronde, all traveled from Salem or Keizer.

Exhibit 4   Cities Commuted From for Work in Grand Ronde
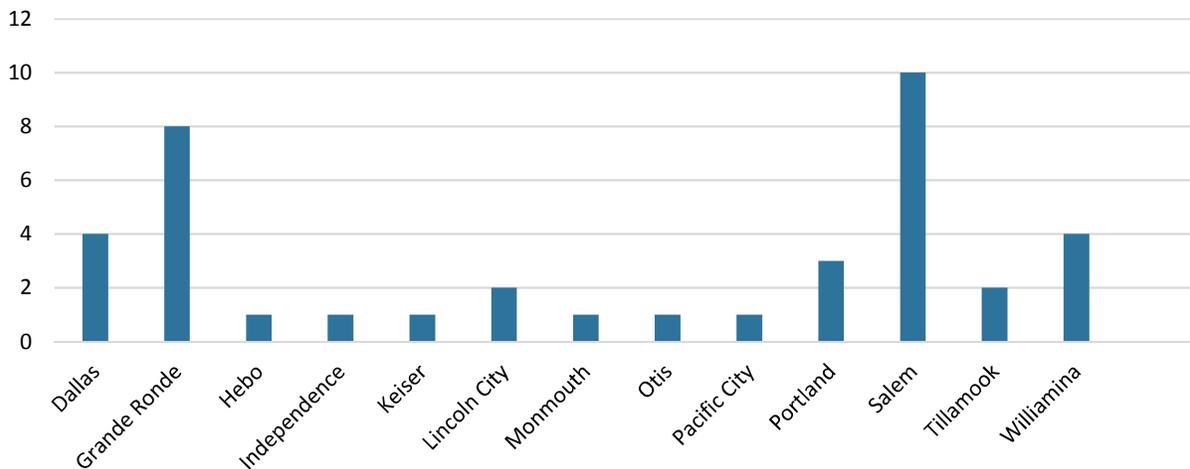
3. If you travel to work outside of Grand Ronde, where do you travel to?

Twenty-five respondents answered that they work outside of Grande Ronde. Of these responses:

- 40% travel to Salem
- 24% travel to Lincoln City
- 20% travel to Dallas
- 16% travel to McMinnville
- 12% travel to Newport
- 8% travel to Portland
- 4% each travel to Willamina, Eugene, Corvallis, Siletz, and Woodburn

The cities that individuals travel to for work outside of Grand Ronde are shown in Exhibit 5. Among those who currently ride transit to work from Grand Ronde, the majority travel to Salem and Lincoln City as surveys were collected on these routes.

Exhibit 5   Cities Commuted To for Work from Grand Ronde
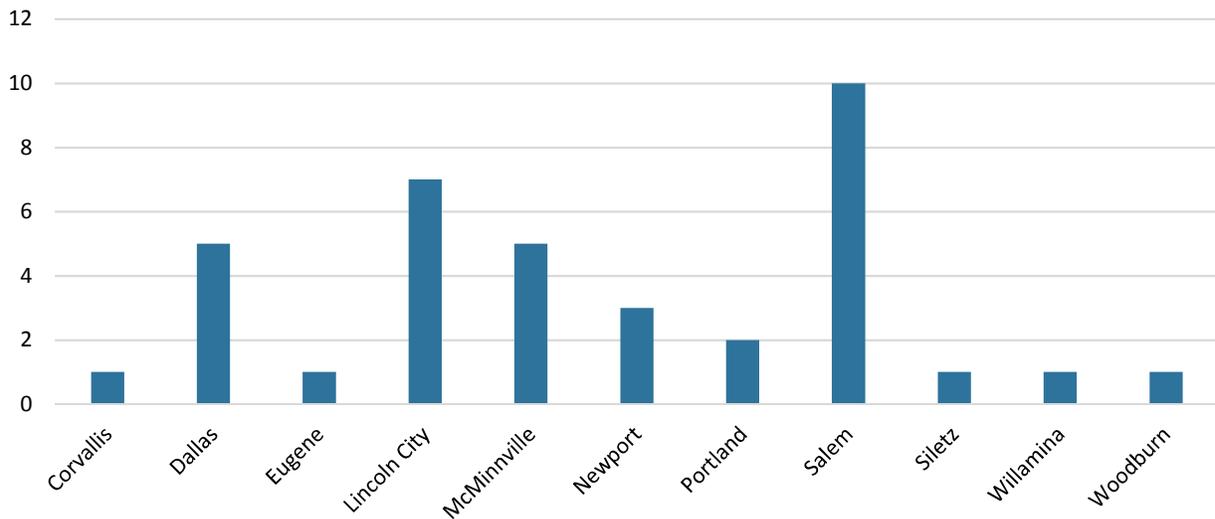
4. What two non-service improvements do you think would best serve Grand Ronde and the surrounding communities?

Of the three options for non-service improvements—infrastructure improvements, improved information accessibility, and new technology for information distribution—each received an even split of responses; over half of respondents desiring each option.

Other non-service improvement suggestions included:

- adding an option for monthly passes,
- offering online payment options, and
- providing more routes and service times.

The spread of responses is shown in Exhibit 6, and the specific "other" suggestions are listed in the appendix.

Exhibit 6   Desired Non-Service Improvements
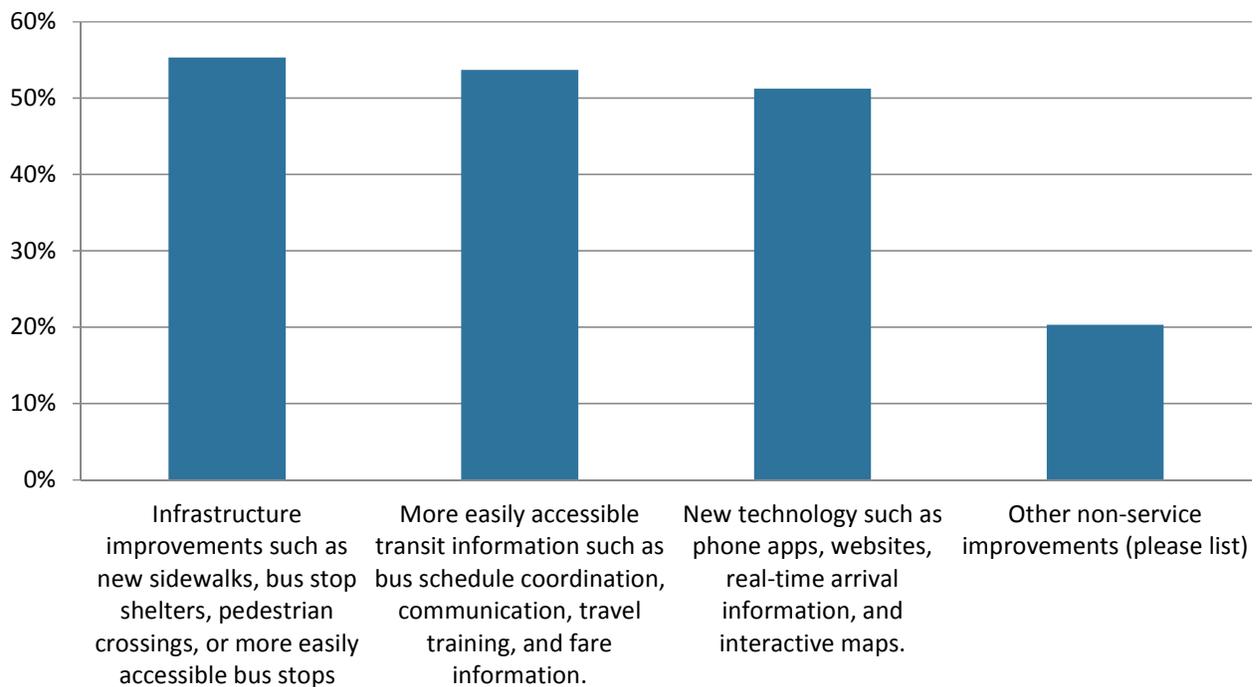
5. What two improvements to existing transit service do you think would best service Grand Ronde and the surrounding communities?

Nearly 70% of respondents selected improvement in bus frequency when asked about possible improvements to existing transit services. Approximal 60% of respondents requested longer service spans. Nearly 25% of respondents noted a need for increased service area or better connections to other transit services. Less than 10% of respondents consider an improvement in the consistency and on-time performance of buses to be a priority, possibly indicating good on-time performance. Respondents also made suggestions for developing taxi service for immediate trips or a local transit service to help disabled or elderly people reach the main service. The spread of responses is shown in Exhibit 7, and the specific "other" suggestions are listed in the appendix.

Exhibit 7   Desired Improvements to Existing Transit Services
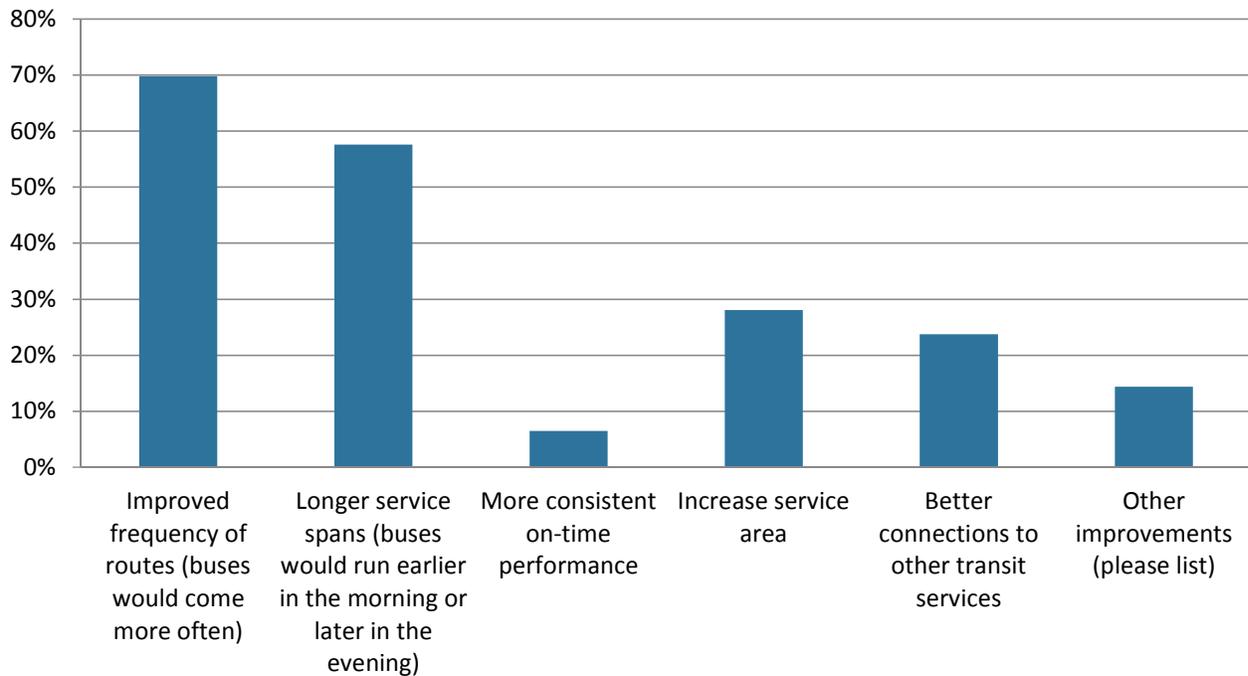
6. What transit services, that are not currently provided, would best allow Grand Ronde and the surrounding communities to better meet their needs?

When asked about new transit services, 40% of respondents responded that the new Grand Ronde Transit Development plan should prioritize adding service to help Grande Ronde and the surrounding communities access nearby cities. Approximately one-third of respondents responded that Grande Ronde and surrounding communities need an on-demand transit service or a local "community loop" service. Another one-third of respondents responded that CTGR should focus on improving existing services rather than adding new transit services. The spread of responses is shown in Exhibit 8 below.

Exhibit 8   Desired New Transit Services
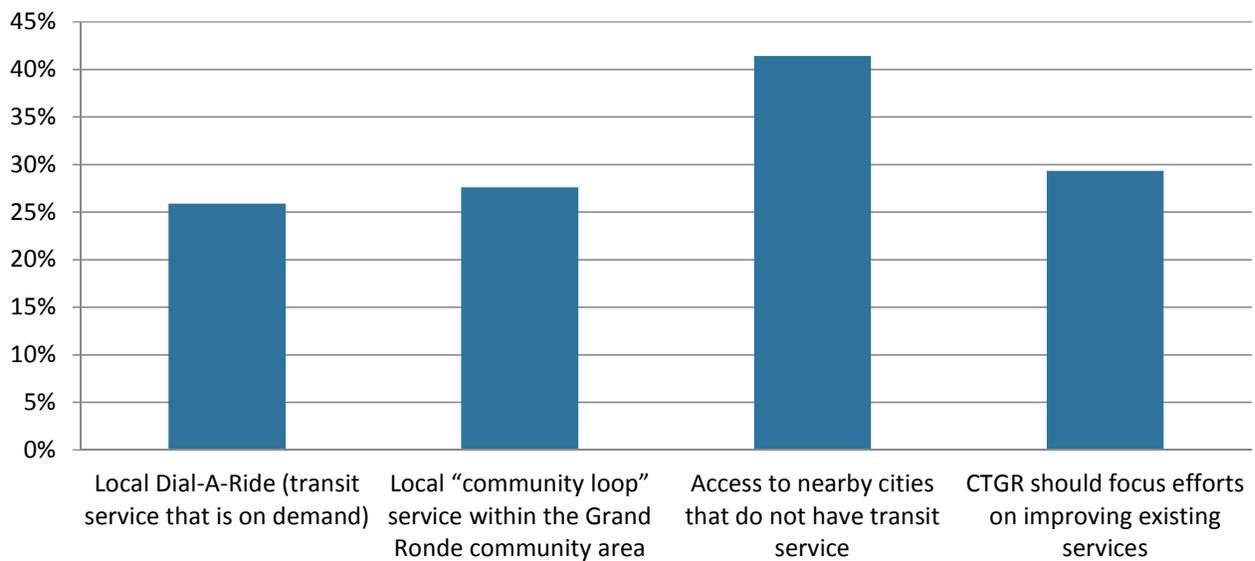
7. There are currently no direct buses linking Grand Ronde with some of the cities in the surrounding area. Which of the following locations do you think would be most important for Grand Ronde and surrounding communities to provide transit access to/from, or through?

There are currently no direct buses linking Grand Ronde with some of cities in the surrounding area. Of these cities, two-thirds of respondents requested service to, from, or through Dallas. Almost half of respondents requested service to, from, or through Monmouth/Independence. There were several responses requesting service to Tillamook (35%), Corvallis (27%), and Albany (19%). The "other" responses were spread between a variety of locations. The cities that individuals indicated that Grand Ronde needs to add access to are shown in Exhibit 9 below, and the "other" responses are included in the appendix.

Exhibit 9   Locations Grand Ronde Needs Access To/From/Through
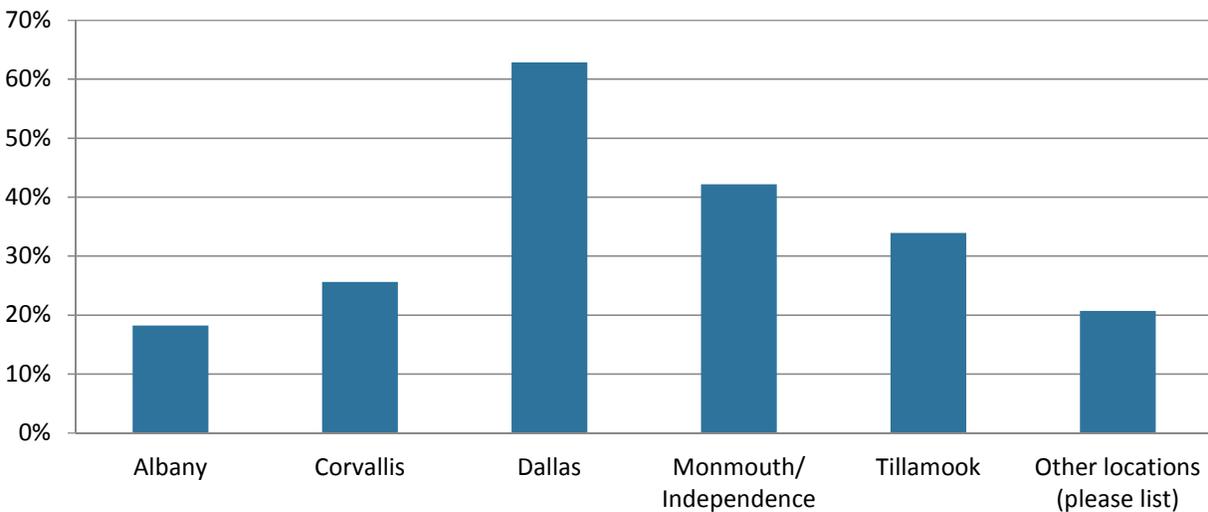
Among transit riders, the cities that Grand Ronde needs to prioritize adding service to was very similar with nearly 50% of rider respondents requested service to, from, or through Dallas. There were several rider responses requesting service to Tillamook (36%), Monmouth/Independence (30%), Corvallis (28%), and Albany (23%).

8. Some groups, such as seniors, people with disabilities, and people with low incomes, may have a more difficult time meeting their transportation needs. In your opinion, what service improvements are needed to help seniors, people with disabilities, and people with low incomes meet their transportation needs?

Survey respondents suggested offering reduced fares for seniors, people with disabilities, and people with low incomes. Additionally, respondents responded that offering Dial-a-Ride services and wheelchair lifts would improve the transit service accessibility for seniors and people with disabilities. More specifically, the respondents suggested that the following would help meet the needs of seniors, people with disabilities, and people with low incomes:

1. Discounted/free service for low-income individuals (22)
2. Dial-a-Ride (11)
3. More routes (9)
4. Increased service frequency (6)
5. Better access to transit information (4)
6. Home drop-off and pick-up (4)
7. Scooter/walker/stroller transportation (3)
8. More stops and connections (2)
9. Wheelchair lifts (2)
10. Improved infrastructure (1)
11. Year-round access to rail locations (1)
12. Longer hours (1)
13. Improved service on weekends (1)
14. Better parking to get on or off (1)
15. Larger seats (1)
16. Meals on Wheels for elderly (1)
17. Vans and shuttles for transport to cultural events (1)
18. Space at the front of the bus for seniors or families with kids (1)
19. Closer stops to low-income housing (1)
20. Focus on convenience for them (1)
21. Bathroom breaks on long trips (1)
22. Current rates are fine (1)

9. Are there additional groups of people in Grand Ronde and the surrounding communities that should be more directly targeted to help meet their transportation needs?

Survey respondents responded that it is important to directly target groups who do not have alternate forms of transportation (especially including low-income groups) to help meet their transportation needs. More specifically, the respondents suggested targeting the following groups:

1. Working people (7)
2. Families with kids and/or single parents (6)
3. People who can't drive (4)
4. Youth (4)
5. Elderly (4)
6. Casino employees (4)
7. Low-income individuals (4)
8. Homeless (2)
9. Veterans (2)
10. Individuals looking for jobs (2)
11. People going to the beach (1)
12. People on the roads branching off of Highway 18 and Grand Ronde Rd.
    - Fort Hill Area (1)
13. People going to RV camping areas (1)
14. Shoppers (1)
15. Disabled people (1)
16. College students (1)

10. What opportunities are there to coordinate resources between public and private organizations that could bolster transit services for Grand Ronde and the surrounding communities? This could include coordination of services provided, staff time, or capital assets such as buses.

Respondents requested better coordination of services between public and private organizations to bolster transit services for Grand Ronde and the surrounding communities. Some respondents also requested, more specifically, that public and private organizations work together to promote the spread of information regarding the available transit services. More specifically, respondents suggested:

1. More buses (5)
2. Coordination of services (3)
3. More routes (3)
4. Dial-a-Ride (3)
5. Improve advertising (3)
6. Better bus hours (2)
7. Coordinate buses to improve connections (2)
8. Use a bus, like the Tribe's Elders bus, to coordinate local loop services (2)
9. Stronger emphasis on transportation in city planning (1)
10. Longer routes (1)
11. Sell the buses and provide trains (1)
12. Add a bikeshare (1)
13. Green energy transportation (1)
14. Reduced fares for elderly (1)
15. Have Grand Ronde help fund improvements (1)
16. Coordination with school districts, Cherriots, TriMet, and City/County governments (1)
17. Better access to transit services (1)
18. Take the stickers off windows (1)
19. More funds from ODOT (1)
20. Wi-fi on buses (1)

11. Overall, what do you think the biggest unmet transit need is in Grand Ronde and the surrounding communities is? What should be the top priority to tackle?

Overall, respondents consider the following to be the biggest unmet transit needs in Grand Ronde and/or what the new transit development plan should prioritize addressing:

1. More routes (22) (5 responses specifically request a local loop)
2. Increased hours (8)
3. Better timing of connections (5)
4. Increased availability of information (5)
5. Increased service frequency (3
6. More consistent pickup times (2)
7. Improve service to elderly, disabled, and/or low-income individuals (2)
8. No added cost (2)
9. Safe train travel (1)
10. Shelters at stops (1)
11. Better buses (1)
12. Utilize new and available routes (1)
13. Longer routes (1)
14. More frequent stops (1)
15. Available transportation (1)
16. Dial-a-Ride (1)
17. Keep the plan goal-oriented around the community (1)

12. Do you have any additional thoughts or comments about the transit needs in Grand Ronde and the surrounding communities?

Many respondents noted in the surveys that they are grateful for and appreciate the current services provided as well as the employees who make those services possible. They are happy to see that the service is being updated, and they would like to ensure that changes are cost-effective so that the service remains affordable. Other miscellaneous comments and concerns included:

1. Gratitude for service (4)
2. The service needs updating (3)
3. Add service to the coast (1)
4. Increase route options (1)
5. Just add service to Dallas (1)
6. Need to add times between CWCR and SMCR (1)
7. Community loop for youth (1)
8. Bus service to PowWow (1)
9. Provide public transportation to the new museum (1)
10. Expanded service (1)
11. Add a light rail service (1)
12. Add stops (1)
13. Line up bus schedules (1)
14. More frequent stops in Dallas, it is too hard to get appointments and shop from the Rickreall stop (1)
15. Decrease lay-over, increase frequency (2)
16. Expansion of times (1)
17. Coordinate bus schedules to reflect common work schedules (1)
18. Highways are overtaxed (1)
19. Keep funding and service at current levels for 60X (1)
20. Cost effectiveness (1)
21. Free or affordable, assistance with costs (1)
22. Redirect spending from the museum toward public transportation (1)
23. Ease of use, monthly cards, or scannable and reloadable cards. Posting of times and locations. Work with other transit for connections for county appointment and services (1)
24. Updates must have benefits to the entire membership (1)
25. Public transit buses are empty on their routes (1)
26. Survey by smartphone (1)
27. Need a bike/pedestrian path accessing Grand Ronde, Sheridan, and Willamina to increase healthy activity options, tourism potential, and access to work (1)

28. Transportation is improving, has Improved, and plans should include meeting the needs of the community growth we are planning. The elder van was supposed to be repaired, and I hope that has happened as it is an important part of the tribal community. Transportation grants and small business development should be part of the plans (1)

29. Take advantage of this opportunity to really endorse unmet transportation need that will be essential to finalizing a "Community Development Plan" (1)

Chapter 4

VISION AND GOALS

The purpose of this chapter is to establish the CTGR Transit Plan Vision and Goals and to establish ways to monitor and measure future progress towards meeting the Plan's vision and goals. The needs identified in Chapter 6 and the recommendations identified in Chapter 7 are derived from the goals established in this chapter and grounded in the desire to achieve the vision discussed in this chapter.

4.1   Transit Vision

CTGR aims to improve its transit service through updates to the Transit Plan, which contains both elements of a Transit Development Plan and a Coordinated Human Services Transportation Plan. This improved service is anticipated to have many positive effects on the Grand Ronde community. The vision for transit service in the Grand Ronde community area consists of the following aspirations:

- » Provide safe, efficient and reliable public transportation that is easy for people of all ages, income levels, and abilities to use.
- » Provide transit access and mobility so that all Grand Ronde area residents are connected to their local community and surrounding region.
- » Provide transit service that is affordable, comfortable, and attractive to riders and meets their varied transportation needs.
- » Provide transit service that increases the quality of life, health, and environment of the Tribal community.
- » Engage the community on transit service.
- » Provide sustainable funding for transit service.

4.2   Transit Goals

The following goals support the implementation of the transit vision:

- » Support a safe community.
- » Provide equitable opportunity to access transit.
- » Encourage local and regional economic growth through transit access.
- » Support the environment by encouraging transit use.
- » Collect and report transit data to support and acquire funding.
- » Develop sustainable long-term transit funding.
- » Continue to collaborate with and grow partnerships with adjacent transit agencies.
- » Operate transparently and provide ample opportunities for public involvement and active community engagement.

4.3   Objectives, Benchmarks, and Assessment Framework

Quantitative benchmarks to measure success include the following:

- » Ridership data, population served, service hours, number of people with disabilities served, number of seniors and Elders served, and number of people with low incomes served

» Biennium financial and funding information
» Amount of transit service (routes, frequency, service span)
» Geographies/cities served
» Transit facilities and infrastructure (shelters, bus stops, seating)
» Accessibility of transit facilities
» Amount of public engagement and outreach
» Information sharing (mobile apps, marketing materials)

Qualitative benchmarks to measure success take the form of a bi-annual residents survey focused on transit service. The survey will start in the year 2020. Typical survey questions could include the following:

» How would you rate the accessibility around the Grand Ronde community and to neighboring communities via transit? What would make it better?
» How would you rate the level of information about transit service? What would improve it?
» Do you find transit to be comfortable and accessible? If not, why not?

The standard for success for each survey question is a minimum level of "yes" responses (e.g., 90 percent).

Additional information about the development of the vision and goals is included in Appendix E (*Technical Memorandum #2 – Vision and Goals*).

Chapter 5

BASELINE CONDITIONS

This chapter provides an overview of baseline conditions related to the transit development plan including:

» the demographic and socioeconomic profile of the CTGR and the surrounding counties;
» how the demographic and socioeconomic profile will affect existing and potential demand for public transportation services;
» inventories the existing public transportation options that serve the CTGR and the general Grand Ronde community area;
» performance of the existing public transportation options; and,
» existing and potential funding mechanisms available to CTGR.

Additional information about baseline conditions is included in Appendix D (*Technical Memorandum #1 – Existing Conditions*).

5.1   Demographic Profile

The demographic profile in this chapter is intended to assist stakeholders in identifying and prioritizing public transportation service needs.

The unincorporated community of Grand Ronde lies on both sides of the Polk-Yamhill county line. CTGR Tribal lands also lay on both sides of this line. The largest Tribal land area is the forest land Reservation north of town with no housing on it. The Tribal (and non-Tribal) population lies close to the unincorporated community of Grand Ronde. The Tribe's single-family housing is on the Polk County side, and the Tribe's elder housing and apartments lie just north over the line in Yamhill County. The current bus stops are a few blocks from all tribal housing.

Surrounding Areas' Demographic Data

This section provides an overview of Yamhill and Polk County demographics, as well as data on the Native American populations within these counties and CTGR specifically. The demographic identified as Native American also includes natives not affiliated with CTGR. The American Community Survey (ACS) five-year datasets from 2016 or later are used in this analysis unless noted.

The data presented in Table 1 on the following page shows that the Native American population in Yamhill and Polk Counties includes more people with a disability than the respective Yamhill and Polk County averages. The data also show that Native Americans experience substantially higher rates of poverty than the population averages in their respective counties, and the Grand Ronde and Fort Hill Census Designated Places (CDPs) have a larger number of people over 65 years of age, with a disability, or without a vehicle than the respective Yamhill and Polk County averages.

Because of these factors, the CTGR population is likely to experience higher-than-average transit needs because these factors often lead to dependence on transit. For a geographic comparison, Census demographic data for all residents of the block groups containing CTGR Tribal lands are shown in Table 1.

Table 1. Population Characteristics

Community	Percentage of...							
	Total Pop-ulation[1]	Population Aged 65 or Over[1]	Population with a Disability[2]	Population with Income Below Poverty Level[3]	Population with Income Below 200% of the Poverty Level[4]	Non-Vehicle Owning House-holds[5]	Unem-ployed Workers[6]	Population Taking Alternative Modes of Transpor-tation to Work[7]
Oregon	3,982,267	16%	15%	16%	35%	8%	8%	29%
Yamhill County	102,2017	16%	15%	16%	34%	5%	8%	27%
Yamhill County Native American	1,200[8]	8%	17%	23%	No Data Available	7%[9]	10%	10%[10]
Polk County	78,470	17%	15%	16%	36%	6%	10%	24%
Polk County Native American	1,100[8]	10%	26%	32%	No Data Available	8%[8]	10%	19%[10]
Grand Ronde and Fort Hill CDPs[11]	1,707	23%	18%	12%	43%	11%	8%	7%
CTGR Members in Oregon	3,472[12]	No Data Available	No Data Available	No Data Available	No Data Available	10%[13]	No Data Available	No Data Available
CTGR Members living in Grand Ronde, Sheridan, and Willamina	1,115[12]	16%[12]	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available
CTGR Tribal Land Block Groups[14]	3,252	21%	20%	9%	35%	6%	6%[15]	No Data Available

[1] Source: American Community Survey 2016 5-Year Estimates, Tables S0101 and S0103, unless otherwise noted
[2] Source: American Community Survey 2016 5-Year Estimates, Table DP02 unless otherwise noted
[3] Source: American Community Survey 2016 5-Year Estimates, Table S1701 unless otherwise noted
[4] Source: American Community Survey 2016 5-Year Estimates, Table C17002 unless otherwise noted
[5] Source: American Community Survey 2016 5-Year Estimates, Table B08203 unless otherwise noted
[6] Source: American Community Survey 2016 5-Year Estimates, Table S2301 unless otherwise noted
[7] Source: American Community Survey 2016 5-Year Estimates, Table S0802, includes all means to work other than "drive alone" unless otherwise noted
[8] Source: American Community Survey 2016 5-Year Estimates, Table B01001C
[9] Source: U.S. Census Bureau 2000 Estimates
[10] Source: American Community Survey 2016 5-Year Estimates, Table B08105C
[11] CDP: Census Designated Place
[12] Source: CTGR GIS Database
[13] Source: 2015 CTGR Membership Survey
[14] Note: The CTGR Tribal Lands are contained within two block groups, one in Yamhill County and one in Polk County. This data includes all residents of both block groups, regardless of whether those residents are members of CTGR are not.

[15] Note: Labor force participation rate for this area is 48 percent

Table 2 and Table 3 show changes in demographics between the years 2000 and 2016. Table 2 shows growth for the selected population groups in Oregon since 2000, and Table 3 shows the changes in the number of households living below the federal poverty level, which is defined by the U.S. Census based on income and household size. The data show the population growth for the Native American populations in both counties is relatively flat or slightly declining relative to the general county population. The percentage of people living in poverty has increased for all populations groups since the year 2000.

Table 2. Population Growth

Area	Population (Year 2000)	Population (Year 2016)	Annual Growth Percentage
Oregon	3,421,399	3,982,267	1.0%
Yamhill County	84,992	102,201	1.2%
Yamhill County Native American	1,250	1,200	-0.3%
Polk County	62,380	78,470	1.4%
Polk County Native American	1,150	1,100	-0.3%

Table 3. Change in Poverty Level

Area	% in Poverty (Year 2000)	% in Poverty (Year 2016)
Oregon	13%	16%
Yamhill County	9%	16%
Yamhill County Native American	6%	23%
Polk County	12%	16%
Polk County Native American	22%	32%
CTGR Tribal Land Block Groups[1]	4%	9%

[1] The CTGR Tribal Lands are contained within two block groups, one in Yamhill County and one in Polk County. This data includes all residents of both block groups, regardless of whether those residents are members of CTGR are not.

The following pages contain maps created using Geographic Information System (GIS) software that illustrate the location and density of population, persons aged 65 years and over, persons with disabilities, household poverty status, households without access to vehicles, persons without employment, and persons taking alternative modes of transportation to work within these counties. These maps illustrate geographic areas with concentrations of population groups that may have particular mobility or accessibility challenges.

Exhibit 10 shows that populations are heavily concentrated in urban areas such as Salem, Newberg, and McMinnville. These areas contain a higher density of jobs and services, and thus are likely desirable transit destinations.

Exhibit 11 shows the areas with high populations of residents age 65 and older. Rural areas are among the places with the highest proportion of seniors. Rural areas are generally difficult to serve well using

transit, and often have minimal pedestrian facilities. Newberg, McMinnville, and Dallas are areas with high proportions of seniors, and these places are the locations of many critical health services.

The percentage of residents with a disability is shown in Exhibit 12. Similar to residents age 65 and older, residents with a disability may be more likely to live near health services, which are likely popular destinations for transit routes. Rural Yamhill County, as well as the rural area of Polk County directly south of Tribal lands, features some of the highest percentages of the population with a disability.

Residents of households with income below the federal poverty level are more likely to use transit services. Areas with a high percentage of these households, as shown in Exhibit 13, are likely to have higher transit usage. The CTGR Tribal land areas generally have similar or lower than average rates of households with income below the federal poverty level than the surrounding counties.

Households without access to a personal vehicle often rely on transit for their transportation needs. As such, areas with a high percentage of these households are likely to use transit more frequently. As shown in Exhibit 14, the areas containing CTGR Tribal lands have a slightly above average rate of household without access to a personal vehicle compared to the surrounding counties.

Unemployed residents are also more likely than average to use transit services. Exhibit 15 shows that the areas containing CTGR Tribal lands have slightly below average rates of unemployment compared to the surrounding counties.

Exhibit 10   Population by Census Block Group (2015 Data)
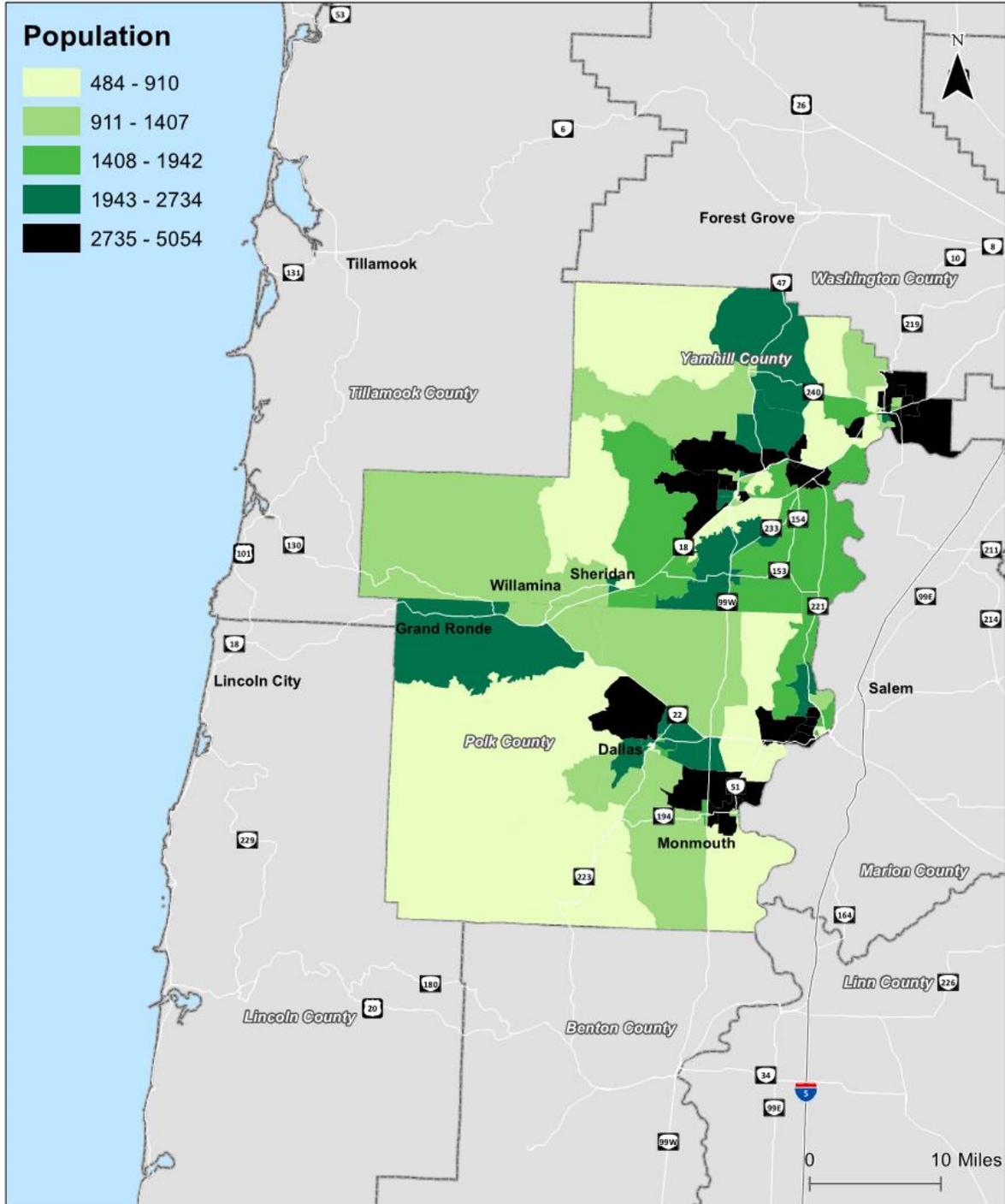
Exhibit 11   Percentage of Population Age 65 and Over (2015 Data)
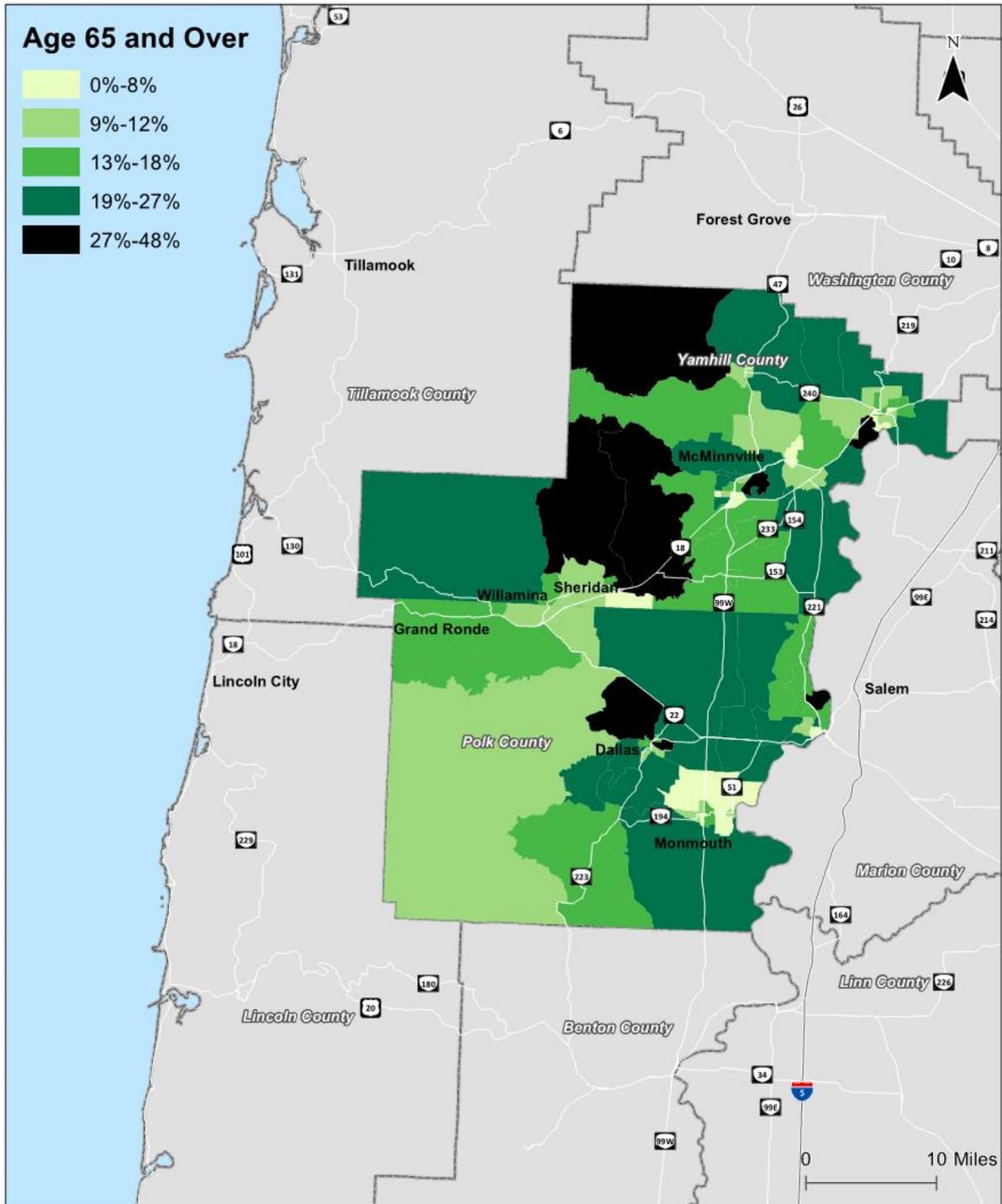
Exhibit 12   Percentage of Population with a Disability (2015 Data)
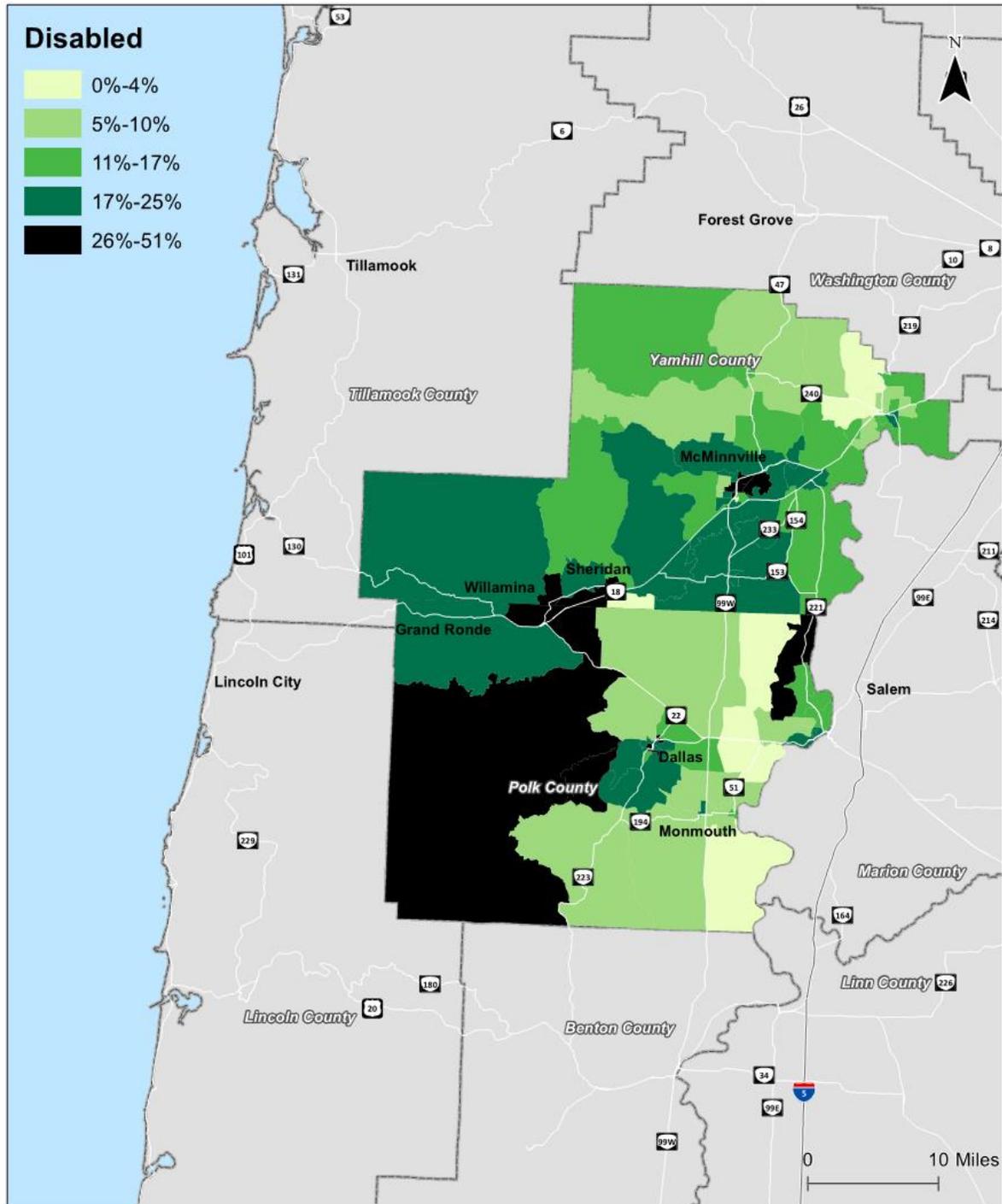
Exhibit 13   Percentage of Households with Incomes Below the Federal Poverty Level (2015 Data)

Exhibit 14   Percentage of Households Without Access to a Personal Vehicle (2015 Data)
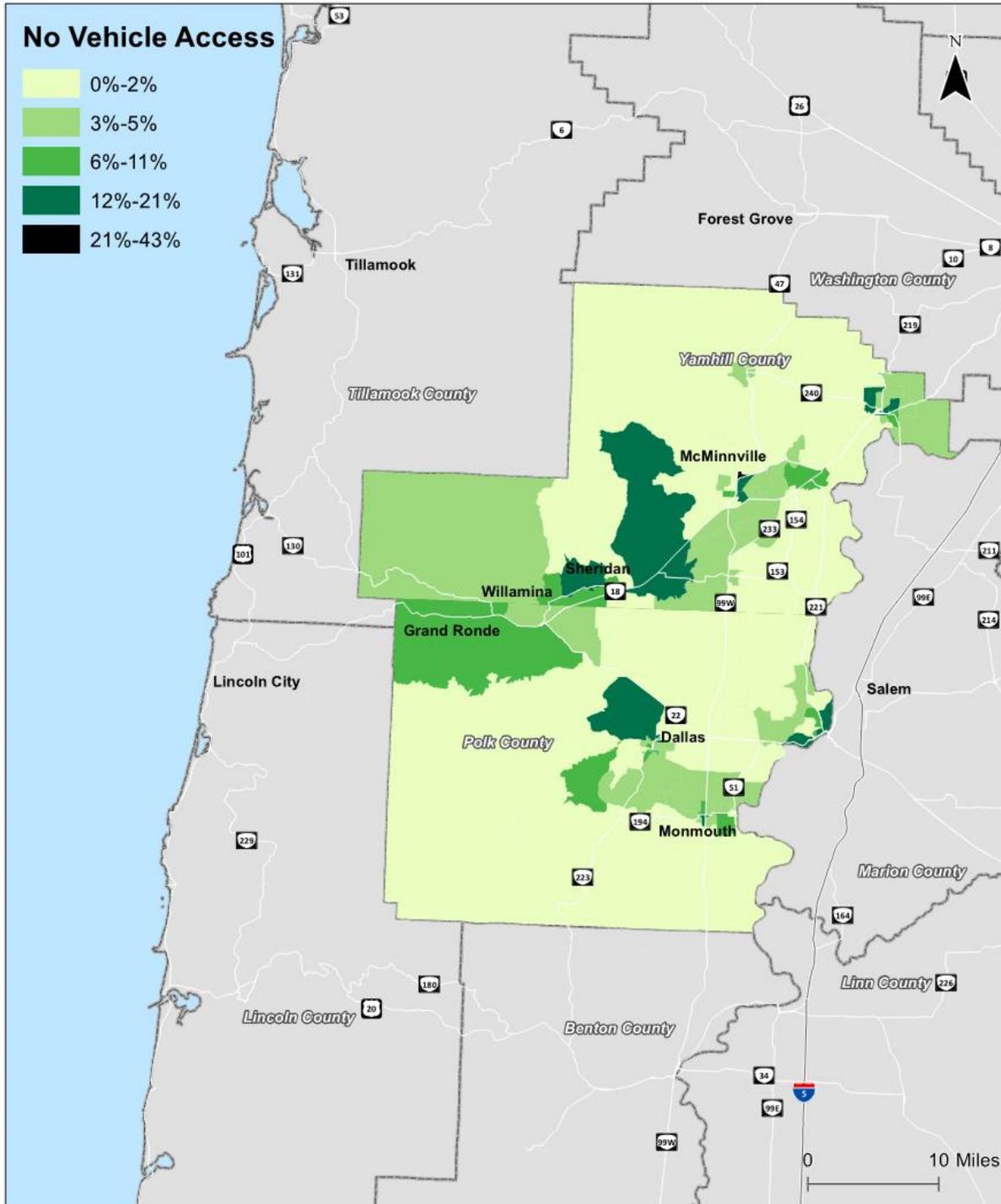
Exhibit 15   Percentage of Labor Force Unemployed (2015 Data)
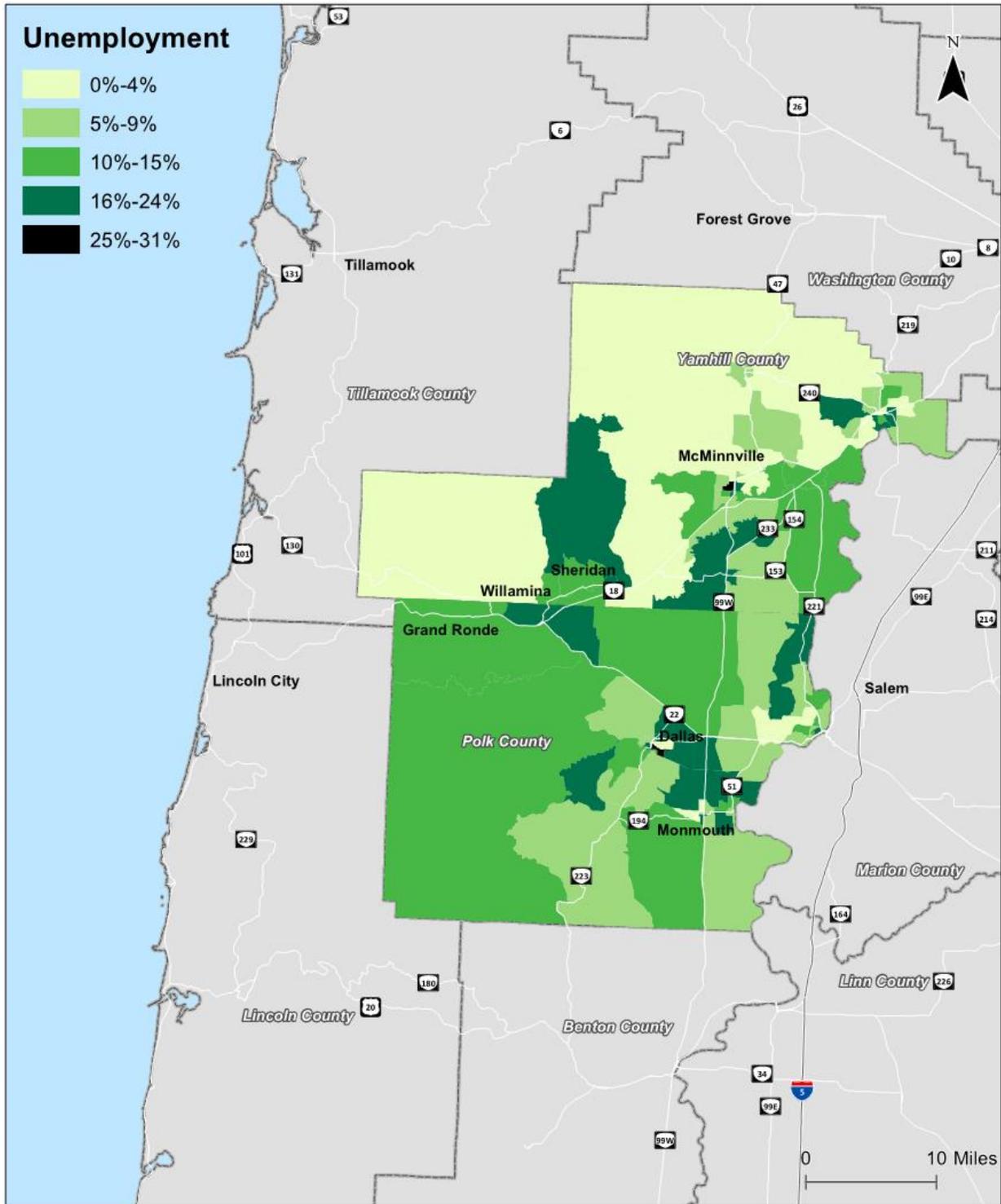
Longitudinal Employer-Household Dynamics (LEHD) "OnTheMap" Data

LEHD OnTheMap is an online mapping and reporting application based on U.S. Census data that shows where people work and where workers live. It was developed through a partnership between the U.S. Census Bureau and partner states. Table 4 illustrates the locations of jobs held by all residents of the Grand Ronde and Fort Hill Census Designated Places (CDPs), based on LEHD OnTheMap data.

As shown in Table 4, the Grand Ronde and Fort Hill CDPs contain the highest numbers of jobs held by residents living in those areas. In addition, many residents of the Grand Ronde and Fort Hill CDPs work outside those areas. Outside of the two CDPs, Salem is the largest job location for residents of the Grand Ronde and Fort Hill CDPs, while at least 50 residents of the Grand Ronde and Fort Hill CDPs work in each of the City of McMinnville, Multnomah County, Washington County, Yamhill County, and Polk County.

Table 4 and Exhibit 16 how the locations of jobs held by residents of the two Census block groups that contain the Tribal lands. Areas with large numbers of jobs, such as Salem and McMinnville, are also the locations most frequently served by transit.

Table 4. Job Locations for Residents of Grand Ronde and Fort Hill Census Designated Places (CDP)

Location(s)	Number of Jobs	Distance to Tribal Lands (miles)	Existing Fixed Route Transit Service from Tribal Lands?
Grand Ronde and Fort Hill CDPs	124	n/a	n/a
Cities			
Salem	115	35	TCTD
McMinnville	54	25	YCTA
Dallas	41	20	No
Sheridan	40	12	YCTA
Monmouth	22	30	No
Willamina	19	8	YCTA
Counties			
Multnomah County	56	n/a	No
Washington County	52	n/a	YCTA
Yamhill County (excluding locations listed above)	51	n/a	YCTA
Polk County (excluding locations listed above)	51	n/a	TCTD
Benton County	25	n/a	No
Lincoln County	23	n/a	TCTD
Marion County (excluding locations listed above)	21	n/a	TCTD
Linn County	12	n/a	No
Tillamook County	5	n/a	TCTD
All other areas	53	n/a	n/a

Source: U.S. Census Bureau, OnTheMap Application

Exhibit 16   Employment Locations for Residents of Census Block Groups that Contain the CTGR Tribal Lands
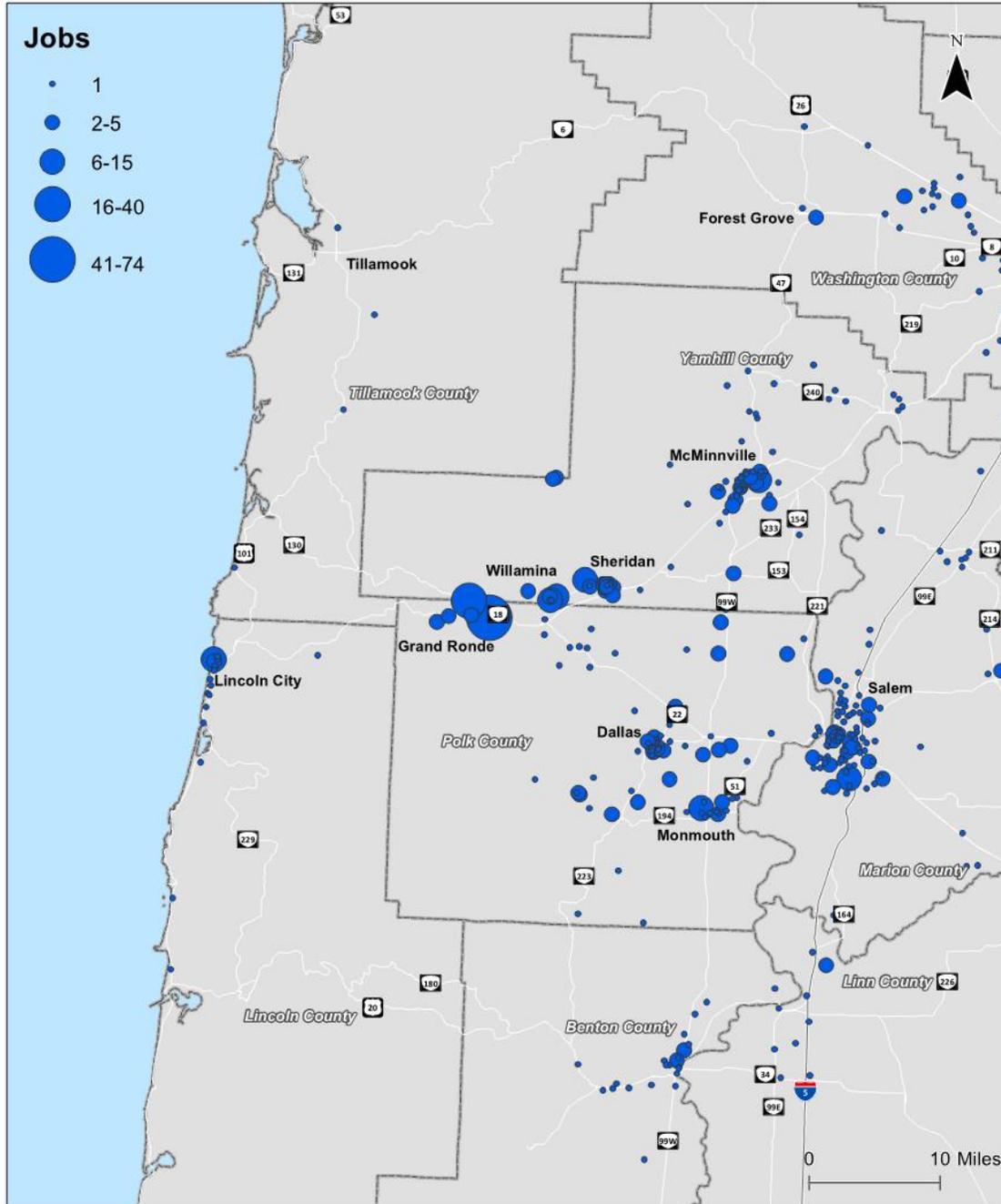
Source: U.S. Census Bureau, OnTheMap Application

5.2   Land Use and Development Patterns

Existing Land Use

The Grand Ronde Tribe is the primary land developer in the unincorporated community of Grand Ronde and the Grand Ronde community area. Current Tribal land use is shown in Exhibit 17. Most of the development in the study area is located along Grand Ronde Road between OR 18 and OR 22. The Tribal Headquarters site contains the most development, including the Tribe's Education Center, Tribal Government/Administration Center, Community Clinic, Community Center Building, and Employment Center.

Tribal housing in the Grand Ronde community is located primarily along Grand Ronde Road in the tribal headquarters area, including a 37-unit subdivision on the northeast corner of McPherson Road and Grand Ronde Road across from the tribal cemetery, elder housing and nearby activity center north of the headquarters site on the west side of Grand Ronde Road, rental housing in the Tyee Road/Grand Ronde Road area, and the most recent housing development, Eade Subdivision (CMI North Apartments), on Tyee Road. Design and construction of a second phase of the development is underway in the same location.

The Spirit Mountain Casino (SMC) complex site at Valley Junction along OR 18 east of the Grand Ronde community comprises approximately 90 acres with over 500,000 s.f. of facilities including, in addition to the casino, a 254-room hotel, 15,000 s.f. Playworld, a 19,000 s.f. conference center southwest of the casino, and parking for more than 3000 vehicles. The Grand Ronde Police Department station is also located on the casino complex property.

Other tribal facilities are in scattered locations, including the old Grand Ronde Railroad Station near OR 18 and Grand Ronde Road, the Natural Resources Facility located on OR 22 northeast of the Tribal housing, the Pow Wow Grounds, the Grand Ronde Museum and Cultural Center located between the Pow Wow Grounds and the Oregon State Parks Fort Yamhill Heritage Area, and the new fire station located on tribal land on the SE corner of Grand Ronde Road and McPherson Road.

Other than SMC most Tribal lands are well north of OR 18. Non-Tribal lands and existing non-tribal development runs along OR 18 with two main exceptions. The old railroad town neighborhood of Bunnsville just northwest of the junction with Grand Ronde Road and the Highout neighborhood southwest of Grand Ronde.

Development Objectives

The Tribe anticipates continuing to acquire more parcels to reclaim lost homelands and protect resources, and to continue to consolidate ownership and jurisdiction over its lands. These needs will include economic development, development of new housing, and expansion of tribal/community services and infrastructure. As this occurs, there will be additional needs for transportation improvements, primarily roads, bike/pedestrian paths, and transit. The Tribe is also committed to making long-term investments in the areas of transportation infrastructure and to joint venture with the state, counties, and the BIA to implement improvement projects.

Exhibit 17. Land Use Development Map
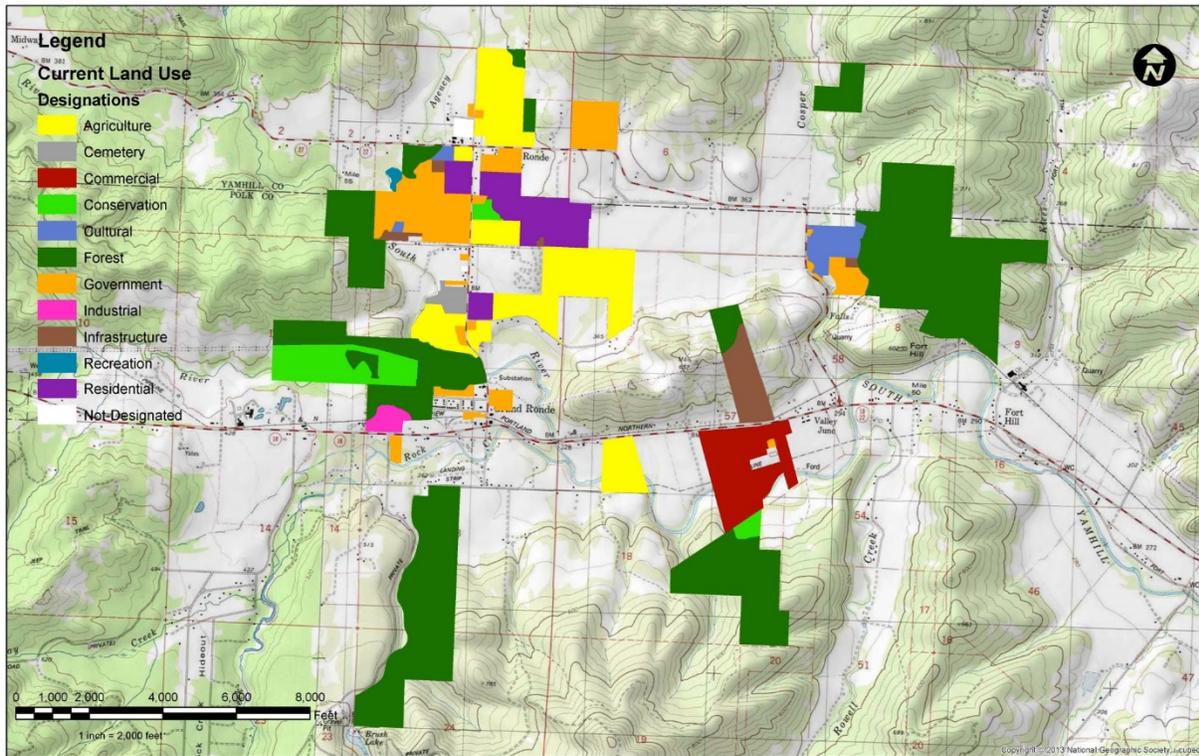
Polk County zoning is lower occupancy than the Tribe's housing development efforts once the land is converted into Trust Land. The Grand Ronde community sewer system is at limited capacity while the Tribe has a treatment plant at their Tribal housing subdivisions.

The Tribe is committed to working with state and county transportation officials for continued improvements to OR 18 and OR 22, particularly traffic safety improvement projects.

Development Plans

The Grand Ronde Tribe and the overall community have grown considerably since the CTGR Comprehensive Plan was prepared and implemented in the early 1990s. New land acquisitions and increased economic activities allow development alternatives that were not available before. Key issues continue to focus on land acquisition; natural resources management, use and preservation; economic development and diversification; urban development for housing, commercial, industrial, public, recreational and governmental uses; and the resulting need to economically expand and improve the infrastructure to service community growth.

New developments have occurred within the Grand Ronde Road corridor—the focus area for the Homelands Master Plan (1990/91)—as well as away from the corridor including at the casino/resort, the new pow-wow grounds, the Chachalu Tribal Museum and Cultural Center, and the Health and Wellness Center additions. The casino/resort and tribal governmental services have provided a multitude of employment opportunities, particularly for tribal members who desired to return to the tribal homelands. CTGR has responded by significantly increasing the housing stock in the community and expanding tribal facilities that provide socioeconomic and governmental services. This in turn has led to construction of

new streets and utility extensions adding new pressure on transportation and utility systems. Traffic along the state highways has increased, creating a need to reconsider safety issues and the potential for new economic development opportunities.

The Tribe is in the initial stages of preparing a Community Development Plan for the area within the exterior borders of the original Grand Ronde Indian Reservation, with primary focus on the populated unincorporated Grand Ronde Community. The objective of the plan is to define the future for the Grand Ronde Community and Reservation, including new housing and home ownership opportunities, land and community growth, cultural activities, and other local and regional tribal member needs and priorities.

5.3   Inventory of Transit Services Provided

Existing Transit Service

A variety of public transportation options, including both fixed route and Dial-a-Ride, are available to residents of CTGR. A summary of transit plans from service providers with fixed routes or dial-a-ride services available to CTGR local members is provided below followed by descriptions of their existing transit services:

- » Lincoln County Transit Development Plan (TDP)
- » Yamhill County TDP
- » Cherriots Coordinated Public Transit – Human Services Transportation Plan (CTP)
- » Tillamook County CTP
- » Yamhill County CTP
- » Cherriots Regional Plan
- » Grand Ronde 2007 CTP
- » Grand Ronde Reservation 2007 Tribal Transportation Plan

Exhibit 18 and Exhibit 19 show the fixed-route services available to CTGR local members. Further details about these routes and their frequency and fares are provided below. Table 5 shows the status of existing bus stops in the Grand Ronde area.

Table 5. Bus Stop Inventory

Stop	Routes Served	Amenities	Amenities Needed
Spirit Mountain Casino	YCTA 22 and 24S, TCTD Coastal Connector and Grand Ronde Express	Casino entrance	None
Grand Ronde Road & South Street (east side of Grand Ronde Road)	YCTA 22 and 24S	Sidewalk	Lighting, shelter with seating and pad, signage
Grand Ronde Road & South Street (west side of Grand Ronde Road)	YCTA 22 and 24S	Sidewalk	Lighting, shelter with seating and pad, signage
Grand Ronde Community Center	YCTA 22 and 24S, TCTD Coastal Connector and Grand Ronde Express	Sidewalk, bench	Lighting, shelter with seating and pad, signage
Grand Meadows Residential Area	No Current Service	Sidewalk, shelter	Lighting, shelter pad, signage

Exhibit 18   Transit Lines Serving the Grand Ronde Area

Exhibit 19   Transit Lines Serving the Grand Ronde Area

Tillamook County Transportation District

TCTD provides service between Lincoln City and Salem with stops at Grand Ronde on weekdays and weekends on Route 60X (Coastal Connector) and provides service from Grand Ronde to Salem on weekdays on Route 70X (Grand Ronde Express).

Route 60X runs three times per day (from 6:30am to 9:00pm) and Route 70X runs four times per day (from 8:00am to 7:00pm). The full one-way trip on Route 60X takes approximately 1.5 hours and the full one-way trip on Route 70X takes approximately one hour. Fare between Lincoln City and Grand Ronde or between Grand Ronde and Salem is $3.00, while fare between Lincoln City and Salem is $6.00. Riders 18 or under, 60 or over, or with disabilities ride for half fare.

Route 60X has stops in Lincoln City, Rose Lodge, Grand Ronde, Rickreal, and Salem. Route 70X has the same stops except for Lincoln City and Rose Lodge. The two Grand Ronde stops on both routes are the Grand Ronde Community Center and Spirit Mountain Casino.

Once in Lincoln City, TCTD and LCTSD provide transit connections to Newport, Tillamook, and Portland. Once in Salem, Cherriots provides service throughout much of the city and service to Wilsonville and (indirectly to) Portland. Amtrak, Greyhound, and the POINT all provide daily service between Salem and Portland and between Salem and Eugene.

Yamhill County Transit Area (YCTA)

YCTA provides service between Grand Ronde and McMinnville with stops at the Grand Ronde Community Center, Grand Ronde Road/South Street, and Spirit Mountain Casino.

Route 22 runs seven times a day (from 6:30 AM to 7:30 PM) in both directions on weekdays only. It has multiple stops in Willamina and Sheridan before it reaches the McMinnville Transit Center. The full one-way trip takes approximately 45 minutes. Once in McMinnville, Route 33 provides service to Hillsboro and connects to the TriMet MAX system.

Route 24 runs three times a day outbound and four times a day inbound on Saturdays only. It runs from 9:30 AM to 5:00 PM and has the same stops as Route 22. Fare on both routes is $1.25 one-way with no discounts for disabled, young, or older riders.

In fiscal year 2016-2017, Routes 22 and 24 provided approximately 40,900 rides per year. Route 22 carried approximately 38,400 (94 percent) of the total, and Route 24 carried approximately 2,500 (six percent) of the total. YCTA estimates that approximately 33 percent and 42 percent of the ridership on Route 22 and Route 24, respectively, was Grand Ronde specific. Taken together, approximately 13,700 riders on Route and Route 24 were riding to or from Grand Ronde.

Once in McMinnville, YCTA provides connecting service to Portland, Newberg, and Salem. CTGR contracts with YCTA for the cost of service between Willamina and Grand Ronde for Routes 22 and 24.

Other Available Transportation Services

In addition to fixed route options, a variety of special services are available to residents of CTGR Tribal lands and the surrounding areas. These services are described here.

Spirit Mountain Casino Shuttle

Spirit Mountain Casino runs a free motor coach shuttle for casino guests between the casino and various stops in the Salem, Keizer, Woodburn, Wilsonville, and the greater Portland area. The shuttle makes one pick-up and one drop-off at each location and typically runs about three times per week, with variation per location. This service is currently only available for casino patrons.

In addition to the intercity shuttle, the casino also offers small buses within the Grand Ronde community for patrons to call in and be picked up to ride to the casino. It has a one-mile radius.

Services Available to Yamhill County Residents

Willamette Valley Transport (WVT) provides for-hire wheelchair transportation services for people living in an around Yamhill County. WVT owns five vans which are all wheelchair-accessible and can accommodate non-English speakers.

Yamhill CCO WellRide serves as the Medicaid transportation broker for Yamhill County and coordinates medical transportation needs for Yamhill CCO members and Medicaid recipients residing in Yamhill County. Non-emergency medical transportation is provided to Medicaid eligible persons, with costs reimbursed through the State of Oregon Department of Human Services. Most of the geographic service area is contained in Yamhill County, but some trips to Marion, Polk, Washington, Clackamas, and Multnomah Counties are served. Transportation services are offered 24 hours a day, 7 days a week, and 365 days per year and the call center is open from 7:30 AM to 6:00 PM on weekdays. Yamhill CCO contracts with 11 transportation providers and the cumulative sum of the contractor's vehicle fleet is approximately 50 vehicles. Fleet vehicles must be under 10 years of age to be used. This transportation service also has drivers who speak Spanish.

The **Abacus Program** provides psychiatric rehabilitation services to adults and transitional aged youth with serious mental illness in Yamhill County. The services offered enhance the client's ability to live independently, increase their level of vocational functioning with Yamhill County citizens, and decrease their risk of psychiatric hospitalization. Transportation services are provided to clients for the purpose of group treatment and so that the clients can be transported to their employment, which may be provided by mental health service providers. The Abacus Program provides transportation services on weekdays from 8:00 AM to 8:00 PM and owns and operates three mini-vans, one 12-passenger van, and one mid-sized sedan.

Yamhill County Health and Human Services (HHS) manages the development of individuals with intellectual or developmental disabilities. This organization coordinates and assists these individuals with needs and monitors the delivery of identified supports which includes transportation. Transportation services are not directly provided, but may do so in the future if state/federal grants can be obtained. This organization works with Spanish speaking populations.

Yamhill Community Action Partnership (YCAP) advocates for and assists people to become self-sufficient. YCAP works with people living with low-income, the elderly, and persons with disabilities. These services are facilitated through four major programs: Client Services & Housing, Energy Services, the regional Food Bank, and Youth Outreach. Transportation services are not directly provided but bus passes and other transportation assistance is provided. Seven vehicles are owned by the organization but none of them are used for public transportation or are wheelchair accessible. Regardless, there are many services offered by YCAP in English and Spanish.

United Way of Mid-Willamette Valley is a multidisciplinary organization aiming to improve the lives of people in Yamhill County, which could include funding for education, food, and transportation. United Way of the Mid-Willamette Valley collaborates with the Yamhill Care Coordinating Organization and provides $8,000 combined in bus passes and gas vouchers for people in need. The Mid-Willamette Valley chapter does not own any vehicles for transportation, but provides Spanish speaking services through the 211 information program.

Oregon Mennonite Residential Services (OMRS) is a faith-based organization with a mission to improve the quality of life for individuals experiencing intellectual and developmental disabilities. OMRS has had contracts with both Linn and Yamhill Counties since it began operating group homes in 1986. OMRS provides residential and support services to 50 individuals in thirteen group homes located in McMinnville, Albany, and Sweet Home. OMRS has ten group homes in McMinnville. OMRS provides transportation services to their clients and operates vans for their clients unable to use public transportation. OMRS owns and operates 11 vehicles from minivans to 7-11 passenger vans in Yamhill County. Two of the larger vans are wheelchair equipped. OMRS transports residents to medical appointments, activities, and shopping. The vehicles are available to the group homes 24 hours a day seven days a week. No fare is collected, as transportation services are considered a support service.

MV Advancements provides vocational and residential services to persons with disabilities in Yamhill County. The majority of MV Advancements transportation services are provided by YCTA although there are several areas where public transportation is not available or suitable for the needs of MV Advancements clients. MV Advancements provides transportation for work crews, for Community Inclusion Services clients to community activities, some residential clients to medical appointments and serves clients where public transportation has been determined to not be an option for getting them to and from their program. MV Advancements owns and operates 25 vehicles from mini-vans to 14 passenger mini-buses in Yamhill County. The hours of service vary depending on the program but typically service is operated during the day with one program operating in the evening hours from 5:00 PM to 11:30 PM. No fare is collected; transportation services are considered a support service.

There are four taxicab companies operating in Yamhill County. Super Cab and Rick Shaw Taxi are based in McMinnville. Advanced Taxi Service is based in Newberg. Yellow Cab also operates in Yamhill County upon request.

Services Available to Polk County Residents

Cherriots Regional provides transit service to the smaller cities and rural areas to and from Salem. In particular, transit service is provided from Salem to Woodburn, Silverton, villages along OR 22, and Polk County. Cherriots Regional also connects with Canby Area Transit (CAT) and Woodburn Transit Service (WTS) in Woodburn. Service is provided through regional express fixed routes and a flex service in Dallas, Monmouth, and Independence. Cherriots Regional is operated by a contractor, but managed by Cherriots to provide seniors, disabled persons, and low-income persons access to medical services, educational, employment, shopping and recreational opportunities. Cherriots Regional buses operate on weekdays from approximately 6:00 AM to 9:30 PM and do not provide service on holidays. Polk County Flex service requires a 24-hour advance request made to the Cherriots Call Center. Cherriots Regional vehicle fleet is composed of 11 ADA accessible vehicles.

Cherriots LIFT is the ADA complementary paratransit service offered by SAMTD within the Salem-Keizer Urban Growth Boundary. Cherriots LIFT provides curb-to-curb service to ADA-certified persons unable to

ride Cherriots. Cherriots LIFT provides approximately 146,000 annual rides. A 24-hour advanced reservation is required to ride Cherriots LIFT. Service hours and days parallel those of Cherriots. The fare is $3.20 each way and can be paid in either cash or using a Cherriots LIFT ticket. Cherriots LIFT does not accept Cherriots passes. Cherriots LIFT is operated by a contracted transportation provider, currently MV Transportation, Inc.

Cherriots Call Center (formerly known as TripLink) provides Non-Emergent Medical Transportation (NEMT) to eligible Oregon Health Authority and Coordinated Care Organization (CCO)/Willamette Valley Community Health (WVCH) clients traveling to covered medical services. Cherriots Call Center will verify eligibility prior to providing services. This includes determining if the client is in a managed care plan. NEMT transportation is provided 24 hours a day, 365 days a year. Cherriots Call Center hours: Monday through Friday 6:00 AM to 7:00 PM and Saturday 10:00 AM to 4:00 PM. Cherriots contracts with approximately 22 providers to provide NEMT transportation to eligible clients.

Falls City Direct Connect is a free shuttle that provides transportation between Falls City and Dallas and Falls City and Monmouth. The shuttle operates Tuesdays and Thursdays from Falls City and Dallas with two morning (8:00 AM and 10:30 AM) round trips and two evening (1:25 PM and 3:00 PM) round trips leaving from the Mountain Gospel Fellowship in Falls City. On the second Tuesday of each month, the shuttle goes from Falls City to Monmouth only with two morning (8:00 AM and 10:30 AM) round trips and one evening (2:00 PM) round trip leaving from the Mountain Gospel Fellowship in Falls City. The service is funded by Polk County.

The **Connections Van** program provides free curb-to-curb transportation for residents of Polk County to Salem Health West Valley medical services located in Dallas and Monmouth. At least 80 percent of the patients using this service are seniors and people with physical disabilities. The service is offered Monday through Friday and uses volunteer drivers and schedulers, with the exception of one part-time driver-coordinator. The service has been in operation since 2001 and has one passenger van with a wheelchair lift and one wheelchair-accessible cutaway-style bus. This service is offered through the Salem Health Foundation, a charitable organization supporting medically related projects in the Salem area.

With various locations in Polk and Marion Counties, **Partnerships in Community Living, Inc.**, provides transportation for recreational opportunities for the developmentally disabled through the *Tapestry* program. The organization has a fleet of 100 vehicles.

Salem Hospital Foundation provides free or subsided tax rides for patients who would otherwise be unable to make it to their medical appointments. There are available to anyone living in Polk or Marion counties.

Services Available to Tillamook County Residents

Tillamook County Transportation District Dial-A-Ride is a door-to-door, shared ride transportation service provided by TCTD in the Tillamook County area, broken into three geographies. The Central County service zone (CDAR) covers Tillamook, Bay City, Netarts, and Oceanside. The North County service zone (NDAR) covers Manzanita, Nehalem, Wheeler, Rockaway, and Garibaldi. The South County service zone (SDAR) covers Pacific City, Beaver, Hebo, Cloverdale, Neskowin, and Tierra del Mar. Rides are scheduled by calling TCTD at least two hours prior to the desired departure time, and up to two weeks in advance. They are available on a first come first served basis. Ridership in 2015 was approximately 8,200 trips.

Disabled American Veterans (DAV) provides non-emergent health care transportation from Tillamook to Hillsboro and Portland for veterans enrolled in the Veterans Affairs healthcare program. DAV operates on

a volunteer driver availability basis and does not provide transport to emergency rooms. The service is available weekdays from 7:30 AM to 5:00 PM, operates with one vehicle, and services approximately 210 trips per year.

Veterans Affairs Special Mode of Transport provides non-emergent health care transportation from Tillamook to Portland VA Medical Center for veterans enrolled in the Veterans Affairs healthcare program who earn an annual income below $11,000. It offers wheelchair van access and runs on weekdays on an as needed basis.

Chapter 6

NEEDS ASSESSMENT

This chapter provides a description of the unmet transportation needs for the Grand Ronde community area. These needs were identified through an analysis of publicly available data, the community meeting held in January 2018, surveys of transit riders in the Grand Ronde area, and input from the PAC.

This chapter includes a description of needs related to:

» transportation service;
» infrastructure;
» coordination and organization;
» marketing, customer service and outreach;
» technology; and,
» capital and funding.

This list was used to identify potential strategies, technologies, and opportunities for coordination that could help CTGR meet identified needs. Additional information about identified needs is included in Appendix F (*Technical Memorandum #3 – Needs Assessment*).

6.1   Data and Information Sources

The data sources used to develop this needs analysis and the key information gleaned from them are described below.

Demographics and Land Use

Technical Memorandum #1 – Existing Conditions provided a demographic and socioeconomic profile of CTGR and the surrounding counties and inventories the existing public transportation options they're served by.

The demographic profile used 2010 Census and 2015 American Community Survey data as well as employment location data through Longitudinal Employer-Household Dynamics (LEHD) "OnTheMap." It also included a 2015 survey of Tribal members and a 2015 survey of Tillamook County Transportation District (TCTD) riders. The TCTD survey was administered to riders on the TCTD route that travels through Grand Ronde. Information on funding mechanisms available to CTGR were provided by the CTGR Planning and Grants Development Manager.

Key conclusions from the memorandum that inform CTGR's needs include the following:

» The Grand Ronde community and surrounding areas have a substantial proportion of residents who may rely on transit for mobility. This is due to higher than county average populations of people over 65 years of age, with a disability, experiencing poverty, or without access to a vehicle.
» Over 80 percent of riders on existing services provided by TCTD would forego their trip if transit were not available.
» Grand Ronde–area residents work in many of the surrounding cities, including Salem, McMinnville, Dallas, and Sheridan, and may want to use transit to access employment sites in those areas.

» Existing transit service links the Grand Ronde community area to many key destinations, including Salem, Willamina, Sheridan, McMinnville, and Lincoln City; however, it does not link Grand Ronde to Dallas or Monmouth.

January 2018 Community Meeting

A community meeting was held at the Grand Ronde (Tribal) Community Center on CTGR tribal lands on January 24, 2018 to discuss existing transit services and opportunities for improvements. The meeting was attended by Kittelson and Associates, Inc. (KAI), CTGR staff, CTGR Tribal members, and representatives from interest groups such as Chemeketa Community College, Disabled American Veterans (DAV), and Yamhill County Developmental Disabilities and Veterans' Services. Key conclusions from this meeting are outlined below:

» Transit service for employees to Spirit Mountain Casino was identified as the top priority by attendees for both local employees and those from neighboring communities.
  » Spirit Mountain runs a local shuttle in the Grand Ronde/Fort Hill area for customers that employees are not permitted to use.
  » There is also a need to provide more employee transportation to Spirit Mountain from other local communities such as Dallas.
» Transit service to Dallas is desired for access to employment opportunities at Spirit Mountain Casino for Dallas residents and for access to shopping in Dallas for the Grand Ronde community.
» A local circulator within the Grand Ronde area would assist area residents in accessing local amenities. Additional stops in Grand Ronde at community centers and residential locations could help unite the community. This route would have the option to deviate to meet complementary paratransit requirements.
» Additional ADA accessible bus stops with lighting within the Grand Ronde area are desired. Additionally, there is a need for buses to be comfortable and ADA accessible.
» Increased service hours, especially in the evening, are desired.

Transit Rider Survey

A survey regarding transit needs was administered to transit riders in the Grand Ronde area and made available online for public input in April and May 2018. One hundred and forty responses were collected. The survey asked about topics related to trip purposes and locations, service related needs such as route frequencies and service spans, non-service needs such as station infrastructure and information availability, and the needs of seniors, people with disabilities, and low-income people.

The survey found the following:

» Over half of the survey's respondents note that they use (or would like to use) transit for access to employment or recreation and leisure. One-third of respondents use (or would like to use) transit for shopping, medical appointments, or Confederated Tribes of Grand Ronde (CTGR) activities. Other notable uses for transit include traveling to school or to visit other cities (largely to visit family).
» Responders that work in Grand Ronde are predominantly traveling from Salem, Grand Ronde, Willamina, and Dallas. Those currently riding transit to work in Grand Ronde are predominately traveling from Salem and Keizer.

» Responders that live in Grand Ronde and commute to work are predominately traveling to Salem, Lincoln City, Dallas, and McMinnville. Those currently riding transit to work are predominately traveling to Salem and Lincoln City.
» Responders identified the most desired improvements to transit service to be more frequent service and longer service hours.
» Related to new services, responders identified service to nearby cities without existing service as a higher priority than improving existing services; however, there is also significant desire for both Dial-a-Ride and a Community Loop service.
» The city identified with the greatest need for new service/connections was Dallas. This was consistent for both existing transit riders and non-riders.
» Discounted or free fares were identified as the highest need for seniors, people with disabilities, and people with low income.

6.1   Unmet Needs

This section presents a list of unmet public transportation needs as identified from the existing conditions memorandum, the January 2018 community meeting, and the transit rider survey administered in April and May 2018. Unmet needs are organized into five categories: transportation service; infrastructure; coordination and organizational; marketing, customer service, and outreach; technology; and capital and funding.

Transportation Service Needs

Identified transportation service needs are the following:

» Increased fixed route services for employees to and from Spirit Mountain Casino
  » Local service between the Grand Ronde community and Spirit Mountain Casino (see coordination and organizational needs)
  » New and increased (higher frequencies and extended hours) service between locations outside of the Grand Ronde community and Spirit Mountain Casino
» New fixed route service between Grand Ronde and Dallas
  » This service would connect Grand Ronde to employment, healthcare and shopping opportunities and to health care opportunities and would connect the Spirit Mountain Casino to additional potential employees. Cherriots Regional provides service from Dallas to Salem with some connections through Monmouth and Independence.
» Increased service throughout the Grand Ronde community through a local circulator (see infrastructure needs) and bus stop additions or improvements (see infrastructure needs) within Grand Ronde.
  » Potential locations for new or improved stops within Grand Ronde include: Grand Meadows manufactured home park, the Elder community center, the Grand Ronde museum, the historic Grand Ronde Bank (across from the Post Office and the largest local market), and Whispering Winds RV Park.
  » This service could be especially beneficial to the elderly, disabled, and low-income who face mobility barriers to social and community opportunities within Grand Ronde.
» Extended service hours on all routes, especially in the evenings.
» Dial-a-Ride service for seniors and people with disabilities.

Infrastructure Needs

Identified infrastructure needs are the following:

» Bus stop improvements to provide ADA accessibility, improved lighting, benches, and shelters (which would be especially beneficial to the disabled population but would make bus stops more inviting and convenient for all).
» Consider removing window decals to provide better natural lighting.
» Potential need for transit vehicles for the provision of local circulator service or for service to Dallas (see capital and funding needs, this could include CTGR owned transit vehicles).

Coordination and Organizational Needs

Identified coordination and organizational needs are the following:

» Improve coordination of local service between the Grand Ronde community and Spirit Mountain Casino and service between locations outside of the Grand Ronde community and the Casino.
  » The Casino currently runs local service available to patrons but not employees. It may be easier for CTGR to devote funding to services between the Casino and locations outside of the Grand Ronde community if the Casino can satisfy the local service need by allowing employees to use their shuttle.
  » Seek to improve coordination of services to Spirit Mountain Casino with the many employee shift beginning and ending times to the extent possible.
» Continue coordination efforts with Cherriots, YCTA, TCTD, and special service providers.
  » Because CTGR currently does not operate its own transit services, continued coordination with partners is critical.
  » Coordinate demand-responsive volunteer driver efforts with YCTA, which has a pool of volunteer drivers for their dial-a-ride services in Carlton and Yamhill and identifies expansion to Sheridan and Willamina as a goal in their CTP.
  » Coordinate development of a phone application with YCTA (see technology needs). YCTA is creating a phone application, and CTGR may be able to input other transit serving the Grand Ronde community into this application.

Marketing, Customer Service, and Outreach Needs

Identified marketing, customer service, and outreach needs are the following:

» Advertise transit improvements/changes in Smoke Signals and link new schedules to the CTGR website.
» Provide schedules at bus stop locations where possible.
» Provision of free and reduced fares for seniors, people with disabilities, and people with low income.

Technology Needs

The identified technology need is a phone application would improve knowledge of transit system and real-time tracking of transit conditions and bus delays. Continued provision of amenities such as

schedules as well as marketing through Smoke Signals are still necessary to serve riders without access to smart phones.

Capital and Funding Needs

Identified capital and funding needs are the following:

- » Increased and more reliable funding is necessary to increase services and accommodate needs described above.
- » Capital stock of CTGR-owned transit vehicles may be necessary if CTGR wishes to operate a community shuttle themselves. CTGR might also contract out this local shuttle with or without owning the vehicles as part of that arrangement.

Chapter 7

ALTERNATIVES DEVELOPMENT AND EVALUATION

This chapter presents improvement alternatives developed from the needs identified previously and which are consistent with the TDP/CTP vision and goals. This chapter includes descriptions of the potential alternatives, planning-level capital and operating cost estimates for each alternative, prioritization of the alternatives, and alternative-specific implementation plans. Additional information on development of the alternatives is included in Appendix G (*Technical Memorandum #4 – Recommendations and Implementation Plan*).

7.1   Potential Improvements to Address Needs

The following describes potential transit service enhancements and actions to address needs identified in *Technical Memorandum #3 – Needs Assessment*. The assumptions for each alternative provide the basis for the costs identified in Table 1; however, each of the alternatives could be implemented with different assumptions related to days, hours, and frequency of service, which would impact the cost estimate.

1. **Local Circulator Throughout Grand Ronde:** This circulator (which could be a fixed-route service or a flex-route service) is assumed to operate throughout the Grand Ronde area and would have the option to deviate to meet complementary paratransit requirements. It would run with one bus at approximately 45-minute headways with approximately seven stops, including stops at Grand Ronde Community Center, the residential areas east and north of the Grand Ronde Community Center, the Grand Meadows residential area, Chachalu Museum, Wandering Spirit RV Park, and Spirit Mountain Casino. The circulator is assumed to run from 7 a.m. to 7 p.m., Monday through Friday, for cost estimating purposes.

   A local circulator could also provide a limited number of trips each day to Dallas, which is a high priority location to add service to and from. The feasibility of modifying Route 70X in this way should be considered with respect to Alternatives 3, 5b, and 6b.

   If the circulator is a flex-route service, it need not follow a set route within its service area. Rather, vehicles could travel to/from specific origins and destinations based on rider requests (which could be relayed in person or by phone) so long as the vehicles serve the designated stops at the scheduled times and allow for transfers to other transit services. Such a service could also accommodate flag-stops (i.e., riders hailing the vehicle as they would a taxi). Implementation of such a service should be considered with respect to Alternative 11. A high level of marketing and outreach would be needed to maximize the usage of the service.

2. **New Fixed-Route Service Between Grand Ronde and Dallas:** Fixed-route service is assumed to operate between Grand Ronde and Dallas, which is a high priority location to add service to and from. The connection to Monmouth/Independence is assumed to be served by demand-responsive service operated by Cherriots (which is already in place). The fixed-route service stops at the Grand Ronde Community Center, Spirit Mountain Casino, Walmart, and Salem Health West Valley Hospital. It could run with one bus at approximately 1.5-hour headways from 7 a.m. to 7 p.m. on weekday non-holidays (eight round trips per day). Fewer trips per day could be provided at a lower cost or an additional service area could be added to complete the driver/vehicle schedule. Depending on the size of vehicle used, intersection improvements at the intersections of OR 22/NE Kings Valley Highway and OR 22/Perrydale Road may be needed to allow buses to make northbound left-turn movements more safely. While Exhibit 21 shows a route featuring movements at the OR 22/NE Kings Valley Highway

intersection, the route could also use the OR 22/Perrydale Road intersection if needed. A timed transfer with Route 40X should be provided.

3. **Include Dallas as a Stop on Existing Service from Grand Ronde to Salem:** The TCTD 70X (Grand Ronde Express) currently provides service from Grand Ronde to Salem with stops at the Grand Ronde Community Center, Spirit Mountain Casino, Rickreall Fairgrounds Park & Ride, Edgewater & Rosemont in Salem, and Salem Downtown Transit Center. Adding Dallas, which is a high priority location to add service to and from, as a stop on this route is assumed to result in no increase in annual operating costs but will increase travel time and headways along the route by approximately 15 minutes and reduce layover times. Stops in Dallas could be at Walmart and Salem Health West Valley Hospital. Depending on the size of vehicle used and the time of day of the stop, intersection improvements at the intersections of OR 22/NE Kings Valley Highway and OR 22/Perrydale Road may be needed to allow buses to make northbound left-turn movements more safely. Coordination with Cherriots and Route 40X would be needed.

Alternatively, Dallas could be served on only some of the 70X trips, as discussed for Alternative 1.

4. **Enhance Service Between Grand Ronde and Tillamook:** This improvement would add one additional trip per weekday to and from Grand Ronde and Tillamook via the 60X to Lincoln City and TCTD Route 4 to Tillamook to allow riders from Grand Ronde to spend several hours in Tillamook and improve the timed connections between the routes. The trip will be approximately 2 hours long in each direction. There is need for an earlier morning bus that could depart Grand Ronde approximately 7:30 a.m. and depart Lincoln City for Tillamook at approximately 8:30 a.m. The additional return trip from Lincoln City to Grand Ronde could occur at either 3:30 or 6:30 p.m. For the latter, the additional Tillamook to Lincoln City trip could occur at approximately 4:30 p.m.
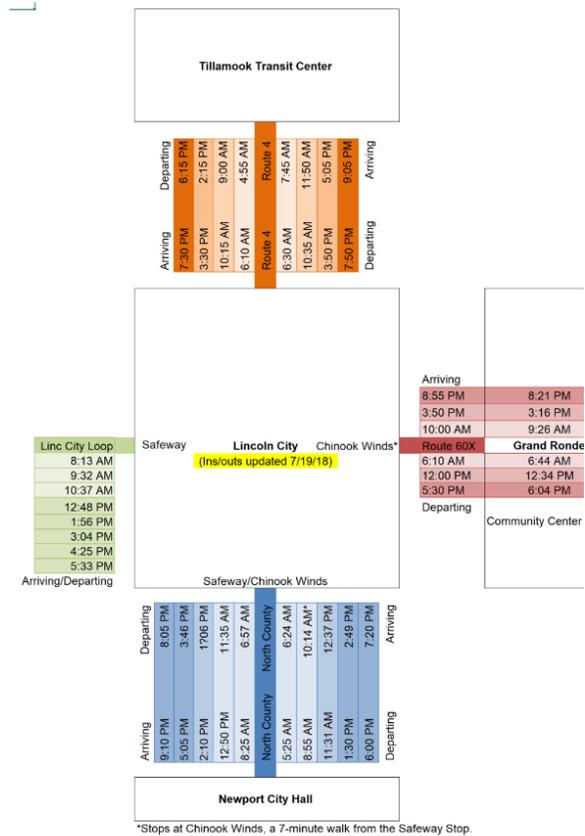
Existing transit schedules in/out of Lincoln City

5. **Increased Service Frequency on Existing Routes:** This improvement would increase the service frequency on the three existing fixed-route services in Grand Ronde:

   a) TCTD Route 60X currently provides service between Lincoln City and Salem three times per day from 6:10 a.m. to 8:55 p.m. on weekdays and weekends. It operates with one bus. The improvement alternative would increase service to four times per day, which could be accomplished without providing a second bus.

   b) TCTD Route 70X currently provides service between Grand Ronde and Salem four times per day from 8:15 a.m. to 8:05 p.m. on weekdays. It operates with one bus. This improvement would

increase service to five times per day, which could be accomplished without providing a second bus.

c) YCTA Route 22 currently provides service between Grand Ronde and McMinnville seven times per day from 5:30 a.m. to 7:22 p.m. on weekdays. It operates with one bus. The improvement alternative would add a second bus to provide two total trips during the a.m. and p.m. peak hours.

6. **Increased Service Hours on Existing Routes:** This improvement would increase the operating hours on each of the three existing fixed-route services in Grand Ronde:

a) TCTD Route 60X currently concludes service at 8:55 p.m. in Lincoln City, but the last eastbound bus from Lincoln City to Grand Ronde departs at 5:30 p.m. Service starts in Lincoln City at 6:10 a.m., but the first westbound bus from Grand Ronde to Lincoln City doesn't depart until 9:30 a.m. This improvement would provide one more evening run from Lincoln City to Grand Ronde to collect riders from the Tillamook and Newport buses that arrive in Lincoln City at 7:30 p.m. and 7:20 p.m., respectively. It would also provide one more morning run from Grand Ronde to Lincoln City to allow riders to transfer to the 8:13 a.m. Lincoln City Loop.

b) TCTD Route 70X currently concludes service at 8:05 p.m. This improvement alternative would provide one more run after this from Grand Ronde to Salem, with a new service end time of approximately 10:30 p.m.

c) YCTA Route 22 currently concludes service at 7:22 p.m. The improvement alternative would provide one more run after this, with a new service end time of approximately 9:30 p.m.

7. **Bus Stop Additions and Improvements:** This improvement would add ADA-accessible bus stops at the locations shown in Table 6. This includes a shelter (with seating and lighting), pad, and sign and does not include connections to and/or improving adjacent sidewalks.

Table 6. Proposed Bus Stop Locations

Stop	Existing Amenities	Amenities Needed
Residential Area East of Grand Ronde Community Center (south side of Tyee Road)	Sidewalk	Lighting, shelter with seating and pad, signage
Residential Area North of Grand Ronde Community Center (south side of Blacktail Drive)	None	Lighting, shelter with seating and pad, signage, sidewalk
Grand Ronde Road & McPherson Road (west side of Grand Ronde Road)	Sidewalk	Lighting, shelter with seating and pad, signage
Grand Ronde Road & McPherson Road (east side of Grand Ronde Road)	Sidewalk	Lighting, shelter with seating and pad, signage
Chachalu Museum	Sidewalk	Lighting, shelter with seating and pad, signage
Wandering Spirit RV Park	None	Lighting, shelter with seating and pad, signage, sidewalk
Elder Community Center	Sidewalk	Lighting, shelter with seating and pad, signage

8. **Remove Window Decals:** This improvement would remove the existing window decals from the TCTD buses to improve lighting inside the bus and visibility out of the bus. TCTD intends to completed this improvement as a result of this plan.

9. **Coordinate Shuttle from Grand Ronde to Spirit Mountain Casino Provided by Casino:** This improvement would involve coordination with the Spirit Mountain Casino to allow its employees to use its existing patrons-only shuttle.

10. **Revisit Coordination of Transit Arrival and Departure Times from Spirit Mountain Casino with Employee Shift Beginning and Ending Times:** This improvement would involve revisiting coordination with YCTA and TCTD to ensure that transit routes reach Spirit Mountain Casino at convenient times for employees. There are approximately a dozen employee shifts spread throughout the day.

11. **Introduce Dial-a-Ride within the Grand Ronde Community for Seniors and People with Disabilities:** This improvement would provide Dial-a-Ride (DAR) service to all senior or disabled community members. It would be available from 8 a.m. to 6 p.m. and would require reservations 24 hours in advance. It could operate with three vans and cover any area within one mile of existing fixed-route transit. It is assumed to be available on weekday non-holidays for cost estimating purposes.

    As an alternative, DAR service could be provided to the general public within the Grand Ronde community. This might require additional vehicles and additional resources for managing trip requests and reservations. A high level of marketing and outreach would be needed to maximize the usage of the service. A general public DAR service alternative should be considered in the context of Alternative 1, as general public DAR could replace Alternative 1. Transfers to adjacent services should be coordinated for riders who need to travel outside of the DAR service area; this would require reviewing fare and eligibility policies for compatibility.

12. **Coordinate Development of a Phone Application with YCTA:** This improvement would involve coordinating with YCTA to input Grand Ronde transit information into their planned phone application. It would allow users to track all buses into and out of Grand Ronde in real time.

13. **Advertise Transit Improvements/Changes in Smoke Signals and Provide Links to New Schedules on the Grand Ronde Website:** This improvement would notify Grand Ronde residents of changes to bus schedules via the Smoke Signals newspaper and website and would allow them to check new schedules through the Grand Ronde website.

14. **Provide Schedules at Bus Stops:** This improvement would involve the placement of a bus pole or other marker with a schedule attached at all Grand Ronde bus stops. If bus stops are being constructed, this improvement will be completed as part of that effort.

15. **Subsidize Free Fares for Seniors, People with Disabilities, and People with Low Incomes:** This improvement would allow all seniors (age 65 and over) and people with disabilities to use fixed-route transit and DAR free of charge on both TCTD and YCTA services to/from Grand Ronde. Grand Ronde tribal members with a tribal ID already ride free.

Exhibits 20 through 22 depict the alignments associated with Alternatives 1, 2, and 3.

Exhibit 20   Alternative 1: Local Circulator Throughout Grande Ronde
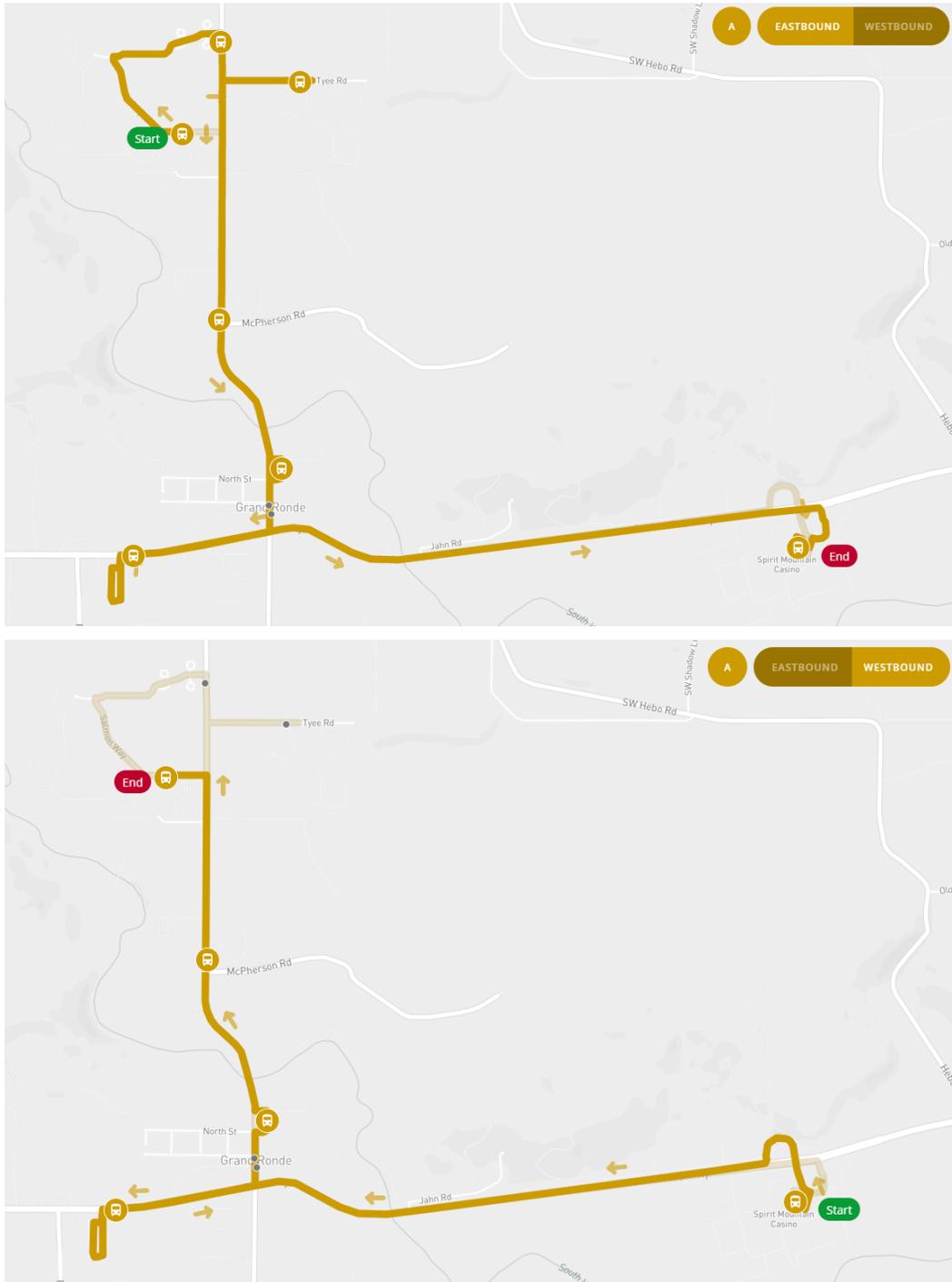
Exhibit 21   Alternative 2: New Fixed-Route Service Between Grand Ronde and Dallas
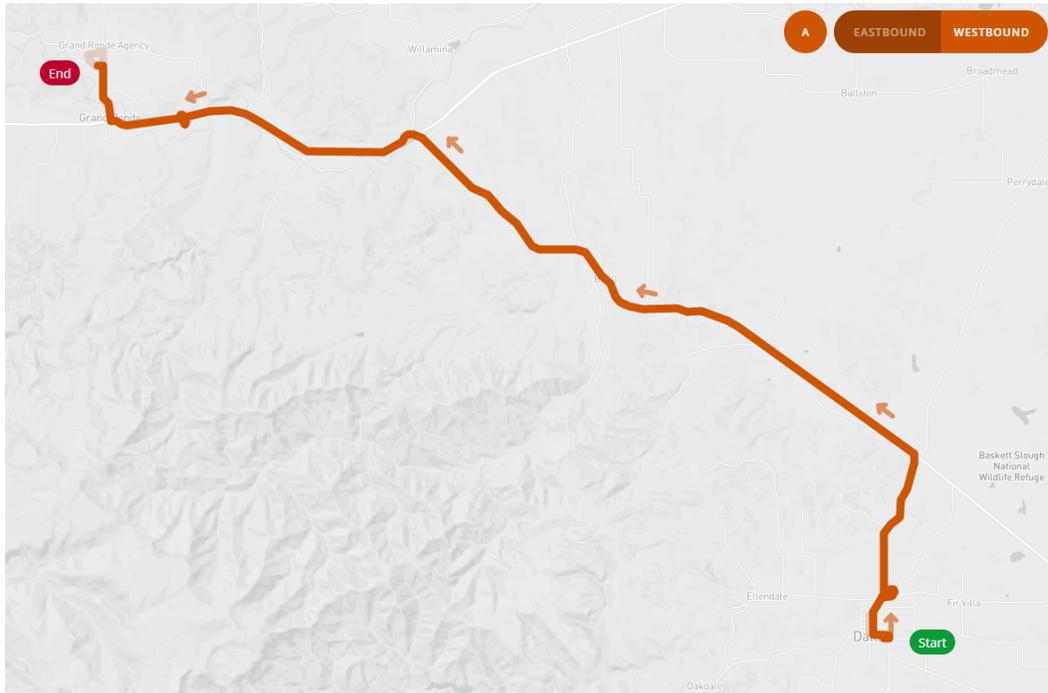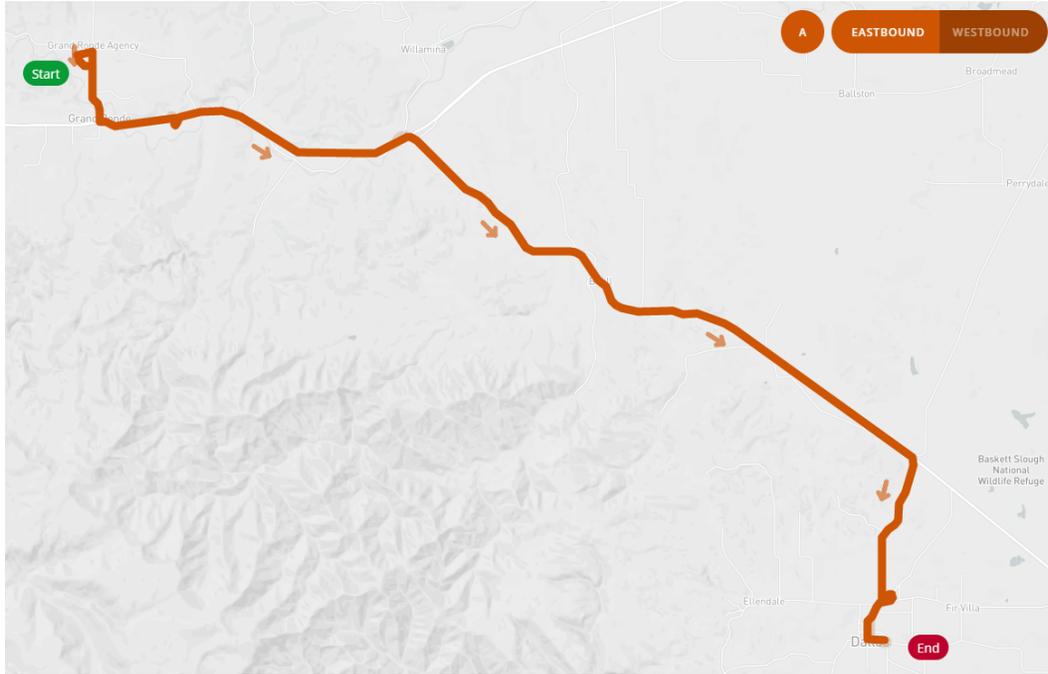
Exhibit 22   Alternative 3: Include Dallas as a Stop on Existing Service from Grand Ronde to Salem
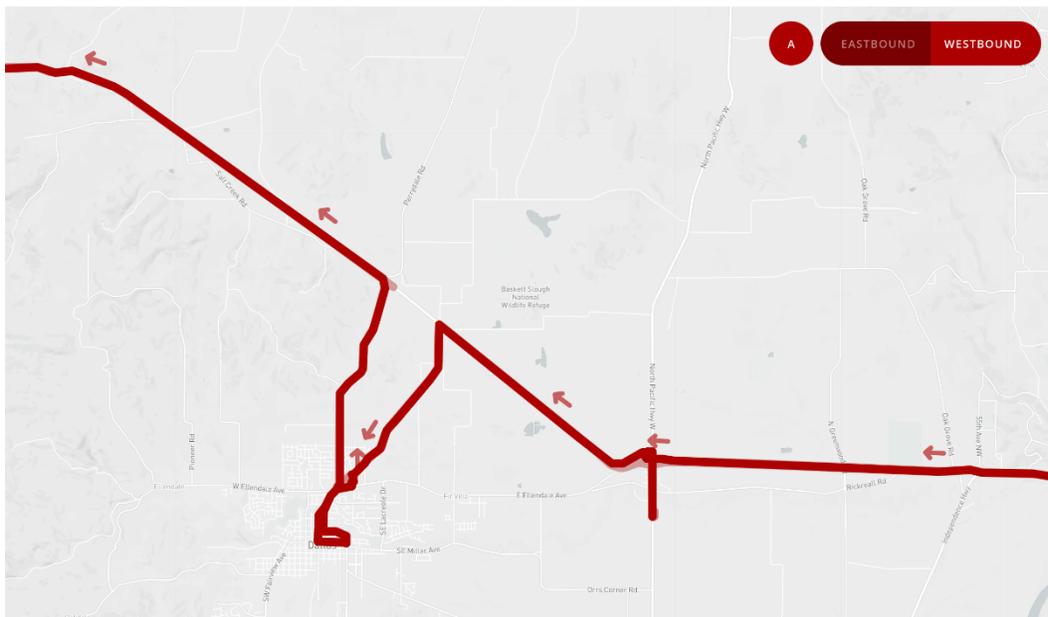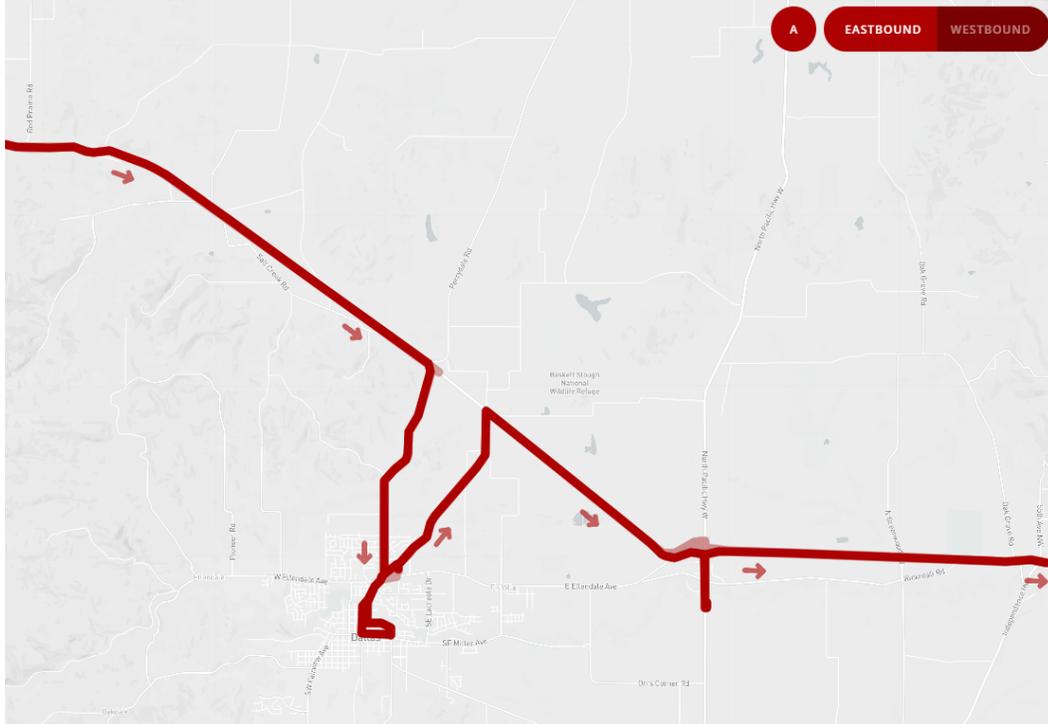
7.2   Evaluation of Potential Improvements

Table 7 shows annual operating costs, population served, and jobs served as calculated using the Remix software tool. Population served and jobs served are based on alignment only, not days and hours of service, as well as on air distances from transit stops rather than distance along existing road, bicycle, and pedestrian networks. Thus, those numbers are likely to be overestimates; comparing changes between existing and proposed services is more informative.

According to Table 7, the new routes and stops associated with Alternatives 1, 2, and 3 increase the population and jobs served by transit (i.e., within 0.25 mile of a transit stop) by 6,107 people and 6,336 jobs, respectively. The span and frequency improvements associated with Alternatives 4, 5a, 5b, 5c, 6a, 6b, and 6c do not increase the area covered by transit service but do increase the quality of transit service already offered.

Table 7. Existing vs. Proposed Transit Services

Service	Status	Operator	Days of Operation	Population within 0.25 Mile	Jobs within 0.25 Mile
24S McMinnville-Grand Ronde	Existing	YCT	Sa	4,171	2,629
22 McMinnville-Grand Ronde	Existing	YCT	M-F	4,171	2,629
60X Lincoln City-Salem	Existing	TCTD	M-F,Sa,Su	2,570	6,869
70X Salem-Grand Ronde	Existing	TCTD	M-F	2,477	6,829
50X Dallas/Salem Express	Existing	Cherriots	M-F	3,616	5,105
#1 Grand Ronde Circulator (with 60-minute headways)	Proposed	TBD	M-F,Sa,Su	30	23
#2 Fixed-Route Service Between Grande Ronde and Dallas	Proposed	TBD	M-F	1,911	760
#3 Include Dallas Stops on 70X #5b Increase Frequency on 70X #6b Increase Span on 70X	Proposed	TCTD	M-F	4,732	11,622
#4 Add Trip Between Grand Ronde and Tillamook via 60X and 4	Proposed	TCTD	M-F	1,512	836
#5a Increase Frequency on 60X #6a Increase Span on 60X	Proposed	TCTD	M-F	2,570	6,869
#5c Increase Frequency on 22 #6c Increase Span on 22	Proposed	YCT	M-F	4,171	2,629

Source: Remix

Chapter 8

FINANCIAL ASSESSMENT

8.1   Existing Funding

CTGR receives state and federal funding for investment in transit development. Data over the three most recent bienniums (six years) was analyzed to identify funding sources and expenditures.

Table 8. Transit Funding Sources (2011-13, 2013-15, and 2015-17 Bienniums)

Source	Purpose	Average Biennium Revenue
ODOT Special Transportation Formula (STF) and Special Transportation Operating (STO) Grant Programs	Supports public transportation services for people who are senior and people of any age with disabilities	$195,000
Federal Transportation Administration (FTA) Funding	Various programs, including: **5310 funds** (supports projects for operations, mobility management, purchased service, and preventive maintenance for transportation serving seniors and individuals with disabilities in rural areas) and **5311 funds** (supports rural public transportation providers operating in areas with populations less than 50,000 by financing operations, capital, project administration, and preventive maintenance projects)	$345,000
		TOTAL: $540,000

As shown in Table 8, CTGR receives, on average, approximately $195,000 per biennium in state funding and $345,000 per biennium in federal funding. Revenues received are typically earmarked for specific purposes, such as public transportation for seniors and people with disabilities. Funds for seniors and the disabled may be used to provide transit for the general population along with them.

CTGR receives state and federal funding and historically it has contracted with adjacent public transit agencies to create public transit services for the Grand Ronde community area. Over the past six years, CTGR has contracted with YCTA for service between Grand Ronde and Willamina (where riders continue on the Sheridan and McMinnville) Cherriots Route 2X, and TCTD Route 6 in the amounts shown in Table 9.

Table 9. Transit Expenditures

Agency	Service To	Average Biennium Expenditures
Cherriots	Supports projects for operations, mobility management, purchased service, and preventive maintenance for transportation serving seniors and individuals with disabilities in rural areas.	$433,000*
YCTA	Supports public transportation services for people who are senior and people of any age with disabilities	$85,000
TCTD	Supports rural public transportation providers operating in areas with populations less than 50,000 by financing operations, capital, project administration, and preventive maintenance projects	$20,000**
		TOTAL: $538,000

* SAMTD Cherriots service ended 12/31/17 and was then contacted with TCTD. SAMTD had covered the cost of one round trip a day.
** The allocation for TCTD began in the 2013-14 biennium.
Note: CTGR transit funding fell from $540,000 to $402,754. This was due to the Federal Transit Administration changing from a competitive system for Tribal Transit funding to a formula. Under the formula CTGR lost on average $200,000 a year. This was partially offset by CTGR qualifying for ODOT 5311 pass through funding.

8.2   Future Funding

CTGR currently receives $134,000 per biennium in State-sourced ODOT Special Transportation Fund (STF) funding, $98,754 in ODOT 5310 federal pass-through funding, $100,000 in ODOT Rural 5311 federal pass-through funding, and approximately $35,000 per year in direct FTA Tribal Transit formula funding. This amounts to a total of $402,754 per biennium (a 2-year period). These funds have historically been spent to contract service. Currently, CTGR contracts with YCTA for service between Grand Ronde and Willamina (where riders can continue on to Sheridan and McMinnville) and with TCTD for service to/from both Salem and Lincoln City.

On November 29, 2017, the Grand Ronde Tribal Council approved contracts for public transit including:

» An intergovernmental cooperative agreement with TCTD where CTGR and the Siletz Tribe pay the matching funds for TCTD's ODOT Network Intercity grant for three round trips a day between Lincoln City, Grand Ronde and Salem;
» A purchased transportation agreement with TCTD to operate the new Grand Ronde Express public transit between Salem and Grand Ronde four round trips a day on weekdays; and
» A purchased services agreement with YCTA for the cost of service between Willamina and Grand Ronde.

CTGR pays 100% of the costs of the Grand Ronde Express (Route 70X). It pays approximately 10% of the costs of the Grand Ronde to Lincoln City portion of the Coastal Connector (Route 60X), 100% of the Monday through Friday Grand Ronde to Salem Transit Mall portion of Route 60X, 10% of the weekend costs of the Grand Ronde to Salem Transit Mall portion of Route 60X, and 25% of the costs of the Salem Transit Mall to Amtrak/Greyhound station portion of Route 60X.

The new Oregon transportation funding bill (HB2017) is anticipated to provide $100,000 per year to the CTGR for transit ($50,000 in the first half-year and then $100,000 a year for 2020 and 2021). This may not result in

an overall increase in operating funding due to the decline in FTA Tribal Transit funding to CTGR. The recent changes in operations of Route 70X may help increase CTGR's federal funding amount (however FTA has not provided a projection). The Tribe is looking at obtaining approval to use $65,000 a year for transit from the Bureau of Indian Affairs (BIA) Transportation Division Federal Highway Administration funding. In the near-term, CTGR may see a minor increase in funding; however, the long-term potential for increased funding through existing sources is not know at this time.

8.3   Cost Estimates

Table 10 includes planning-level capital and operating cost estimates for the proposed improvements described in Chapter 7. Table 11 summarizes 10-year costs as derived from Table 10.

Table 12 summarizes the unit costs used to prepare Tables 10 and 11. Unit costs were obtained from the adopted TCTD TDP and the technical memoranda that have been prepared for YCTA's TDP update. Unit costs were adjusted to reflect 2018 conditions using inflation rate data from the Bureau of Labor Statistics.

Table 10. Potential Improvements

	Improvement	Capital Cost (2018 $)	Annual Operating Cost (2018 $)
1	Local circulator throughout Grand Ronde	$241,000	$190,000
2	New fixed-route service between Grand Ronde and Dallas (8 trips per day)	$190,000	$210,000
3	Include Dallas as a stop on existing service from Grand Ronde to Salem	**$32,000**	$0
4	Add one round trip per day on the 60X and TCTD Route 4 between Grand Ronde and Tillamook	**$0**	**$70,000**
	Increased service frequency on existing routes:		
5a	Route 60X	$0	$70,000
5b	Route 70X	$0	$50,000
5c	Route 22	$95,000	$60,000
	Increased service operating hours on existing routes:		
6a	Route 60X	$0	$30,000
6b	Route 70X	$0	$50,000
6c	Route 22	$0	$50,000
7	Bus stop additions and improvements – ADA accessibility upgrades, improved lighting, benches, and shelters (4 total bus stops)	$63,000	$0
8	Remove window decals from buses	$0	$0
9	Coordinate shuttle from Grand Ronde to Spirit Mountain Casino to be provided by Casino and allow employee access	$0	$0
10	Revisit coordination of transit arrival and departure times from Spirit Mountain Casino with employee shift beginning and ending times	$0	$0
11	Introduce Dial-A-Ride within the Grand Ronde community for seniors and people with disabilities	$390,000	$290,000
12	Coordinate development of a phone application with YCTA	$0	$0
13	Advertise transit improvements/changes in Smoke Signals and provide links to new schedules on the Grand Ronde website	$0	$0
14	Provide schedules (on sign posts) at all bus stop locations in Grand Ronde	$4,000	$0
15	Subsidize free and reduced fares for seniors, people with disabilities, and people with low incomes	$0	TBD

Notes: Capital Cost includes vehicles, shelters, bus stop pads, and bus stop signs, as appropriate. Annual Operating Cost reflects average operating cost per hour and includes operations and maintenance only. Bus stop costs include stops in both directions.

Table 11. Ten-Year Costs

	Improvement	10-Year Cost (2018 $)
1	Local circulator throughout Grand Ronde	$2,141,000
2	New fixed route service between Grand Ronde and Dallas	$2,325,000
3	Include Dallas as a stop on existing service from Grand Ronde to Salem	$32,000
4	Add one round trip/day on Rt 60X and Rt 4 between Grand Ronde and Tillamook	$700,000
5a	Increased service frequency on existing routes - Rt 60X	$700,000
5b	Increased service frequency on existing routes - Rt 70X	$500,000
5c	Increased service frequency on existing routes - Rt 22	$695,000
6a	Increased service operating hours on existing routes - Rt 60X	$300,000
6b	Increased service operating hours on existing routes - Rt 70X	$500,000
6c	Increased service operating hours on existing routes - Rt 22	$500,000
7	Bus stop additions and improvements – ADA accessibility upgrades, improved lighting, benches, and shelters	$63,000
8	Remove window decals from buses	$0
9	Coordinate shuttle from Grand Ronde to Spirit Mountain Casino to be provided by Casino and allow employee access	$0
10	Revisit coordination of transit arrival and departure times from Spirit Mountain Casino with employee shift beginning and ending times	$0
11	Dial-A-Ride within the Grand Ronde community for seniors and people with disabilities	$3,290,000
12	Coordinate development of a phone application with YCTA	$0
13	Advertise transit improvements/changes in Smoke Signals and provide links to new schedules on the Grand Ronde website	$0
14	Provide schedules at bus stop locations	$4,000
15	Subsidize free and reduced fares for seniors, people with disabilities, and people with low incomes	TBD

Table 12. Assumed Unit Costs

Cost Item	Unit Cost (2018 $)
Operating cost for TCTD dial-a-ride service	$38/ hour
Operating cost for TCTD intercity bus service	$68/ hour
Operating cost for TCTD flexible-route bus service	$62/ hour
Operating cost for YCTA services (average)	$60/hour
Cost of TCTD bus (average for all vehicle types)	$130,000 each
Cost of YCTA 40-foot bus	$496,000 each
Cost of YCTA 25-foot bus	$95,000 each
Cost of TCTD bus shelter	$5,200
Cost of TCTD bus pad	$2,200
Cost of TCTD bus stop sign	$500
Cost of YCTA bus shelter	$6,700
Cost of YCTA bus pad	$2,200
Cost of YCTA bus stop sign	$700

8.4 Impacts of Improvements

The criteria and weights in Table 13 below were used to estimate the anticipated positive impacts of the alternatives based on the alternatives' anticipated positive impacts. The criteria and weights were developed based on the vision and goals in Chapter 4 and the input received from stakeholders throughout the development of the TDP/CTP.

Table 13. Scoring Criteria

Criterion	Description	Weight (out of 5)
Safety	Does the proposed improvement improve the safety of the transit system?	5
Access to Jobs	Does the proposed improvement increase access to employment opportunities?	4
Feasibility	How likely is the proposed improvement to be successfully implemented?	4
Access to Health Care	Does the proposed improvement increase access to health care opportunities?	3
Access to Social Opportunities	Does the proposed improvement increase access to social opportunities and other ways to get involved in the community?	3
Access to Shopping	Does the proposed improvement increase access to shopping, for items such as groceries, clothing, home supplies, etc.	3
Equity	Does the proposed improvement especially serve groups that have been traditionally underserved, such as seniors, people with disabilities, and low-income people?	3
Comfort	Does the proposed improvement increase the comfort, attractiveness, and ease of use of the transit system?	2
Timeline	How immediately can the proposed improvement be implemented?	1
Sustainability	Is the proposed improvement sustainable for continued use?	1

In Table 14, each alternative was scored 0, 1, or 2 for each criterion, where 0 indicates the improvement has "no impact" and 2 indicates that the improvement has "significant positive impact." A benefit score was then calculated by multiplying each score by the relevant weight and summing the products.

Table 14. Scoring of Alternatives

	Improvement	Safety	Access to Jobs	Feasibility	Access to Health Care	Access to Social Opportunities	Access to Shopping	Equity	Comfort	Timeline	Sustainability	Benefit Score
1	Local circulator throughout Grand Ronde	0	2	2	1	2	0	1	0	1	2	31
2	New fixed route service between Grand Ronde and Dallas (8 trips per day)	0	2	1	2	1	2	1	0	0	2	32
3	Include Dallas as a stop on existing service from Grand Ronde to Salem	0	2	1	2	1	2	1	0	0	2	32
4	Add one round trip/day on Rt 60X and Rt 4 between Grand Ronde and Tillamook	0	1	2	1	1	1	1	0	2	2	28
5a	Increased service frequency on existing routes - Rt 60X	0	1	2	1	1	1	1	0	2	2	28
5b	Increased service frequency on existing routes - Rt 70X	0	1	2	1	1	1	1	0	2	2	28
5c	Increased service frequency on existing routes - Rt 22	0	1	2	1	1	1	1	0	2	2	28
6a	Increased service operating hours on existing routes - Rt 60X	0	1	2	1	1	1	1	0	2	2	28
6b	Increased service operating hours on existing routes - Rt 70X	0	1	2	1	1	1	1	0	2	2	28
6c	Increased service operating hours on existing routes - Rt 22	0	1	2	1	1	1	1	0	2	2	28
7	Bus stop additions and improvements – ADA accessibility upgrades, improved lighting, benches, and shelters	2	0	2	0	0	0	2	2	1	2	31
8	Remove window decals from buses	0	0	2	0	0	0	1	2	2	2	19
9	Coordinate shuttle from Grand Ronde to Spirit Mountain Casino to be provided by Casino and allow employee access	0	2	0	0	0	0	1	0	2	2	15
10	Revisit coordination of transit arrival and departure times from Spirit Mountain Casino with employee shift beginning and ending times	0	2	0	0	0	0	0	0	2	2	12
11	Dial-A-Ride within the Grand Ronde community for seniors and people with disabilities	2	1	2	2	2	0	2	2	1	2	47
12	Coordinate development of a phone application with YCTA	0	0	1	0	0	0	0	2	1	1	10
13	Advertise transit improvements/changes in Smoke Signals and provide links to new schedules on the Grand Ronde website	0	1	2	1	1	0	2	2	2	2	32
14	Provide schedules at bus stop locations	0	1	2	1	1	0	2	2	1	2	31
15	Subsidize free and reduced fares for seniors, people with disabilities, and people with low incomes	0	1	1	1	1	1	2	2	2	2	31

Chapter 9

RECOMMENDATIONS AND IMPLEMENTATION

9.1 Recommendations

Table 15 summarizes the recommended alternatives. Using information from Chapters 7 and 8, the table identifies phasing and prioritization of the alternatives. Regarding the timelines, "near-term" means "within one year." "Short term" means "within 1-5 years." "Long term" means "more than 5 years out." Section 9.2 contains more-detailed discussion of each alternative.

Table 15. Recommended Improvements

	Improvement	Timeline	Comments
8	Remove window decals from buses	Near term	Most favorable cost-benefit ratio. "Low-hanging fruit."
9	Work with Spirit Mountain Casino to allow employee access to the casino shuttle	Near term	Most favorable cost-benefit ratio. "Low-hanging fruit."
10	Revisit coordination of transit arrival and departure times from Spirit Mountain Casino with employee shifts	Near term	Most favorable cost-benefit ratio. "Low-hanging fruit."
13	Advertise transit improvements/changes in Smoke Signals and provide links to new schedules on the Grand Ronde website	Near term	Most favorable cost-benefit ratio. "Low-hanging fruit."
14	Provide schedules (on sign posts) at all bus stop locations in Grand Ronde	Near term	Most favorable cost-benefit ratio. "Low-hanging fruit."
12	Coordinate development of a phone scheduling application with YCTA	Short term	More favorable cost-benefit ratio.
3	Include Dallas as a stop on existing service from Grand Ronde to Salem all trips or only one to two trips per day each direction	Short term	More favorable cost-benefit ratio if implemented with a local circulation (Improvement 1) that provides several trips per day to Dallas as well.
1	Local circulator throughout Grand Ronde with 2+ trips per day to Dallas	Short term	Implement as flex-route with several trips each day to Dallas (do in tandem with Improvement 3).
7	Bus stop additions and improvements – ADA accessibility upgrades, improved lighting, benches, and shelters (4 total bus stops)	Short term	More favorable cost-benefit ratio.
4	Add one round trip per day on the 60X and TCTD Route 4 between Grand Ronde and Tillamook	Short term	Mid-range cost-benefit ratio.
	Increased service frequency on existing routes:		
5a	Route 60X	Short term	Mid-range cost-benefit ratio.
5b	Route 70X	Short term	Mid-range cost-benefit ratio.
5c	Route 22	Short term	Mid-range cost-benefit ratio.
	Increased service operating hours on existing routes:		
6a	Route 60X	Short term	Mid-range cost-benefit ratio.
6b	Route 70X	Short term	Mid-range cost-benefit ratio.
6c	Route 22	Short term	Mid-range cost-benefit ratio.
11	Introduce Dial-A-Ride within the Grand Ronde community for seniors and people with disabilities	Short term	Highest benefit but high cost, especially if implemented as general public DAR. General public DAR could eliminate Improvement 1.
15	Subsidize free and reduced fares for seniors, people with disabilities, and people with low incomes	Long term	Less favorable cost-benefit ratio.
2	New fixed-route service between Grand Ronde and Dallas (8 trips per day)	Long term	Less favorable cost-benefit ratio.

9.2 Specific Implementation Plans

The tables that follow are implementation plans for each of the improvement alternatives. The plans are more-detailed versions of what is summarized in Table 14 and address the parties involved in implementation, the implementation timeline, how improvements will be evaluated after implementation, and supporting strategies needed for successful implementation (e.g., funding and marketing strategies).

Improvement 1	Local circulator throughout Grand Ronde with trips to Dallas
Responsible party	CTGR via TCTD
Partnerships and coordination mechanisms needed	Implement on pilot basis as flex-route, with temporary stops at key locations. Coordinate with destinations served to provide bus stops on site. Easements might be required. Coordinate with entity that has maintenance responsibility for the affected roadways. Bus volume not high enough to require pavement enhancement at stops or bus pullouts but entity might have input on stop locations. Permits may be required. Could partner with Spirit Mountain Casino.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate pilot one year after implementation. If pilot is determined to be successful, convert the temporary stops to permanent stops.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	New funding needed for fixed-route circulator option. Market the new service.

Improvement 2	New fixed-route service between Grand Ronde and Dallas (8 trips per day)
Responsible party	TCTD or other contractor
Partnerships and coordination mechanisms needed	Coordinate with destinations served to provide bus stops on site. Easements might be required. Coordinate with entity that has maintenance responsibility for the affected roadways. Bus volume not high enough to require pavement enhancement at stops or bus pullouts but entity might have input on stop locations with respect to traffic signal locations and such. Permits may be required.
Schedule for implementing and assessing impact	Depending on type/size of vehicle used, implementation would require intersection improvements at OR 22/NE Kings Valley Highway and/or OR 22/Perrydale Road. The intersection improvements have been identified as needs but have not yet been programmed; therefore, the transit improvement is likely to be long term.

	Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	Identify funding source. Market the new service.

Improvement 3	Include Dallas as a stop on existing service from Grand Ronde to Salem
Responsible party	TCTD
Partnerships and coordination mechanisms needed	Coordinate with Walmart and Salem Health West Valley Hospital to provide bus stops on site if fixed-route option moves forward. Easements might be required. Coordinate with entity that has maintenance responsibility for the affected roadway segments. Bus volume not high enough to require pavement enhancement at stops or bus pullouts but entity might have input on stop locations with respect to traffic signal locations and such. Permits may be required.
Schedule for implementing and assessing impact	Depending on type/size of vehicle used, and time of day of the stop, implementation would require intersection improvements at OR 22/NE Kings Valley Highway and/or OR 22/Perrydale Road. The intersection improvements have been identified as needs but have not yet been programmed; therefore, the transit improvement is likely to be long term. Evaluate pilot one year after implementation.
Criteria for evaluating success	Boardings at new stops > (how many?)
Supporting strategies	Use existing funding. Market the new service.

Improvement 4	Add one round trip/day on Rt 60X and Rt 4 between Grand Ronde and Tillamook
Responsible party	TCTD
Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD, LCTSD, and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	Identify funding source. Market the increased service.

Improvement 5a	Increased service frequency on existing routes - Rt 60X
Responsible party	TCTD

Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD, LCTSD, and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	Identify funding source. Market the increased frequencies.

Improvement 5b	Increased service frequency on existing routes - Rt 70X
Responsible party	TCTD
Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD, LCTSD, and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	Identify funding source. Market the increased frequencies.

Improvement 5c	Increased service frequency on existing routes - Rt 22
Responsible party	YCTA
Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	Identify funding source. Market the increased frequencies.

Improvement 6a	Increased service operating hours on existing routes - Rt 60X
Responsible party	TCTD
Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD, LCTSD, and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour during new hours > (how many?)

Supporting strategies	Identify funding source.
	Market the increased span.
	Ensure bus stops are well-lit.

Improvement 6b	Increased service operating hours on existing routes - Rt 70X
Responsible party	TCTD
Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD, LCTSD, and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour during new hours > (how many?)
Supporting strategies	Identify funding source. Market the increased span. Ensure bus stops are well-lit.

Improvement 6c	Increased service operating hours on existing routes - Rt 22
Responsible party	YCTA
Partnerships and coordination mechanisms needed	Coordinate schedules with TCTD and YCT.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate one year after implementation.
Criteria for evaluating success	Riders/hour during new hours > (how many?)
Supporting strategies	Identify funding source. Market the increased span. Ensure bus stops are well-lit.

Improvement 7	Bus stop additions and improvements – ADA accessibility upgrades, improved lighting, benches, and shelters
Responsible party	CTGR, Yamhill County, Polk County, ODOT
Partnerships and coordination mechanisms needed	Coordinate with destinations served if upgrading bus stops requires easements. Coordinate with entity that has maintenance responsibility for the affected roadway segments.
Schedule for implementing and assessing impact	Implement in the short term. Evaluate progress one year after implementation.

Criteria for evaluating success	100% of bus stops accessible
Supporting strategies	Identify funding source.

Improvement 8	Remove window decals from buses
Responsible party	TCTD
Partnerships and coordination mechanisms needed	None
Schedule for implementing and assessing impact	Implement immediately.
Criteria for evaluating success	100% of decals removed
Supporting strategies	None

Improvement 9	Coordinate with Spirit Mountain Casino to allow employee access to Casino shuttle
Responsible party	Spirit Mountain Casino
Partnerships and coordination mechanisms needed	None
Schedule for implementing and assessing impact	Implement immediately. Evaluate progress one year after implementation.
Criteria for evaluating success	Employees/day, patrons/day, average time to pick-up
Supporting strategies	Market service changes to casino employees.

Improvement 10	Revisit coordination of transit arrival and departure times from Spirit Mountain Casino with employee shift beginning and ending times
Responsible party	TCTD and YCTA
Partnerships and coordination mechanisms needed	Coordinate with Spirit Mountain Casino and its employees to determine workable arrival and departure times and address accommodation of any bus layovers.
Schedule for implementing and assessing impact	Implement immediately. Evaluate progress one year after implementation.
Criteria for evaluating success	Change in riders/hour or other way to determine if employees are using the modified service
Supporting strategies	Market service changes to casino employees.

Improvement 11	Introduce Dial-A-Ride within the Grand Ronde community for seniors and people with disabilities
Responsible party	CTGR or contracted service

Partnerships and coordination mechanisms needed	Coordination with YCT and Polk County.
Schedule for implementing and assessing impact	Implement DAR in the short term as a service for seniors and people with disabilities. Evaluate one year after implementation. Consider extending DAR to general public if evaluation shows favorable cost-effectiveness and Grand Ronde circulator pilot evaluation is not favorable.
Criteria for evaluating success	Riders/hour > (how many?)
Supporting strategies	Identify funding source. If general public DAR, ensure fare and eligibility policies are compatible where general public DAR would interface with adjacent services for transfers. Market the new service.

Improvement 12	Coordinate development of a phone application with YCTA
Responsible party	CTGR and YCTA
Partnerships and coordination mechanisms needed	CTGR, YCTA, TCTD
Schedule for implementing and assessing impact	Implement in the short term. Evaluate progress one year after implementation.
Criteria for evaluating success	Application released to the public in the short term
Supporting strategies	None

Improvement 13	Advertise transit improvements/changes in Smoke Signals and provide links to new schedules on the Grand Ronde website
Responsible party	CTGR
Partnerships and coordination mechanisms needed	TCTD and YCT
Schedule for implementing and assessing impact	Implement in conjunction with individual improvements/changes.
Criteria for evaluating success	At least one ad is posted for each improvement/change within 1 month of implementation. Grand Ronde website updated within 1 month of implementation of each improvement/change.
Supporting strategies	None

Improvement 14	Provide schedules (on sign posts) at all bus stop locations
Responsible party	CTGR
Partnerships and coordination mechanisms needed	YCT and TCTD

	Coordinate with destinations served if installing signs requires easements. Coordinate with entity that has maintenance responsibility for the affected roadway segments.
Schedule for implementing and assessing impact	Implement immediately but after other immediate improvements affecting span, schedule, and stop locations are finalized. Evaluate progress one year after implementation.
Criteria for evaluating success	100% of bus stops have up-to-date schedules posted
Supporting strategies	None

Improvement 15	Subsidize free and reduced fares for seniors, people with disabilities, and people with low incomes
Responsible party	CTGR
Partnerships and coordination mechanisms needed	TCTD and YCT
Schedule for implementing and assessing impact	Implement in the short term.
Criteria for evaluating success	Number of free and reduced fares provided.
Supporting strategies	Identify funding source.