

Draft Coordinated Transportation Plan

November 7, 2022

Project# 27269

To: Technical Advisory Committee (TAC)
From: Miranda Barrus, PE and Susan Wright, PE, PMP
Project: Harney County Coordinated Human Services Public Transportation Plan
Subject: Draft Updated Coordinated Human Services Transportation Plan

This document presents the Draft Updated Coordinated Human Services Transportation Plan for Harney County, developed through coordination between County staff and transportation providers, feedback received from the community and stakeholders, and the results of technical analyses. Following review by the PMT, Technical Advisory Committee (TAC), and the community, the County will consider the document for adoption. The final plan will reflect a more graphical and visually accessible document to appeal to all audiences. It will also include a preface that acknowledges those who have contributed to its development.

1. INTRODUCTION

This Coordinated Human Services Transportation Plan establishes a five-year vision for providing and coordinating transportation services within Harney County, including strategies and an associated implementation plan that support community desires. This plan also considers evolving transportation technologies and Harney County's potential need to respond to such changes. A primary goal of this plan is to make transportation services available, affordable, and accessible to populations in the county who generally need them most – people who cannot reach their destinations without such services. Once adopted, this plan will serve as a tool for Harney County to seek funding opportunities to fulfill its vision.

Plan Purpose

The Coordinated Human Services Transportation Plan identifies the transportation services and supporting facilities, operations, and coordination efforts that can carry forward Harney County's vision for transportation services in its region. This plan provides for a community approach to support residents and employees within the county through maintaining existing services and enhancing them over the next five years. This plan also serves as a decision-making resource for the County by offering:

- Strategies to address needs for people using transportation services locally and regionally, including those to help maintain and enhance existing services and embrace emerging technologies that could affect transportation operations;
- Order-of-magnitude costs for identified strategies and possible funding sources to pursue for them;
- A roadmap for implementing identified strategies, including level of implementation and level of need of each strategy; and,
- A tool for coordination between transportation service providers in Harney County.

Plan Organization

This plan is presented in two volumes. Volume 1 is the main document and includes the key findings and recommendations that will be of interest to the broadest audience. Volume 2 contains the technical memoranda that enhance and support Volume 1.

Volume 1

Volume 1 includes the following sections:

1. **Introduction:** Provides an overview of the plan and its purpose as well as acknowledgments for those who helped guide development of the plan.
2. **Current Services, Facilities, & Funding:** Presents current transportation services and facilities available throughout Harney County and the funding sources that have supported them.
3. **Demographic Profile:** Identifies populations across Harney County that may be considered transportation disadvantaged as well as the locations of jobs and residences for those who are employed in the county.
4. **Community Engagement:** Documents the public outreach efforts as part of this plan update, including transportation provider surveys, stakeholder interviews, Technical Advisory Committee (TAC) meetings, and public open houses.
5. **Transportation Service Needs:** Describes transportation service needs on local, county-wide, and inter-county levels, including services, facilities, vehicle fleet, information and technology, funding, and coordination.
6. **Strategies and Implementation Plan:** Recommends strategies that can address the transportation service needs and provides a roadmap to help carry them out, including level of cost and implementation.

Volume 2

Volume 2 includes the following technical documents:

- Appendix A: Existing Services and Demographic Profile
- Appendix B: Initial Public Workshop and Stakeholder Interviews
- Appendix C: Human Services Transportation Needs
- Appendix D: Human Services Transportation Strategies and Implementation Plan

2. CURRENT SERVICES, FACILITIES, & FUNDING

This section presents current transportation services and facilities available throughout Harney County and the funding sources that have supported them. This type of information sets a framework for understanding the county's transportation service needs and developing strategies to better coordinate existing services, fill any gaps, eliminate any redundancies, and improve services in the future. In order to better coordinate existing transportation services in Harney County, it is important to understand what providers operate in the region and the services they offer. To date, various public, non-emergency medical transportation (NEMT), and client-based human services transportation providers serve the county locally and across the region, as presented in the following sections. *Additional information is available in Appendix A.*

Public Transportation Providers

The public transportation providers that serve Harney County include local, countywide, and regional operators:

- Harney Hub Transit (HHT)
- Burns Paiute Tribal Transit (BPTT)
- Eastern POINT
- Grant County Transportation District (Grant County People Mover, GCPM)

Figure 1 on the following page illustrates their general geographic service area and location of bus stops to demonstrate how these providers overlap and how riders can connect between services. The following sections provide more detail on the services that each provider offers, as well as information on transit facilities, vehicle fleets, technology, and current funding, as available.

Harney Hub Transit

Harney Hub is a 501(c)(3) nonprofit located in Burns, Oregon that operates Harney Hub Transit, offering public transportation services within and beyond Harney County. These include both demand response and deviated fixed-route services, described in the following sections.

Demand Response Service

Demand response is a curb-to-curb service that is available countywide, prioritizing trips within a 10-mile radius of the Burns-Hines area, on weekdays from 7:00 AM to 5:30 PM and Sunday from 8:00 AM to 3:00 PM (except for on major holidays). Riders can also schedule special trips to John Day, Bend (outside of weekly trip described in later sections), Ontario, and Boise, as available.

This service requires reservation, which riders should schedule at least one day prior to pick up or can schedule up to 90 days in advance. Harney Hub Transit fulfills these rides on a first-come, first-served basis. Riders can make reservations on weekdays between 7:00 AM and 5:00 PM but may also leave a message with dispatch's answering machine that will be addressed during normal business hours.

Demand response fares vary based on the distance of the trip, as presented in Table 1. Currently, preschoolers and those aged 13-19 can travel for free. Harney Hub also offers a 25-ride bus pass for \$20.00. Riders can purchase tickets at the Harney County Senior & Community Services Center (doing business as Harney Hub) or from a bus driver.

The demand response service has historically been the County's primary public transportation service, supporting 42,700 rides per year between 2014 and 2017, as shown in Chart 1. Ridership began to decline after 2017 as additional transportation service options became available in the county and with the impacts of the COVID-19 pandemic. However, monthly ridership trends in 2019 were generally steady prior to the pandemic, as shown in Chart 2.

While ridership in 2022 has tracked with the pandemic (2020 and 2021) ridership trends, it has the potential to increase as typical travel patterns resume. Harney Hub Transit also introduced new services in 2019, described in the following sections, likely attributing to the reduction in demand response ridership. Today, demand response service accounts for approximately 80 percent of Harney Hub Transit rides, on average.

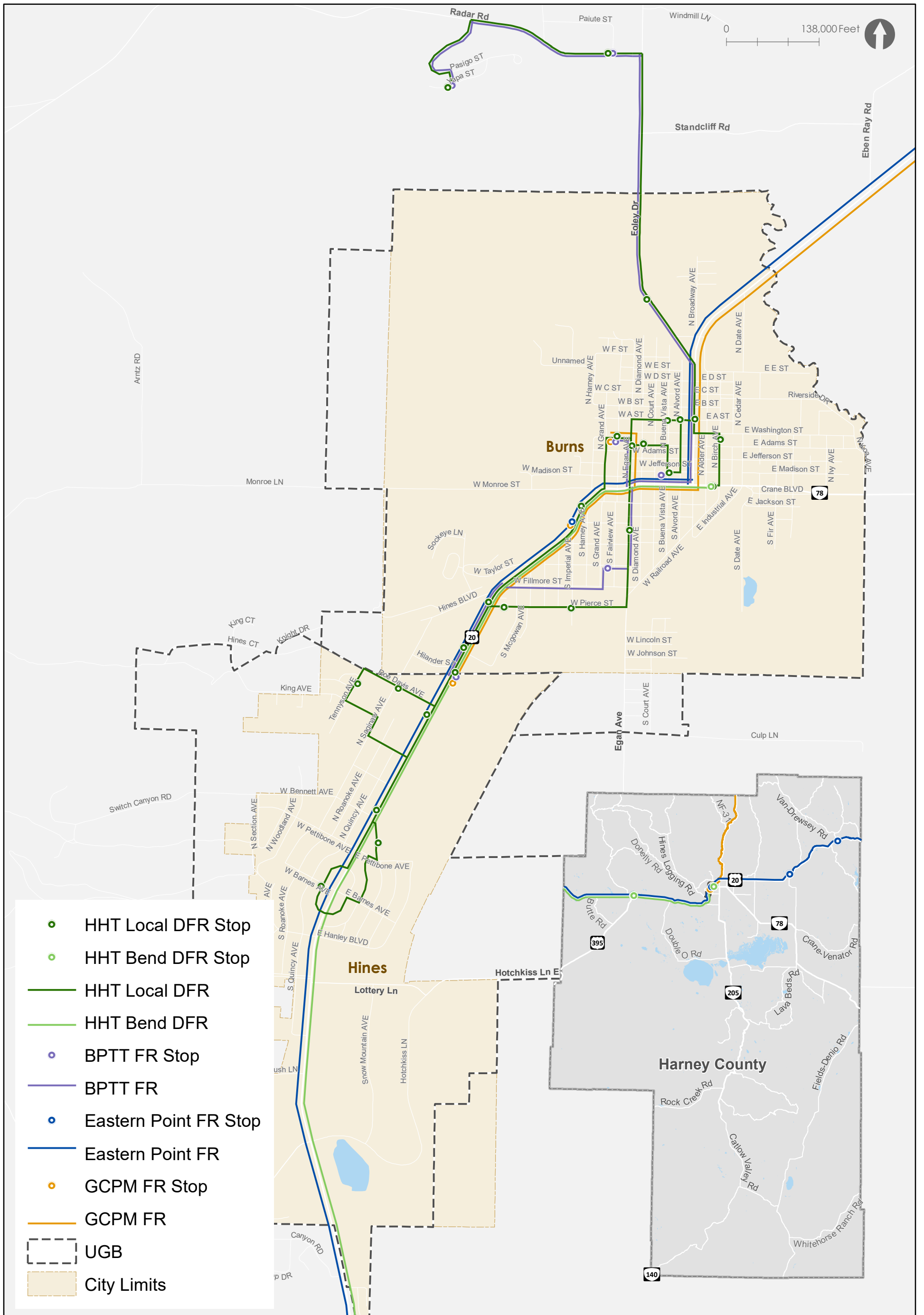


Figure 1

Public Transportation Service Bus Routes and Stops
Harney County, Oregon

Table 1: Demand Response Fares

Distance	Fare
0-10 miles	\$1.00 (free for those aged 13 to 19)
11-20 miles	\$5.00 one way upon availability
21-35 miles	\$10.00 one way upon availability
36+ miles	\$20.00 one way (plus \$0.505 for each additional mile) upon availability
Bend (special trip)	\$115.96 round trip (plus \$35 for extra rider)
John Day (special trip)	\$55.36 round trip (plus \$25 for extra rider)
Ontario (special trip)	\$114.96 round trip (plus \$35 for extra rider)
Boise (special trip)	\$195.00 round trip (plus \$45 for extra rider)

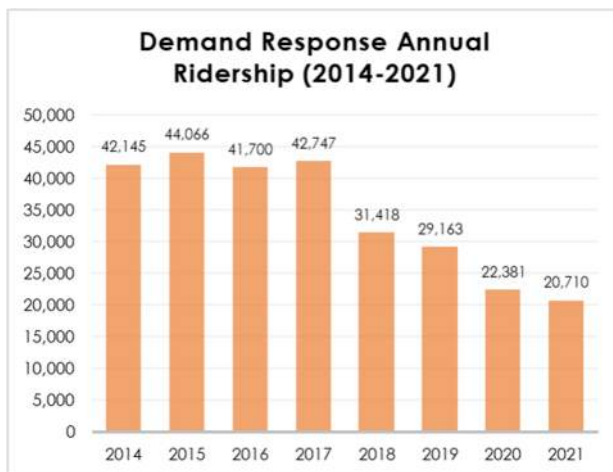


Chart 1: Demand Response Annual Ridership (2014-2021)

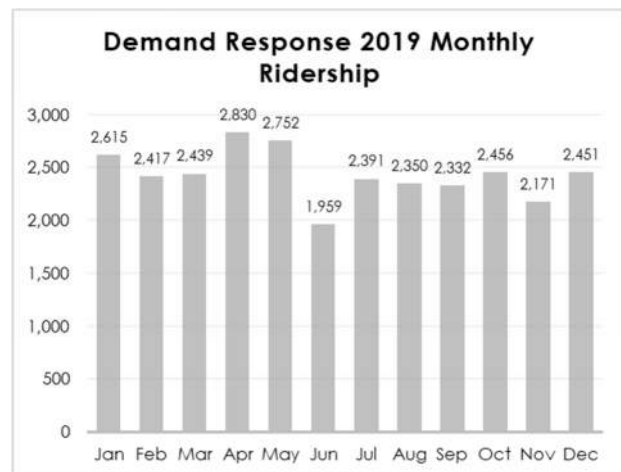


Chart 2: Demand Response Monthly Ridership (2019)

Burns/Hines Deviated Fixed-Route Service

Harney Hub Transit introduced deviated fixed-route service to the Burns/Hines area in 2019 that serves over 20 fixed bus stop locations, as shown previously in Figure 1. Riders can request deviations of up to ¼-mile from the fixed stops by making reservations like with demand response. The fixed bus stops concentrate around activity centers within a ½-mile radius of the Broadway Avenue / Monroe Street (US 20) intersection in Burns and of US 20 toward Hines. This service currently operates for free on Weekdays from 7:00 AM to 7:00 PM and Saturday from 8:00 AM to 5:00 PM (with a break from 12:00 to 1:00 PM), except deviations, which cost \$2.00. Figure 2 shows the detailed deviated fixed-route schedule.

On weekdays between 7:00 AM to 3:00 PM, the service operates within Burns and Hines on one-hour headways (30 minutes in each direction); after 3:00 PM, the route incorporates two bus stops on the Burns Paiute Reservation, extending headways to 90 minutes (45 minutes in each direction). Note that Harney Hub shares many of its signed bus stops with Burns Paiute Tribal Transit (described under the next public provider section).

WEST BOUND ROUTE															
	17th & 17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East
A	7:00	7:02	7:05	----	----	7:07	7:10	7:12	7:13	7:16	7:18	7:20	7:22	7:24	7:26
A&S	8:00	8:02	8:05	----	----	8:07	8:10	8:12	8:13	8:16	8:18	8:20	8:22	8:24	8:26
A&S	9:00	9:02	9:05	----	----	9:07	9:10	9:12	9:13	9:16	9:18	9:20	9:22	9:24	9:26
A&S	10:10	10:12	10:15	----	----	10:17	10:20	10:22	10:23	10:26	10:28	10:30	10:32	10:34	10:36
A&S	11:05	11:07	11:09	----	----	11:10	11:12	11:14	11:16	11:18	11:19	11:20	11:22	11:24	11:26
A	12:00	12:02	12:05	----	----	12:07	12:10	12:12	12:13	12:16	12:18	12:20	12:22	12:24	12:26
A&S	13:00	13:02	13:05	----	----	13:07	13:10	13:12	13:13	13:16	13:18	13:20	13:22	13:24	13:26
A&S	14:00	14:02	14:05	----	----	14:07	14:10	14:12	14:13	14:16	14:18	14:20	14:22	14:24	14:26
S	15:00	15:02	15:05	----	----	15:07	15:10	15:12	15:13	15:16	15:18	15:20	15:22	15:24	15:26
S	16:10	16:12	16:14	----	----	16:17	16:19	16:21	16:23	16:25	16:27	16:29	16:31	16:33	16:35
A	18:10	18:12	18:14	----	----	18:16	18:18	18:20	18:22	18:24	18:26	18:28	18:30	18:32	18:35
B	15:00	15:02	15:04	15:10	15:15	15:21	15:24	15:26	15:27	15:30	15:32	15:34	15:36	15:38	15:40
B	16:30	16:32	16:35	16:41	16:46	16:51	16:54	16:56	16:57	17:00	17:02	17:04	17:06	17:08	17:10

EAST BOUND ROUTE																	
	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East	17th Street East		
A	7:28	7:30	7:34	7:36	7:38	7:40	7:42	7:44	7:46	7:48	7:50	7:53	----	----	7:55	7:57	8:00
A&S	8:28	8:30	8:34	8:36	8:38	8:40	8:42	8:44	8:46	8:48	8:50	8:53	----	----	8:55	8:57	9:00
A&S	9:28	9:30	9:34	9:36	9:38	9:40	9:42	9:44	9:46	9:48	9:50	9:53	----	----	9:55	9:57	10:00
A&S	10:36	10:38	10:40	10:41	10:43	10:45	10:47	10:49	10:51	10:53	10:55	10:57	----	----	10:59	11:02	11:05
A&S	11:27	11:29	11:33	11:36	11:38	11:40	11:42	11:45	11:47	11:50	11:52	11:54	----	----	11:56	11:58	12:00
A	12:28	12:30	12:34	12:36	12:38	12:40	12:42	12:45	12:47	12:50	12:52	12:54	----	----	12:56	12:58	13:00
A&S	13:30	13:32	13:34	13:36	13:38	13:40	13:42	13:45	13:47	13:50	13:52	13:54	----	----	13:56	13:58	14:00
A&S	14:30	14:32	14:34	14:36	14:38	14:40	14:42	14:45	14:47	14:50	14:52	14:54	----	----	14:56	14:58	15:00
S	15:30	15:32	15:34	15:36	15:38	15:40	15:42	15:45	15:47	15:50	15:52	15:54	----	----	15:56	15:58	16:00
S	16:35	16:37	16:39	16:41	16:43	16:45	16:47	16:49	16:50	16:52	16:53	16:55	----	----	16:57	16:59	17:00
A	18:37	18:39	18:41	18:42	18:44	18:46	18:48	18:50	18:52	18:54	18:55	18:57	----	----	18:58	18:59	19:00
B	15:42	15:44	15:46	15:49	15:51	15:53	15:54	15:56	15:58	16:00	16:02	16:04	16:09	16:15	16:20	16:23	16:27
B	17:10	17:13	17:16	17:20	17:22	17:24	17:26	17:28	17:30	17:32	17:34	17:36	17:42	17:48	17:54	17:56	17:58

Figure 2: Harney Hub Transit Deviated Fixed-Route Schedule – Burns/Hines Area

This service averaged approximately 6,800 rides per year between 2019 and 2020, but ridership reduced to less than half in 2021, as shown in Chart 3, likely due to pandemic regulations. Monthly ridership in 2019 averaged approximately 620 rides each month, as shown in Chart 4. While ridership in 2022 has tracked with the lower ridership trends in 2021, it has the potential to increase as typical travel patterns resume.

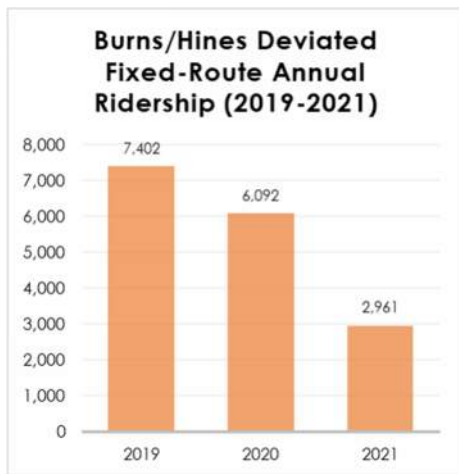


Chart 3: Burns/Hines Deviated Fixed-Route Annual Ridership (2019-2021)

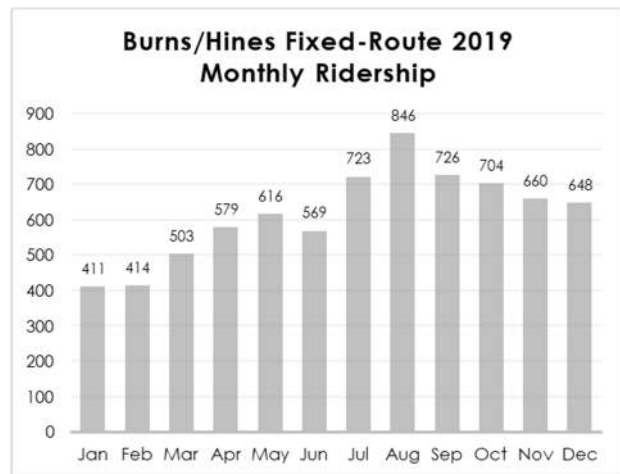


Chart 4: Burns/Hines Deviated Fixed-Route Monthly Ridership (2019)

Bend/Redmond Deviated Fixed-Route Service

In the past, Harney Hub Transit's demand response service included a weekly trip to the Bend region for a one-way fare of \$18.00, a round-trip fare of \$35.00, or an \$8.00 fare for drivers to run an errand on a rider's behalf. Harney Hub Transit has since secured funding to transform this into a deviated fixed-route service to the Bend/Redmond region with set stops and the ability to deviate as needed. The service operates once a week, alternating between Tuesdays and Thursdays, and is free of charge through June 30, 2023, including deviations to medical appointments in Bend or Redmond, to the airport in Redmond, or for shopping (as available). Running an errand for riders is still \$8.00.

The route begins at 6:30 AM at the Senior Center (Harney Hub) in Burns, for a 7:00 AM departure to Bend, and includes these stops along the way:

- Riley: 7:30 AM
- Hampton: 8:10 AM
- Brothers Rest Area: 8:42 AM
- Bend – St Charles Medical Center: 10:00 AM
- Bend – Hawthorne Station: 10:15 AM arrival / 3:00 PM departure
- Brothers Rest Area: 3:50 PM
- Hampton: 4:25 PM
- Riley: 5:10 PM
- Burns: 5:40 PM

For deviations from this route, riders need to schedule other stops like with the demand response and Burns/Hines deviated fixed-route services.

This service began in the fall of 2019 and averaged approximately 180 rides each year in 2020 and 2021, shown in Chart 5. Ridership each month in its first year was generally consistent, as shown in Chart 6.

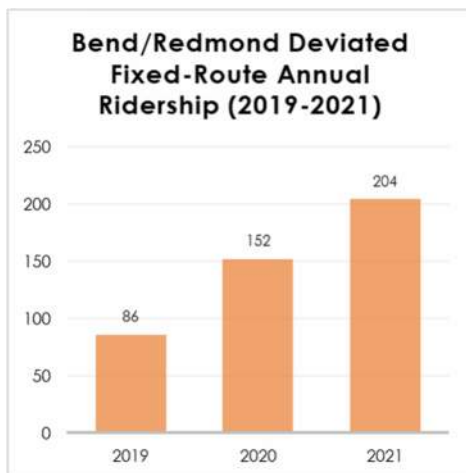


Chart 5: Annual Ridership (2019-2021)

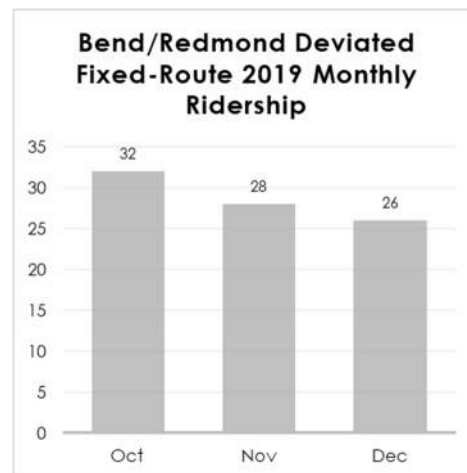


Chart 6: Monthly Ridership (2019)

Transportation Facilities

Harney Hub Transit's transportation facilities include its main building in Burns where all operations take place including dispatch, a bus barn located nearby for vehicle storage, and fixed bus stops along the Burns/Hines deviated fixed route. Amenities at these bus stops are limited to signs at all stops and benches at few stops. Bus stops are not yet equipped with other amenities such as shelters or trash receptacles.

Vehicle Fleet

Harney Hub Transit operates its current services with the 10 vehicles described in Table 2. Table 2 also provides the Oregon Department of Transportation’s 2020 vehicle useful life standards to recommend when vehicles should be replaced. According to these standards, both Dodge Caravans and the 2013 F350 Ford Bus are eligible for replacement based on their age and mileage. The 2016 Econoline and Ford Transit buses are also eligible for replacement based on their age but can run for another 20k or more miles.

Generally, the Dodge Caravans are used for out-of-town trips and overflow and the Ford buses are used for the local deviated fixed-route and curb-to-curb services. All vehicles have wheelchair capabilities, except for the Ford EcoSport car, and can secure at least one wheelchair; the Ford EC4 buses can secure two wheelchairs.

Table 2: Harney Hub Transit Vehicle Fleet

#	Year	Type	Status	Mileage	Wheelchairs	Useful Life ¹	
						Miles	Years
11	2013	Dodge Caravan	Active	180,114	1	100,000	4
12	2013	Dodge Caravan	Active	192,246	1	100,000	4
14	2013	F350 Ford Bus	Active	195,590	1	150,000	5
47	2016	Econoline Ford Bus	Active	126,898	1	150,000	5
46	2016	Ford Transit Bus	Active	128,490	1	150,000	5
57	2017	Ford 350 Transit Bus	Active	118,924	1	150,000	5
59	2017	Ford 350 Transit Bus	Active	126,916	1	150,000	5
73	2019	Ford EC4 Bus	Active	64,728	2	200,00	7
75	2019	Ford EC4 Bus	Active	58,646	2	200,00	7
N/A	N/A	Ford EcoSport Car	Active	30,566	0	100,000	4

¹ODOT Rail and Public Transit Division Vehicle Descriptions and Useful Life Standards (dated 1/28/2020)

Technology

Harney Hub Transit uses two transit software packages to operate its services: Fleetio and Easy Rides. Fleetio gives them the ability to track the conditions of their vehicle fleet. Through Easy Rides, Harney Hub Transit schedules rides, operates dispatch, archives ridership data, and saves information for existing riders. Riders making demand response service or deviated stop reservations call Harney Hub Transit and dispatch schedules the ride requests on the platform. The trip is assigned to the most compatible driver and the scheduled rides appear on the driver’s tablets.

Current Funding

Table 3 summarizes the first three quarters of Harney Hub Transit’s revenues and expenditures from fiscal year 2021/2022. Grants have been the primary source of income and cover most of employee wages and indirect costs, such as procuring, insuring, operating, and maintaining vehicles, office operations and program supplies, publishing and marketing, etc.

Harney Hub Transit has secured the following grants to support its transportation operations:

- 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Discretionary Program
- 5311 Formula Grants for Rural Areas
- Section 5311/5311 (f) Needs-Based CARES Grant Application
- Special Transportation Fund (STF) Formula Program
- Statewide Transportation Improvement Fund (STIF) Formula Fund
- STIF Discretionary Fund
- Rural Veterans Healthcare Transportation Program

Although expenses for transportation operations were exceeding revenue by the third quarter of fiscal year 2021/2022, Harney Hub Transit budgeted to break even at the end. They also budgeted to spend the funding in the emergency transportation and bus reserves, but not the transportation operations reserve, leaving a potential surplus in funds.

Table 3: Fiscal Year 2021/2022 Revenue and Expenditures

Revenue		Expenses	
Source	Amount	Source	Amount
Transportation Operations			
Grants	\$345,805	Payroll Wages/Expenses	\$353,910
		Indirect Costs	\$168,315
Transportation Operations Reserve			
Fares/Passes	\$8,7601	Payroll Wages/Expenses	\$1,478
Match Funds	\$68,911	Indirect Costs	\$3,189
Emergency Transportation Reserve			
Beginning Fund Carryover	\$256,559	Indirect Costs	\$7,842
Fare/Passes	\$12,547		
Miscellaneous	\$12,000		
HC Voucher Reimb.	\$7,100		
Match Funds	\$19,636		
Bus Reserve			
Beginning Fund Carryover	\$46,718	-	-
Miscellaneous	\$11,679		

Burns Paiute Tribal Transit

The Burns Paiute Tribe located northwest of Burns operates Burns Paiute Tribal Transit, a public transit agency and non-profit transportation provider. Burns Paiute Tribal Transit operates a free fixed-route service with six stops between the Reservation and the Burns/Hines area, as previously shown in Figure 1. The service operates on weekdays from 7:30 AM to 3:00 PM, except for on major holidays, making seven trips a day. Figure 3 shows the detailed schedule.

Monday-Friday Location	AM				PM		
	Trip 1	Trip 2	Trip 3	Trip 4	Trip 5	Trip 6	Trip 7
Upper Bus Stop	7:34	8:18	9:33	10:19	11:55	12:43	1:48
Lower Bus Stop	7:40	8:25	9:40	10:27	12:01	12:50	1:56
Safeway	7:46	8:32	9:46	10:34	12:09	12:57	2:03
Clinic	7:49	8:43	9:50	10:46	12:13	1:01	2:08
Armory	7:53	8:48	9:54	10:51	12:17	1:05	2:12
Erickson's Sentry	8:00	8:55	10:00	10:57	12:23	1:10	2:28
Armory	8:05	9:00	10:05	11:02	12:29	1:16	2:36
Safeway	8:09	9:05	10:09	11:06	12:33	1:20	2:40

Figure 3: Burns Paiute Tribal Transit Fixed-Route

This schedule can sometimes be impacted by Tribal activities. As a fixed-route service, riders board at regularly scheduled times, but they can also call the Tribe about special circumstances.

Other key characteristics of this service include the following:

- Burns Paiute Tribal Transit owns one 20- to 30-foot bus that is American with Disabilities Act (ADA) accessible.
- Approximately 160 riders use the service each month (the pandemic impacted this ridership).
- This service supports riders with physical, developmental, and/or cognitive disabilities, older adults, persons with low or no income, veterans, youth (18 and younger)/students, and people in substance abuse recovery.
- Riders use this service for banking/grocery shopping, community events (including tribal cultural events), court appointments, education/employment, elder/senior services, medical/dental appointments, recreation, and social service appointments.
- The primary challenges of this service are that it does not operate in the evening or on weekends and transportation infrastructure (sidewalks, paths) leading to bus stops are not ADA-compliant.

Eastern POINT

The POINT is Oregon’s intercity bus service that connects people between major transportation hubs, Portland (Union Station), Bend (Hawthorne Station), and Medford (Front Street Station), between Amtrak and Greyhound services around the state, and between urban and rural communities. The POINT’S Eastern Route provides service between Bend and Ontario along US 20 with stops in 11 communities, as previously shown in Figure 1. Table 4 provides the detailed schedule.

This service historically operated year-round – **the only public transportation service with destinations outside of Harney County that is available on weekends** – but has recently reduced service days to Monday through Friday (including holidays). The route runs one trip per day in each direction. The POINT makes every effort to coordinate with local and intercity services by sharing bus stops and timing schedules to allow easy transfers between services. Connections to other services and parking information is available on the POINT’s website.

Table 4: Eastern POINT Bus Schedule

Stop Location		Schedule	
		Westbound (8410) ¹	Eastbound (8409) ¹
Ontario	Malheur Council on Aging & Community Services (842 SE 1 st Ave)	9:45 AM (MST)	8:25 PM (MST)
Vale	Vale Courthouse (251 B Street West)	10:10 AM (MST)	8:00 PM (MST)
Harper	Coleman's Service Store and Gas Station (3490 Hwy 20)	10:35 AM (MST)	7:35 PM (MST)
Juntura	Oasis Café (5838 Hwy 20)	11:10 AM (MST)	7:00 PM (MST)
Drewsey	Drewsey Park & Ride (Hwy 20 / Drewsey Rd)	10:30 AM	5:45 PM
Buchanan	Oard's Gallery / Hwy 20 / Crane-Buchanan Rd (42456 Hwy 20 E)	10:50 AM	5:25 PM
Burns	Reid's Country Store (230 Hines Blvd)	11:15 AM	4:50 PM
Riley	Riley Store/Post Office (105 Hwy 20)	11:50 AM	4:15 PM
Hampton	Hampton Station (41700 Hwy 20)	12:30 PM	3:40 PM
Brothers	Brothers Stage Stop (34100 Hwy 20)	12:55 PM	3:20 PM
Bend	Hawthorne Station, Platform C (NE 4th St / NE Hawthorne Ave)	1:40 PM	2:30 PM

¹Eastern POINT is referred to as "Schedule 8409" / "Schedule 8410" and "8409 Thruway Bus" / "8410 Thruway Bus" on Greyhound's and Amtrak's sites.

As a contract-operated bus service managed by ODOT, tickets can be purchased with the following methods (bus drivers do not sell tickets):

- **Online:** from the Amtrak and Greyhound websites and mobile applications.
- **Phone:** with the Greyhound or Amtrak phone numbers listed on the POINT's website.
- **In-Person:** at Hawthorne Station (Bend), Reid's Country Store (Burns), or Malheur Council on Aging and Community Services (Ontario)

Tickets must be purchased in advance (up to 30 minutes before the bus departs but buying further in advance is recommended) and adult fares range from \$17.00 to \$48.00. The 35-passenger bus has a restroom, free Wi-Fi, USB and power outlets, air conditioning, space for luggage and bikes, and are wheelchair accessible. Service animals are also allowed on the bus.

Grant County People Mover

The Grant County People Mover is a transportation service operating fixed-route and dial-a-ride services within and beyond Grant County, including Bend, Burns, Baker City, Ontario, and Walla Walla, Washington. Grant County's website provides information for how riders can make connections to other regional services in these locations. The Grant County People Mover offers a fixed-route service between Prairie City and Burns on the first, third, and fifth Thursday of each month (except for on major holidays). Table 5 summarizes the route stops and schedule.

Table 5: Grant County People Mover Prairie City to Burns Bus Schedule

Stop Location		Schedule	
		Southbound	Northbound
Prairie City	Mini Mart (211 Front Street)	10:40 AM	-
Mt. Vernon	395 Market (150 Mountain Blvd)	11:15 AM	-
John Day	229 NE Dayton St	11:45 AM	7:02 PM
Seneca	Bear Valley Mini Mart (Hwy 395)	12:20 PM	6:00 PM
Burns	Burns Hospital (557 W Washington St)	1:18 PM	5:02 PM
Burns	Reid's Country Store (230 Hines Blvd)	1:23 PM	4:47 PM
Hines	Rite Aid Parking Lot (629 N Hwy 20)	-	4:43 PM

Drivers are permitted to drop off/pick up riders at medical appointments in towns where the People Mover has stops. Vehicles are ADA-compliant, and drivers are trained in handling and securing mobility devices and assisting passengers with special needs. However, drivers are not permitted to assist riders onto/off the bus or into/out of their homes. It is recommended that care attendants ride along (free of charge) for such needs. Service animals are allowed to ride as well.

The following fares are for riding from Burns to the various cities along this route:

- Prairie City: \$11 (12 and older) | \$9 (60 and older) | \$8 (11 and younger)
- John Day: \$10 (12 and older) | \$8 (60 and older) | \$6 (11 and younger)
- Mt. Vernon: \$10.50 (12 and older) | \$8.50 (60 and older) | \$6.50 (11 and younger)
- Seneca: \$8 (12 and older) | \$6 (60 and older) | \$4 (11 and younger)

Exact change for fare is required on all buses for all routes and services. Credit cards are now accepted (with a \$2.00 convenience fee for each transaction).

Connections Between Public Providers

As illustrated in Figure 1, riders are able to connect between various public transportation services at several stops within the Burns/Hines area. Table 6 identifies the current overlap of arrival and departure times at bus stops shared between providers. As shown, riders can transfer between these services at the following bus stops:

- **Safeway:** Harney Hub Transit Burns/Hines Deviated Fixed-Route and Burns Paiute Tribal Transit Fixed-Route
- **Burns Hospital:** Harney Hub Transit Burns/Hines Deviated Fixed-Route, Burns Paiute Tribal Transit Fixed-Route, and Grant County People Mover
- **Thriftway/Rite Aid:** Harney Hub Transit Burns/Hines Deviated Fixed-Route, Burns Paiute Tribal Transit Fixed-Route, and Grant County People Mover
- **Reid's Country Store:** Harney Hub Transit Burns/Hines Deviated Fixed-Route, Eastern POINT, and Grant County People Mover
- **Senior Center:** Harney Hub Transit Burns/Hines Deviated Fixed-Route and Bend/Redmond Deviated Fixed-Route

Table 6: Bus Stops Shared Between Providers with Overlapping Arrival/Departures

Shared Bus Stop	Transportation Service									
	Harney Hub Transit DFR				Burns Paiute Tribal Transit		Eastern POINT		Grant County People Mover	
	Burns/Hines		Bend/Redmond		WB	EB	WB	EB	SB	NB
	WB	EB	WB	EB	WB	EB	WB	EB	SB	NB
Safeway	7:10AM	7:50AM			7:46AM	8:09AM				
	8:10AM	8:50AM			8:32AM	9:05AM				
	9:10AM	9:50AM			9:46AM	10:09AM				
	10:20AM	10:55AM			10:34AM	11:06AM				
	11:12 AM	11:52AM								
	12:10PM	12:52PM			12:09PM	12:33PM				
	1:10PM	1:52PM			12:57PM	1:20PM				
	2:10PM	2:52PM			2:03PM	2:40PM				
Hospital/ Clinic	7:13AM				7:49AM					
	8:13AM				8:43AM					
	9:13AM				9:50AM					
	10:23AM				10:46AM					
	11:16AM									
	12:13PM				12:13PM					
	1:13PM				1:01PM					
	2:13PM				2:08PM				1:18PM	
	4:57PM									5:02PM
Thriftway/ Rite Aid		7:38AM				8:00AM				
		8:38AM				8:55AM				
		9:38AM				10:00AM				
		10:43AM				10:57AM				
		11:38AM				12:23PM				
		12:38PM				1:10PM				
		1:38PM				2:28PM				
		2:38PM								
		3:51PM								4:43PM
Reid's Country Store	11:18AM						11:15 AM			
	2:16PM								1:23PM	
	3:30PM							4:50PM		4:47PM
Senior Center	6:10PM			5:40PM						

Non-Emergency Medical Transportation Providers

In partnership with the Oregon Health Plan (OHP Medicaid), Eastern Oregon Coordinated Care Organization (EOCCO) and Greater Oregon Behavioral Health, Inc. (GOBHI) offer free non-emergency medical transportation (NEMT) to eligible riders in Harney County for medical, dental, and behavioral health appointments 24 hours a day, seven days a week, year-round (except potentially for some holidays). This service is curb-to-curb, door-to-door, or hand-to-hand, as needed. Rides can be requested by the rider by calling the Free Ride Program or on behalf of the rider by a Community Health Worker, parent, foster parent, or adoptive parent, or providers (with permission). Rides can be requested same day – two or more working days before the appointment is encouraged – and up to 90 days in advance. Multiple rides for recurring appointments up to 90 days in advance can also be requested.

Service eligibility of the rider is verified upon reservation. During the reservation, the provider will request various information to determine how to best transport the rider (e.g., wheelchair needs, extra rider/helper, etc.). Transportation service can vary between public providers, private non-profit providers, public shared rides, for-profit providers, or volunteer drivers depending on rider needs. Riders may also drive themselves. Typically, GOBHI coordinates with Harney Hub Transit to provide requested rides within Harney County. Regardless of service, EOCCO pays for the rides. Riders who need to travel for services 75 miles or farther beyond the Oregon border need doctor approval. Additional details about this service are provided on EOCCO's and GOBHI's Free Ride Guide (revised January 2022).

Client-Based Transportation Providers

Four client-based providers offer private transportation services within Harney County to specific clients: The Aspens Living Center, Symmetry Care, the Veterans Clinic, and the Wadatika Health Center.

The Aspens Living Center

As described in Harney County's 2016 Coordinated Plan, The Aspens Living Center is an assisted living community for older adults and adults with disabilities, located in Hines, with its own bus available for transporting residents to community activities and for medical emergencies. The vehicle was provided by the board of trustees and is likely over 20 years old.

Symmetry Care

Symmetry Care is a non-profit human services agency located in Burns that provides mental health and addiction services. They operate on weekdays from 8:30 AM to 5:00 PM, but also operate a residential treatment facility every hour of the day, year-round. Symmetry Care provides NEMT service, demand-response service, and program transportation services to approximately 175 clients each month who schedule the rides with Symmetry Care. Prior to the pandemic, 2018 ridership reached 4,164 for weekdays, 378 on Saturdays, and 276 on Sundays. Symmetry Care also hire off-duty police officers for facility-to-facility transportation when appropriate and available. They fund its transportation services with State funds and for rides to and from appointments. They also fund transit tickets/passes, information/trip planning assistance, provide travel training guidance, and subsidize travel aides/escorts.

Other key characteristics of this service include the following:

- Ten vehicles owned by Symmetry Care support these services (none are currently ADA accessible).
- These services support clients with physical, developmental, and/or cognitive disabilities, older adults, persons with low or now income, veterans, youth (18 and younger)/students, tribal members, and people in substance abuse recovery.
- Riders use this service for community events/volunteer activities, drug/alcohol treatment, school/training, social/recreational, groceries/shopping, medical/dental appointments, and social service appointments.
- The primary challenges of these services is the lack of resources to pay for transportation services, bus stops are not close enough to residences and/or destinations like work, and difficulty making reservations for demand response services.

Veterans Clinic

The Veterans Clinic in Burns is a non-profit transportation provider that serves persons with physical disabilities, older adults/seniors, and veterans. They provide transportation to one rider per month on average to access elder/senior services and health care at the Boise Veterans Administration Medical Center (clinic's parent facility) that isn't available at the Burns clinic. This ridership dropped over the pandemic. This service is operated with a van owned by the Veterans Clinic (not currently ADA accessible). Riders must reserve rides with the Veterans Clinic in advance. The Veterans Clinic does not fund or contract transportation services. The primary transportation challenge that the Veterans Clinic faces is a lack of volunteer drivers. Volunteer drives must go through a lengthy certification process, particularly due to possibly having to transport items for lab analysis in Boise.

Wadatika Health Center

As described in Harney County's 2016 Coordinated Plan, the Wadatika Health Center is a health care facility located on the Burns Paiute Tribe reservation and available to any Burns Paiute Tribe member. A vehicle is available at the health center for providing transportation to medical appointments in Boise, Bend, and occasionally Portland. The seven-passenger vehicle usually makes about four trips per week and is driven by a paid driver on staff or other health center staff.

3. DEMOGRAPHIC PROFILE

A primary goal of this plan is to make transportation services available and accessible to populations in Harney County who generally need it most – those who cannot reach their destinations with a personal vehicle and may be considered transportation disadvantaged. This section describes where these populations reside within Harney County and compares them with the locations of jobs and residences for all people who are employed in the county to highlight potentially underserved areas in the region and identify where transportation services could improve. *Additional information is available in Appendix A.*

Transportation Disadvantaged Populations

People who may be considered transportation disadvantaged typically include:

- Persons with disabilities
- Older adults
- Persons with income below poverty
- Youth/high school students
- Households without a vehicle

Today, approximately 60 percent of Harney Hub Transit riders are older adults or persons with disabilities (35 percent) and children in pre-school, elementary school, and junior high (25 percent). Based on data from the 2020 five-year American Community Survey (ACS), Table 7 summarizes where persons who may be considered transportation disadvantaged live within the County's seven census block groups.

Table 7: Demographic Profile of Harney County (2020 Five-Year ACS Data)

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
Demographic	Northwest County (northwest of N Broadway Ave / E Monroe St)	Southwest Burns / North Hines (east of Radar Rd)	Southeast Burns / East Hines (west of Frenchglen Hwy)	Central / West / Southwest Hines (northeast of Hines Logging Rd)	Northeast Burns (west of Fly Rd)	South County (south of US 20 and Steens Hwy)	Northeast County (east of US 395 and north of Steens Hwy)
Population (People per Square Mile)	1,483 (1.8)	1,146 (193.6)	829 (57.0)	1,486 (398.4)	481 (207.2)	803 (1.0)	1,082 (1.3)
Persons with Disabilities (Adults)	28.0%	16.3%	28.2%	12.9%	12.1%	17.8%	11.6%
Older adults (Older than Age 64)	20.0%	17.8%	23.4%	20.9%	29.3%	32.9%	31.4%
Persons with Income Below Poverty	9.4%	10.1%	2.7%	7.3%	10.2%	5.4%	12.7%
Youth/high school students (Younger than Age 18)	14.3%	25.0%	23.2%	21.4%	21.0%	19.7%	20.1%
Households without a Vehicle	6.1%	2.9%	0.4%	0.1%	3.5%	0.0%	0.6%

As shown:

- The highest percentage of **persons younger than age 18** reside in **southwest Burns and north Hines**, east of Radar Road (region 2).
- The highest percentage of **persons older than age 64** reside in the **southern portion of the county**, south of US 20 and Steens Highway (region 6).
- The highest percentage of **households without a vehicle** reside in the **northwest portion of the county**, northwest of N Broadway Avenue / E Monroe Street, and includes the **Burns Paiute Tribe Reservation** (region 1).
- The highest percentage of **individuals with income below poverty** reside in the **northeast portion of the county**, east of US 395 and north of Steens Highway (region 7).
- The highest percentage of **adults with disabilities** reside in **southeast Burn and east Hines**, west of Frenchglen Highway (region 3).

Further, central/west/southwest Hines (region 4) and northeast Burns (region 5) have the highest population densities in the county.

Figure 4 identifies these seven regions within the county and shows the census data in each region as a Transportation Disadvantaged Population (TDP) Index. A TDP Index is determined based on how many people associated with each demographic reside within a region compared to the overall population of that region. As such, the higher percentage of these demographics in a region, the higher the TDP Index. This helps illustrate where the highest concentrations of these populations reside within Harney County, and in turn, identify regions that have more people who may be considered transportation disadvantaged as compared to other regions. As shown, northeast Burns, west of Fly Road (region 5) has the highest concentration of potentially transportation disadvantaged populations.

Employment & Home Locations

Figure 5 and Figure 6 illustrate where people who are employed in Harney County both live and work, underlaid by the TDP Index of each region. As shown, most employment in Harney County is concentrated around Burns and Hines, with some exceptions including around Crane and possibly agriculture off US 20 near Riley and west of Juntura. While many people who are employed in Harney County also mostly work around the Burns/Hines area, these populations are spread out further than where employees work, including into regions of populations that may be more transportation disadvantaged.

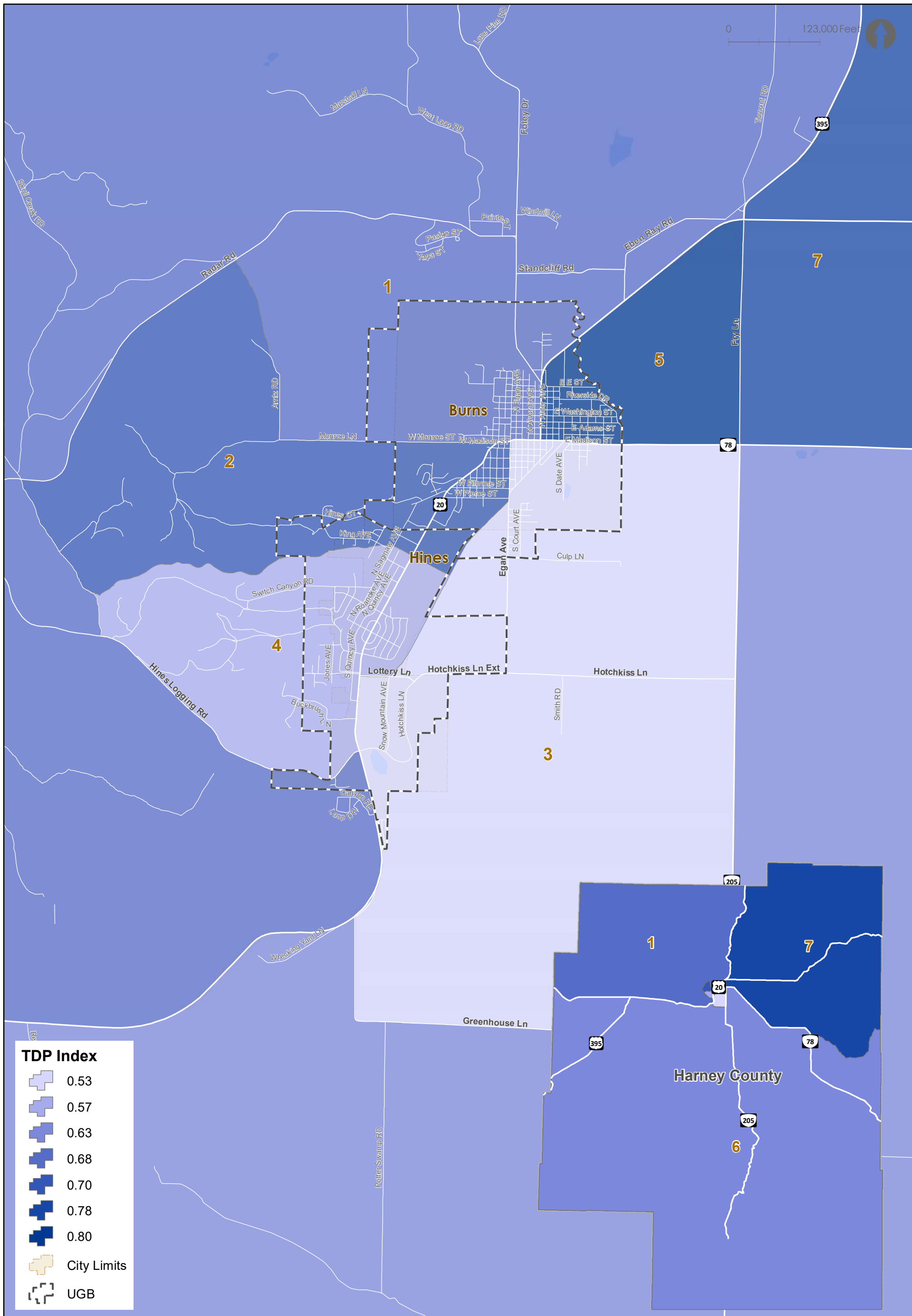


Figure 4
 Transportation Disadvantaged Population (TDP) Index by Census Block Group
 Harney County, Oregon

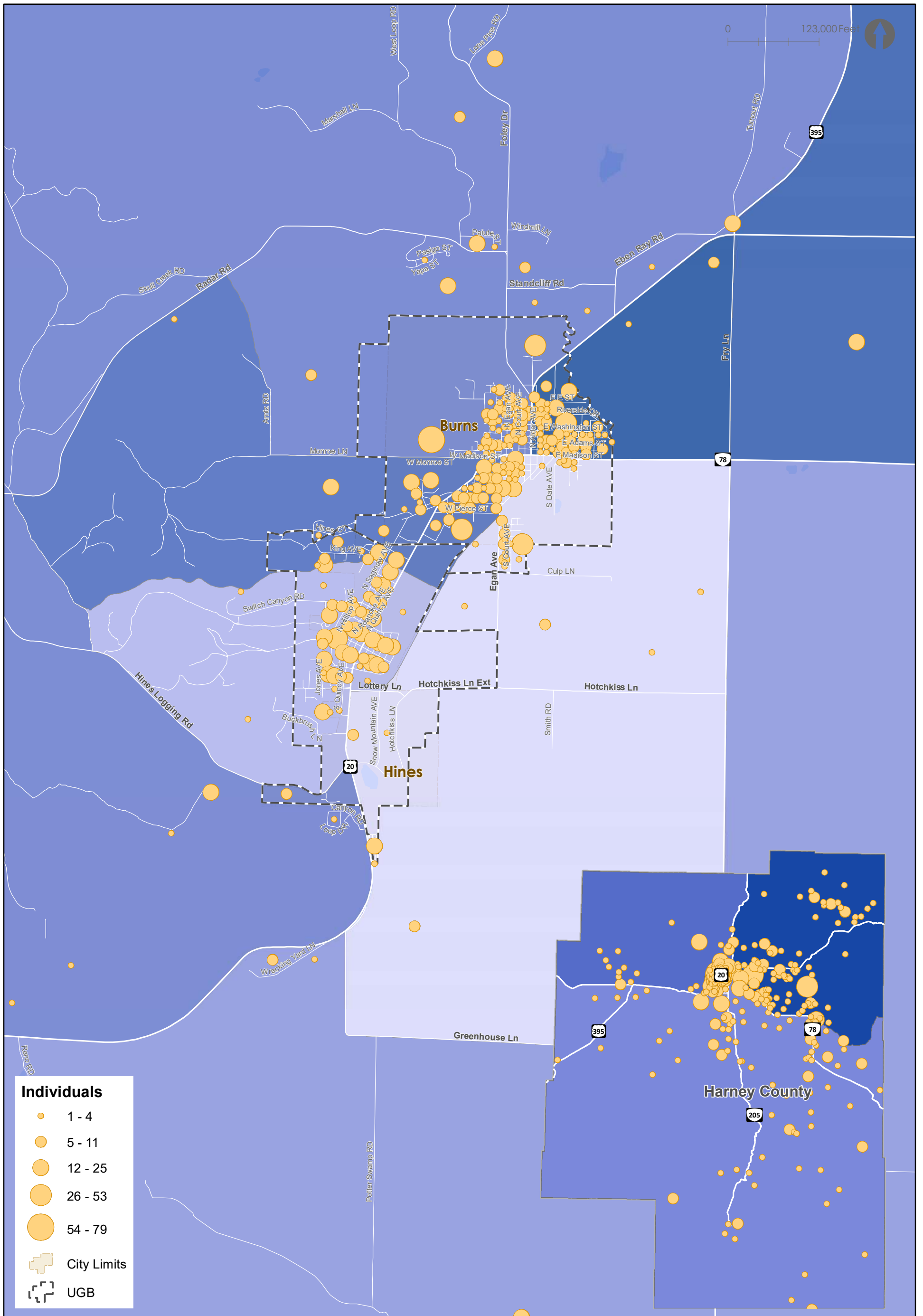


Figure 5



Home Locations of People Employed in Harney County
Harney County, Oregon

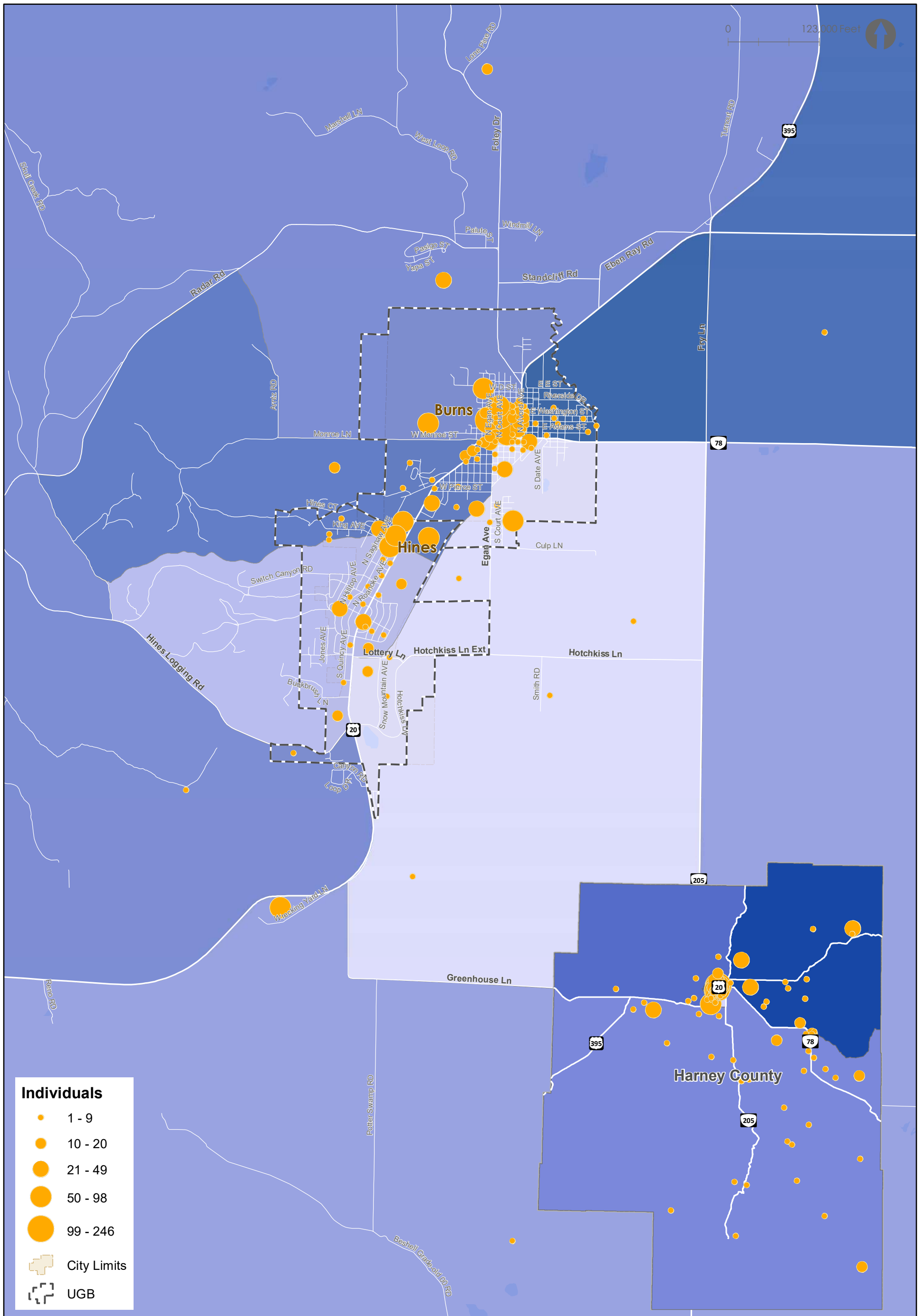


Figure 6

Job Locations of People Employed in Harney County
Harney County, Oregon

4. COMMUNITY ENGAGEMENT

Community engagement is a key element to developing a transportation service plan that caters to the needs of Harney County residents. To identify transportation needs for various groups as well as underserved areas, community engagement for this plan included the following:

- Provider surveys that gathered information on available services, types of riders utilizing services, and challenges to using transportation services;
- Regular meetings with the Technical Advisory Committee (TAC) to get input on analysis findings;
- Public outreach structured to meet people in their community and collect their feedback; and,
- Stakeholder interviews to understand transportation service needs from the perspectives of those who work in human services.

The following sections provide more detail on these community engagement efforts. The results of these efforts are incorporated into Section 3 and Section 5 of this plan. *Additional information is available in Appendix B.*

Provider Surveys

The provider surveys aimed to identify transportation needs, service gaps, and duplicate services in Harney County so that this plan could provide strategies that encourage more coordination and collaboration between available service providers, bringing enhanced mobility to the region's seniors, persons with disabilities, low-income residents, and others. These surveys asked providers to offer information such as:

1. How best to describe their organization (e.g., public transit agency, public human services agency, etc.)
2. The type of transportation services they provide and the types of vehicles they operate and whether they're ADA accessible
3. Their hours/days of operation and number of clients needing service each month
4. What populations and trip purposes they serve
5. The greatest needs of and primary transportation challenges for their clients

A copy of the detailed survey is included in Appendix B. These surveys were distributed to the providers described in Section 3 of this plan.

Technical Advisory Committee

Harney County formed a Technical Advisory Committee (TAC) to help guide development of this plan. The TAC met at plan development milestones, including to review existing transportation services, resultant transportation service needs, and identified transportation service strategies. The TAC reviewed findings from technical analyses and other public outreach to provide input and help guide the direction of this plan. The TAC members are introduced in the Acknowledgements of this plan.

Public Outreach

Public outreach was conducted during two project milestones: (1) development of existing transportation services to seek community input on transportation service needs and (2) development of a draft plan to

present transportation service strategies and implementation and gather community feedback. The following summarizes approach taken for these milestone events.

Event #1

To present existing transportation services to the community and solicit their input on the needs they see, the first public outreach event was conducted in three formats:

- Pop-up style events at public locations in the Burns/Hines area that are typically frequented by transit riders
 - These were held on July 2022 at the Harney District Hospital, Safeway, and Thriftway.
 - Setup included poster boards that presented information on current transportation services and posed questions for the public.
- A flyer with survey questions provided to patrons of Meal Days at Harney Hub
 - Harney Hub hosts Meal Days on site during the afternoon on Tuesdays each week, which provides meals to the public at low or no cost.
 - Many of Harney Hub's transit riders attend Meal Days.
- An online survey presenting the same information from the other formats for community members who preferred to participate virtually.

Event #2

This public outreach effort will take place on Tuesday, November 15, 2022, in a more traditional open house format. The event will be held at Harney Hub in tandem with its Meal Days (described above) to present the draft plan, with specific attention to the transportation service strategies and implementation. The setup will include poster boards displaying this information adjacent to where Meal Days are hosted so that patrons can learn about the proposed strategies on their way into or out from lunch and provided their input. Comment forms will be available. Like Event #1, an online survey sharing the same information will also be available.

Stakeholder Interviews

Stakeholder interviews were conducted in the early stages of plan development to understand transportation service needs from the perspectives of those who work in human services. Harney County identified these entities as key stakeholders for this plan:

- Ashley Manor
- The Aspens
- Burns Veterans Clinic
- Burns Paiute Social Services
- Burns Paiute Tribal Housing
- Burns Paiute Wadatika Health Center
- Department of Human Services (DHS) Child Welfare
- DHS Adults and People with Disabilities
- DHS Self Sufficiency
- Early Childhood Center
- Harney County Health District
- Greater Oregon Behavioral health
- Symmetry Care Inc.

Each stakeholder was contacted for an opportunity to provide input on things such as what they see as Harney County's primary public transportation and coordination needs, what they foresee as the County's biggest challenges in the coming years, what groups should be engaged in the plan development process, etc.

5. TRANSPORTATION SERVICE NEEDS

This section describes Harney County's human services transportation needs in the areas of services, facilities, vehicle fleet, information and technology, operations, and coordination with other transportation providers. These needs were developed from technical analyses and input received during community engagement, as presented in previous sections of this plan.

As the county's primary public transportation provider and service coordinator, Harney Hub Transit's needs represent the core of those summarized herein. Gaps with other service providers are also described. *Additional information is available in Appendix C.*

Services

The transportation service needs identified for Harney Hub Transit are organized below according to service type, illustrating the overall theme that people need reliable, safe, affordable, and wheelchair accessible public transit.

■ Demand Response

- Affordable/accessible service for communities outside of Burns/Hines area (e.g., Princeton, Fields)
- Free or reduced fares for riders on fixed and very low income and those aged K-12
- Extended service hours on Sundays (beyond 3PM)
- Maintained reservations requested by riders on a schedule
- Special trips to Medford/White City and/or Portland (with emphasis on VA facilities and for medical services)

■ Burns/Hines Deviated Fixed-Route

- Expanded coverage to west Hines/east Burns for service to very low-income riders
- Continued affordable/free service (emphasis on families with children under age 13/preschoolers)
- "Free service" coverage beyond Airport Lane
- Additional buses to serve more bus stops and/or reduce headways (specific need for a second bus to operate during school times/8 AM to 5 PM for non-school related trips)
- New stops at the Library, Erickson's (westbound), and Apple Peddler/Dollar Tree (eastbound)
- Eliminate stops with low/no usage
- Extended service hours Monday-Thursday (to 9 PM)
- Extended service hours on Friday/Saturday (to 10 PM)
- Sunday service

■ Bend/Redmond Deviated Fixed-Route

- Continued free/affordable service (emphasis on commuters and very low-income riders)
- Weekend service (if no longer covered by Eastern POINT)
- Coordinated scheduling between medical trips (specifically kidney dialysis patients) and other riders

Facilities

The following needs were identified for Harney Hub Transit facilities:

- Bus Barn
 - Expanded facility for growing vehicle fleet and future service needs
- Burns/Hines Deviated Fixed-Route Bus Stops
 - Benches at all stops
 - Shelters at key bus stops

Vehicle Fleet

The following needs were identified for the Harney Hub Transit vehicle fleet:

- Expanded fleet of right-sized vehicles
- Ongoing bus maintenance
- Fuel efficient and/or alternative fuel source buses
- Bike racks on all vehicles

Information & Technology

Beyond the software tools that Harney Hub Transit uses to track vehicle maintenance needs and operate its transportation services, they currently lack other information and technology tools that could enhance operations and the rider experience, such as real-time bus information and trip planning tools. The following information and technology needs have been identified for services and operations:

- Increased/up-to-date advertisement/marketing about available services across all sources
- Increased information about all amenities (e.g., well-behaved pets are allowed to ride along)
- Information on connections to other providers/available services
- Minimized last-minute reservations/secured subscriptions for routine rides/riders (helps reduce call volume, particularly during high demand time periods)
- Ongoing integration of existing technology

Operations

As presented in Section 2 of this plan, Harney Hub Transit is funded primarily by numerous federal and state grants, but increased levels of revenue are likely needed to fund existing operations, including maintaining existing free services, and support service and vehicle fleet expansion, including hiring additional staff and qualified drivers.

Coordination

Today, Harney Hub is the primary coordinator of transportation services in the county, especially within the Burns/Hines area.

The following needs for enhanced coordination with other providers and services have been identified:

■ **Burns Paiute Tribal Transit**

- Harney Hub Transit riders don't typically know that Tribal Transit service is available to the public (not just Tribal members) and can be used if they miss the bus.
- Harney Hub Transit extends its Burns/Hines deviated fixed-route service to the reservation for two late-afternoon trips to fill a service gap with the tribe, but this service extension is not provided during Saturday operations.

■ **Grant County People Mover**

- People Mover provides 2-3 round trips per month on Thursdays between Grant County and Burns/Hines.
- Coordination with People Mover to identify possible service gaps and discuss how services might be better coordinated.

■ **Veterans Clinic**

- Coordination on VA trips to Boise and other regions outside of Harney County

■ **Eastern POINT**

- Coordination on whether weekend service will return and, if not, whether and how the gap should be filled

■ **Greater Oregon Behavioral Health, Inc. (GOBHI)**

- Continued coordination for providing NEMT rides

■ **Coordination with businesses that have employees who use transportation services**

■ **Coordination with transit providers that connect in Bend and Redmond (Cascades East Transit, Eastern POINT, Central Oregon Breeze)**

■ **As presented in Section 2 of this plan, multiple public transportation service providers share bus stops in Harney County, but their arrivals and departures do not align in such a way that riders can transfer seamlessly between all services. Currently, some providers share stops in the Burns/Hines area and riders are able to make transfers between some services at these locations, but not all. Further, some of the more regional providers share bus stops within and outside of the Burns/Hines area that have arrival and departure times that do not support service transfers.**

6. STRATEGIES & IMPLEMENTATION PLAN

The transportation service strategies and associated implementation plan presented in this section were developed to address the needs described in Section 5 of this plan. They would enhance Harney Hub Transit's services, vehicle fleet, facilities, information and technology, operations, and coordination with other transportation providers. The implementation plan presents generalized costs for each strategy and the recommended implementation timeline for each strategy. *Additional information is available in Appendix D.*

Services

As described in Section 2 of this plan, Harney Hub Transit offers three types of public transportation services that focus on the Burns/Hines area, Harney County as a whole, and connections to the Bend/Redmond region. Table 8 presents the strategies for these services that were identified through collaboration with the TAC and community engagement.

Table 8: Strategies by Service Type

Service Type	Strategies
Demand Response	Maintain existing service
	Offer free service for trip distances within 10 miles of Burns / Hines
	Reduce fare for long-distance trips
	Reduce fares for riders on fixed and/or very low income (consider eligibility applications / keeping record in Easy Rides)
	Reduce fares for riders aged 6-12 (consider eligibility applications / keeping record in Easy Rides)
	Continue providing free service for preschoolers
	Continue providing free service for riders aged 13-19
	Extend Sunday service hours
	Continue encouraging riders to acquire a subscription service
Burns / Hines Deviated Fixed-Route	Maintain existing services
	Eliminate deviation fee for students
	Expand service coverage to east Burns and West Hines
	Continue free service for all riders
	Operate two buses on route on weekdays
	Add stops to route as needed
	Extend weekday service hours (continue serving Burns Paiute Tribe bus stops)
	Extend weekend service hours (include Burns Paiute Tribe bus stops)
	Add Sunday service (include Burns Paiute Tribe bus stops)
Bend / Redmond Deviated Fixed-Route (and others)	Maintain existing services
	Continue free service to Bend / Redmond
	Provide Saturday service to Bend / Redmond (if Eastern POINT service doesn't return – see Coordination Strategies)
	Continue encouraging riders to acquire a subscription service (especially dialysis patients; see Coordination Strategies)
	Evaluate need for free deviated fixed-route service to southern county (weekly, bi-weekly, or monthly) with possible stops in Lawen, Crane, New Princeton / Princeton, and Fields (consider alternating service days with Bend / Redmond service)

Vehicle Fleet

As transit service grows, Harney Hub Transit will need to expand and right-size its vehicle fleet and enhance vehicle amenities. Further, Harney Hub Transit may want to consider being in the forefront of vehicle electrification as it occurs in the transportation industry across the country.

The following strategies were identified for Harney Hub Transit's vehicle fleet:

- Replace vehicles as needed
- Procure additional vehicles / expand fleet
- Continue using Fleetio technology to track and keep up with bus maintenance
- When purchasing new buses, consider alternative fuel sources/fuel efficient options, including electric
- Add bike racks to remaining fleet with no racks and to new buses that are purchased for fleet expansion

Facilities

When Harney Hub expands its transit services and vehicle fleet, its capital facilities will need to adapt to accommodate that growth. Table 9 presents the strategies identified for Harney Hub Transit's facilities.

Table 9: Strategies for Harney Hub Transit Facilities

Facility Type	Strategies
Bus Barn	Expand facility to accommodate planned and longer-term vehicle fleet (consider electric charging capabilities)
Bus Stops (Burns / Hines Deviated Fixed-Route)	Provide benches at all stops
	Provide shelters at key bus stops (e.g., along highway, locations with higher boardings / alightings, areas with no protection from the elements, near medical offices, etc.)
Mobility Hub	Evaluate the need for an enhanced bus stop or mobility hub (consider where most public transportation service providers interconnect)

Information & Technology

An overall theme identified within the human services transportation needs is the disconnect between the various services that Harney Hub Transit offers or coordinates and public knowledge. Table 10 presents various information and technology strategies with a primary goal of bolstering Harney Hub Transit's physical presence in the community, and its online presence, so that the community knows what Harney Hub Transit is and about the services it offers. An accompanying goal of these strategies is to bolster coordination among transportation service providers and inform community members of all available transportation services within Harney County.

Table 10: Information and Technology Strategies for Harney Hub Transit

Information/ Technology	Strategies
Advertising / Coordination	Provide schedules and route maps at bus stops, at businesses, and on website
	Keep service information up to date (e.g., update brochures each time something changes)
	Include information on brochures and website about all available services in the county (including Tribal Transit being available to public)
	Enhance website's design / make user-friendly
	Attend select community events with a booth and/or transit vehicle to help spread word of services.
	Provide regular news releases to local media (radio and/or print if available) to inform public about changes (e.g., new vehicles, new service, etc.)
	Advertise free fixed-route service in Burns / Hines to riders aged K-12 to capture those who live within walking distance of the route (consider coordinating with schools/providing flyers)
	Post flyers about services at businesses (especially those adjacent to bus stops), churches, food banks, medical clinics, etc.
Branding	Enhance Harney Hub Transit branding at bus stops and on buses
Technology	Consider investigating smart phone applications for riders (consider compatibility with Easy Rides software) and other Easy Rides capabilities that can improve operations

Operations

A critical element to maintaining existing services and adding new services is having enough support staff, drivers, and funding to deliver them. Harney Hub Transit should continue seeking qualified drivers to fulfill growing service needs and hire support staff for dispatch, information and technology needs, and other internal operations (e.g., coordinated plan updates, STIF applications, grant writing, etc.). Due to the size of operation, support staff may need to cover multiple roles (e.g., both planning and administration). If hiring full-time or part-time staff is infeasible, Harney Hub Transit might consider contracting out some of these roles.

In addition to the federal and state grants from which Harney Hub Transit is funded, listed in Section 2 of this plan, Harney Hub Transit should seek other funding opportunities, including those associated with the recent Infrastructure Investment and Jobs Act (IIJA) 2021. Oregon will receive an additional \$200 million in transit funding over the IIJA's five-year lifecycle.

Other funding sources with eligibility requirements that Harney Hub Transit should satisfy include:

- **FTA Discretionary Buses and Bus Facilities Infrastructure Investment Program 5339(b)**
 - Helps fund buses and bus facilities (i.e., replacing, rehabilitating, purchasing, or leasing buses, related equipment, or bus-related facilities)
 - Requires 15% match for vehicles / 10% match for bus-related equipment and facilities (e.g., recharging or refueling facilities)
- **FTA Discretionary Low or no Emission Program 5339(c)**
 - Provides funding to state and local governmental authorities to purchase or lease of zero-emission and low-emission transit buses, or acquisition, construction, and leasing of required supporting facilities
 - Requires 15% match for vehicles / 10% match for bus-related equipment and facilities (e.g., recharging or refueling facilities)
- **5339 Bus and Bus Facilities Discretionary Program**
 - Funds the replacement and purchase of buses, bus equipment, and bus-related facilities (e.g., signs, shelters, etc.) for transportation providers in small urban and rural areas with populations of 199,999 or less
 - Requires 15% match for vehicles / 20% match for bus-related equipment and facilities
- **STBG Discretionary Bus Replacement Program**
 - Funds the replacement of transportation buses for transportation providers in all areas of Oregon.
 - Requires 10.27% match
- **Section 5304 Statewide Transportation Planning Grant Program**
 - Periodically provides grants for planning projects that lead to improved mobility and transit access for citizens, more livable and economically vibrant communities, and more efficient and well-coordinated public transportation systems.
 - Requires 20% match
- **National Center for Mobility Management Ready-to-Launch Grants**
 - Enables multi-sector community teams to pilot promising mobility solutions, the development of which was inspired and informed by the results of community research.
 - No in-kind or local match is required.
- **Transportation Growth Management (TGM) Program**
 - Supports community efforts to expand transportation choices. By linking land use and transportation planning, TGM works with local governments to create vibrant, livable places in which people can walk, bike, take transit or drive where they want to go.
 - Requires 12% match
- **Technical Assistance Program Scholarships**
 - Provides assistance to employees and volunteers of grant recipients and others to attend transit-related trainings (e.g., annual Oregon Public Transportation Conference, grant-related trainings, transit manager topic trainings, grant management trainings, compliance trainings, training provided by other state agencies or other sources). Training is provided directly by ODOT Public Transit Section staff or at state, regional, and national workshops and conferences.
 - Scholarships generally support 50 to 80 percent of registration and travel expenses for a training or conference.

Coordination

Harney Hub Transit currently conducts some coordination efforts with area transportation providers. Examples include incorporating Burns Paiute Tribal Transit stops into its Burns/Hines deviated fixed route and fulfilling GOBHI ride requests. Table 11 presents coordination strategies for Harney Hub Transit to bolster county-wide coordination with all transportation providers.

Table 11: Harney Hub Transit Coordination Strategies

Providers/Parties	Possible Strategies
Burns Paiute Tribal Transit	Improve public awareness that service is available to all (not just Tribal members) – see Information & Technology strategies
Grant County People Mover	Coordinate with People Mover to identify possible service gaps and discuss how services might be better coordinated
Veterans Clinic	Coordination on VA trips to Boise
Eastern POINT	Coordinate on whether weekend service will return and, if not, whether and how the gap should be filled
Greater Oregon Behavioral Health, Inc. (GOBHI)	Continue coordination for providing NEMT rides, including to Bend for riders with critical medical needs (e.g., dialysis patients), to offset operating costs
Central Oregon	Coordinate with transit and human services transportation providers that connect between Bend/Redmond and other regions of the state (Cascades East Transit, Eastern POINT, Central Oregon Breeze)
Local Businesses	Coordinate with businesses that have employees who use services (e.g., transit brochures posted on bulletin boards, included in Human Resources packages when new hires start, etc.)

Further, the Oregon Public Transportation Plan (OPTP) emphasizes that collaboration among tribes, local agencies, providers, and social/health services is critical to moving statewide vision and goals forward. The OPTP makes the following recommendations to public transportation providers and agencies to improve transportation services and coordination efforts:

- **Public Transportation Providers** are naturally central to OPTP in coordinating with agencies, employers, service providers, ODOT, and others. They should participate in state, regional, and local planning processes and review and be informed about existing plans. They may also coordinate with ODOT, cities, and counties to maintain, develop, and enhance public transportation infrastructure. Partnerships are supported and encouraged by OPTOP policies and strategies (e.g., shared outreach/single website or payment system, integrated/efficient services, needs of institutions, first/last mile needs for private companies, etc.).
- **Agencies** should refer to provider's plans and statewide plans (including OPTP); designate or support public transportation priority corridors in local plans; develop or provide supporting infrastructure; participate with the state and providers to identify and develop regional connections and mobility hubs where multiple services meet; and lead or support pilot projects that test services, partnerships, and technologies that improve travel information and choices, access, and other needs.

Implementation Plan

The implementation plan presented herein provides a roadmap for Harney County to reference when considering the timing of strategies identified in this plan. The timeframes to implement strategies are broken out by Short-Term (0-1 years), Mid-Term (2-3 years), Long-Term (4-5+ years), and Ongoing priorities based on initial costs, ongoing costs, ease of coordination and implementation, and level of need.

- Initial and ongoing costs do not reflect specific cost estimates, but rather order-of-magnitude costs based on input from Harney County.
- Ease of coordination and implementation was primarily determined based on whether the proposed strategy is expanding on or modifying existing services and/or capital or if it is a new service and/or new capital. These were further evaluated based on trip distance and if additional resources or coordination with other transportation providers are needed to support the strategy (e.g., additional vehicles, additional drivers, additional staff, etc.).
- Level of need was primarily determined based on the collective input received from the PMT, TAC, and public and considered factors such as the general population density a strategy might serve or if capital expansions are needed to support service expansions with their own level of need.

The implementation plan for transportation services, vehicles, facilities, and information and technology is shown in Table 12. The timing of these strategies could shift as new funding opportunities or challenges arise or as community needs change.

The operations and coordination strategies presented previously in this section are ongoing efforts that should not bring additional notable costs to Harney County outside of everyday operations. As such, the County should consider the following:

- With Harney Hub Transit, reviewing eligible grant programs at least annually in order to identify priority grant funds, complete strong applications, and meet deadlines; and,
- Scheduling regular coordination meetings with each public transportation provider throughout the year and/or consider an annual coordination meeting for all providers to attend, to identify transit service gaps and solutions for consideration in future Coordinated Plan updates.

Table 12: Implementation Plan

Strategies	Initial Cost	Ongoing Cost	Ease of Coordination / Implementation	Level of Need	Timeframe
Demand Response Service					
Maintain existing services	N/A	\$\$\$	Easy	High	Ongoing
Continued encouragement for riders to acquire subscription service	N/A	N/A	Easy	Medium	Ongoing
No fare for trips within 10 miles of Burns/Hines	N/A	\$	Easy	Medium	Short-Term / Ongoing
Reduced fare for preschoolers and for students who do not get school bus service (and may not be able to use deviated fixed-route service)	N/A	\$\$	Easy	Medium	Mid-Term / Ongoing
Reduced fare for long-distance trips	N/A	\$\$\$	Easy	Low	Long-Term / Ongoing
Reduced fare for riders with fixed / very low income	N/A	\$\$	Difficult	Medium	Long-Term / Ongoing
Extended Sunday service hours	N/A	\$\$	Moderate	Low	Long-Term / Ongoing
Reduced fare for medical patients with regular critical appointments (e.g., Dialysis) in Bend / Redmond (increased coordination with GOBHI to get fare covered)	N/A	\$\$\$	Moderate	Medium	Long-Term / Ongoing
Burns/Hines Deviated Fixed-Route Service					
Maintain existing services	N/A	\$\$	Easy	High	Ongoing
Free service for all riders (continued)	N/A	\$\$	Easy	High	Ongoing
No deviation fee for students	N/A	\$\$	Easy	Low	Short-Term / Ongoing
Expanded service coverage to east Burns / west Hines	N/A	\$\$	Moderate	Medium	Mid-Term / Ongoing
New stops; evaluate regularly	N/A	\$\$	Moderate	Medium	Mid-Term / Ongoing
Reduced weekday headways with two buses operating route	N/A	\$\$\$	Moderate	Medium	Long-Term / Ongoing

Strategies	Initial Cost	Ongoing Cost	Ease of Coordination / Implementation	Level of Need	Timeframe
Extended weekday service hours (continued service to Burns Paiute Tribe bus stops)	N/A	\$\$	Moderate	Low	Long-Term / Ongoing
Extend weekend service hours (include Burns Paiute Tribe bus stops)	N/A	\$\$	Moderate	Low	Long-Term / Ongoing
Add Sunday service (include Burns Paiute Tribe bus stops)	N/A	\$\$	Moderate	Low	Long-Term / Ongoing
Regional Deviated Fixed-Route Service (Bend/Redmond + Other Areas)					
Maintain existing services	N/A	\$	Easy	High	Ongoing
Free service to Bend / Redmond (continued)	N/A	\$\$	Easy	High	Ongoing
Continued encouragement for riders to acquire subscription service	N/A	N/A	Easy	Medium	Ongoing
Weekly Saturday service to Bend / Redmond (if Eastern POINT service doesn't return – see Coordination Strategies)	N/A	\$\$	Difficult	Medium	Long-Term
Evaluate the need for free deviated fixed-route service to southern county to offset demand response operating cost (consider alternating service days with Bend / Redmond service)	N/A	\$\$\$	Difficult	Low	Long-Term
Vehicle Fleet					
Continue using Fleetio technology to track and keep up with bus maintenance	N/A	\$	Easy	High	Ongoing
Replace vehicles as needed (consider alternative fuel sources/fuel efficient options, including electric)	\$\$\$	\$	Moderate	High	Short-Term / Ongoing
Add bike racks to remaining fleet with no racks and to new buses that are purchased for fleet expansion	\$	\$	Easy	High	Short-Term / Ongoing
Purchase additional vehicles / expand fleet (consider alternative fuel sources/fuel efficient options, including electric)	\$\$	\$	Moderate	High	Mid-Term / Ongoing
Facilities					
Benches at all Burns / Hines Deviated Fixed-Route bus stops	\$	\$	Moderate	High	Short-Term / Ongoing
Shelters at key bus stops along Burns / Hines Deviated Fixed Route	\$\$	\$	Difficult	Medium	Mid-Term / Ongoing

Strategies	Initial Cost	Ongoing Cost	Ease of Coordination / Implementation	Level of Need	Timeframe
Expanded bus barn facility (consider electric charging capabilities)	\$\$\$	\$	Difficult	Medium	Long-Term / Ongoing
Enhanced bus stop or mobility hub	\$\$-\$\$\$	\$	Difficult	Low	Long-Term / Ongoing
Information & Technology					
Keep information on services up to date (e.g., update brochures each time something changes)	N/A	\$	Easy	High	Ongoing
Attend select community events with a booth and/or transit vehicle to help spread word of services	N/A	\$	Moderate	Low	Ongoing
Provide regular news releases to local media (radio and/or print if available) to inform public about changes (e.g., new vehicles, new services, etc.)	N/A	\$\$	Easy	Medium	Ongoing
Advertise free fixed-route service in Burns/Hines to riders aged K-12 to capture those who live within walking distance of the route (consider coordinating with schools/providing flyers)	N/A	\$	Moderate	Medium	Ongoing
Post flyers about services at businesses (especially those adjacent to bus stops), churches, food banks, medical clinics, etc.	N/A	\$	Moderate	Medium	Ongoing
Provide schedules / route maps at bus stops and businesses and on website	\$	\$	Moderate	High	Short-Term / Ongoing
Advertise on brochures / website about all available services in county	\$	\$	Moderate	Medium	Short-Term / Ongoing
Enhance Harney Hub Transit branding at bus stops and on buses	\$\$	\$	Moderate	Medium	Mid-Term / Ongoing
Enhance web design of website / make user-friendly	\$\$	\$	Moderate	Low	Long-Term / Ongoing
Consider investigating smart phone applications for riders (consider compatibility with Easy Rides software)	N/A	\$	Difficult	Low	Long-Term / Ongoing
Consider investigating other Easy Rides capabilities that can improve operations	N/A	\$	Moderate	Low	Long-Term / Ongoing