

Transit Master Plan

Hood River County Transportation District

Final Report – Volume I

June 2017



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Acronyms

ACS—American Community Survey
ADA—Americans with Disabilities Act
CAT—Columbia Area Transit
CRG—Columbia River Gorge
CGE—Columbia Gorge Express
HCRH—Historic Columbia River Highway
FLAP—Federal Lands Access Program
FTA—Federal Transit Administration
FY—Fiscal Year
HRCTD—Hood River County Transportation District
LEHD—Longitudinal Employer-Household Dynamics
LEP—Limited English Proficiency
MCCOG—Mid-Columbia Council of Governments
MCEDD—Mid-Columbia Economic Development District
MHNF—Mt. Hood National Forest
MHX—Mt. Hood Express
ODOT—Oregon Department of Transportation
OPRD—Oregon Parks and Recreation Department
STF—Special Transportation Fund
TDM—Transportation Demand Management
TMA—Transportation Management Association
TM—Technical Memorandum

1 EXECUTIVE SUMMARY

This executive summary provides a brief overview of the purpose of the Hood River County Transportation District (HRCTD) Transit Master Plan (TMP), reviews the planning process used over the course of the project, and presents a summary of the service recommendations.

COLUMBIA AREA TRANSIT

HRCTD, operating as Columbia Area Transit (CAT), is the primary transit provider in the Hood River County area. Columbia Area Transit currently provides general public demand-response (Dial-A-Ride) service to Hood River County and intercity fixed-routes to The Dalles and Portland from Hood River. A pilot deviated fixed-route between Hood River and the communities of Odell and Parkdale was recently implemented (April 2017).

Providers in adjacent counties connect with CAT to enable access to/from Hood River County, including and Wasco County, Clackamas County, Klickitat County (WA), and the Portland metropolitan area. While there is a variety of transit services provided for such a rural area, passengers can stand to benefit from increased coordination among providers in supporting a regional transit network.

CAT's ridership – and correspondingly productivity and farebox recovery – has been declining in recent years, likely associated with a decrease in gas prices. CAT has an opportunity through the recommendations from this TMP to increase productivity through the implementation of scheduled service as well as to grow ridership through the addition of several new regional routes and a revamped marketing campaign.

PURPOSE OF THE TRANSIT MASTER PLAN

CAT is undertaking this TMP to identify opportunities for transit service expansion and detail a near-term plan for service development as well as a long-term vision for transit in Hood River County over the next twenty years.

Scenario	Planning Horizon	Assumptions
Short-Term	1-5 years	<ul style="list-style-type: none">In the short-term, revenues for CAT are expected to be stable. The short-term alternatives reallocate existing resources.
Medium-Term	5-10 years	<ul style="list-style-type: none">The medium-term alternative assumes a moderate funding increase for CAT.
Long-Term	10-20 years	<ul style="list-style-type: none">The long-term alternative is unconstrained and aspirational.

The TMP has several key goals:

- Understand existing transit services and markets for future transit service development.
- Identify and prioritize opportunities for transit service expansion.

- Detail a plan for near-term transit service development and related investments.
- Develop a vision for transit in Hood River County over the next twenty years.

The TMP supports or incorporates other transportation and transit service planning efforts recently completed or currently underway in the Hood River County area:

- The Mt. Hood Express has been operating since 2013, bringing passengers from Sandy to Government Camp and Timberline Lodge daily year-round.
- The Columbia Gorge Express launched in May 2016 to provide summer transit service on Friday, Saturday, and Sunday to Multnomah Falls from Portland, and has resumed operations for the summer of 2017. It is expected to be extended to Hood River in 2018.
- An additional regional CAT route (supported by FLAP funding) is being planned between Hood River and Government Camp, with stops at Mt. Hood Meadows and other recreational destinations.

TRANSIT MASTER PLAN OUTREACH

The project team conducted extensive general public and stakeholder outreach using a variety of methods at several times throughout the planning process. General public outreach included:

- Web and media content was distributed to raise awareness of Columbia Area Transit (CAT) and the TMP.
- An online survey was distributed to the general public in the Hood River County area to collect their feedback on existing services, origins and destinations, and potential improvements.
- An on-board rider survey was distributed to collect targeted feedback from CAT riders.
- Two in-person outreach events were conducted within Hood River to raise awareness and collect direct input from the general public.
- An open house plus online survey where the draft transit service alternatives were presented for feedback

Four stakeholder advisory committee (SAC) meetings were held with key stakeholders (e.g., ODOT, City of Hood River) throughout the project to discuss draft technical memoranda and help guide key decisions. An alternatives refinement workshop was also held with the HRCTD board to decide on the final alternative recommendation.

Key Findings

Several key findings emerged from the outreach conducted and guided the development of the TMP goals and the draft and final transit service alternatives.

- **Many potential riders are unaware of CAT's service**, or do not realize it is available to the general public. Focused outreach and marketing around the service changes recommended in this TMP will be key to building awareness and ridership.
- **Potential riders want scheduled service**. Most of CAT's service provided is Dial-A-Ride – this is not as visible or as useful to many potential riders in Hood River County. The deviated fixed-route service proposed herein will likely be well-received by these members of the community.

- **More outreach to the Hispanic community is necessary.** There are many Hispanic people in Hood River County who would benefit from increased transit access. Future outreach and marketing efforts should have a focus on the Hispanic community.
- **Increased regional transit access is desired,** both for Hood River County residents and for visitors throughout the region. The regional transit network begin developed over the next few years will likely begin to fulfill this need.
- **Transit can provide alternatives to tourism-related traffic and parking congestion.** Traffic and parking congestion in Hood River, the Columbia River Gorge, and on Mt. Hood were common themes of feedback received, and people were generally optimistic that transit could provide an alternative mode of travel for visitors.

TRANSIT MASTER PLAN FRAMEWORK

The transit master plan framework developed for this study is shown in Figure 1-1. These goals and objectives guided the development and evaluation of the alternatives.

Figure 1-1 Transit Master Plan Goals and Objectives

#	Goal	Objectives
1	Balance: Support a transportation system in Hood River County that increases the use of transit, especially among choice riders.	<ul style="list-style-type: none"> ▪ Increase public transit service provision. ▪ Increase transit mode share. ▪ Increase transit ridership. ▪ Provide local bus service in downtown Hood River to offer an alternative to congestion. ▪ Serve parking constrained areas of Hood River with transit. ▪ Provide transportation options that are less detrimental to environment.
2	Efficiency/Stability: Operate efficiently and seek stable funding.	<ul style="list-style-type: none"> ▪ Provide local bus service separate from intercity services to increase efficiency and value of both local and intercity services. ▪ Serve Dial-A-Ride destinations with fixed-routes where feasible. ▪ Coordinate with other transit agencies (e.g., MATS, ODOT) to minimize duplicative service and increase efficiency. ▪ Identify and utilize potential additional sources/partners to support local operational funding or local match. ▪ Explore additional grant sources to develop new services.
3	Access/Equity: Maintain and improve an accessible and equitable transit system.	<ul style="list-style-type: none"> ▪ Maintain lifeline services for populations dependent on transit. ▪ Provide and encourage access to transit for Hispanic and other minority communities. ▪ Ensure transit service meets needs of diverse markets, including but not limited to, low-income populations, seniors, students, Limited English Proficiency (LEP) populations, and visitors.

#	Goal	Objectives
4	New Markets: Provide convenient service to developing markets and regional destinations.	<ul style="list-style-type: none"> ▪ Maintain and improve existing intercity services to Portland and The Dalles. ▪ Leverage transit as a means to enhance existing businesses and complement future economic development opportunities. ▪ Add new recreational destinations in the Columbia River Gorge and the Mt. Hood National Forest.

SERVICE ALTERNATIVES DEVELOPMENT

The transit service alternative development process took place from January through April 2017. Initial alternatives were developed based on the existing conditions analysis, outreach, and TMP framework development process. These were presented in early March 2017 to stakeholders and the general public for review. An online survey was available through most of March for stakeholders and the general public to provide feedback on the alternatives. Key feedback included the preference for the recommended local deviated fixed-route, which would be provided with reallocated Dial-A-Ride service hours. Following this feedback period, a preferred alternative was prepared and presented to the HRCTD Board in April 2017. With minor refinements suggested by the Board, these final alternatives were incorporated into the service implementation plan.

SERVICE IMPLEMENTATION

The TMP’s service implementation plan describes the preferred short-term, medium-term, and long-term transit service alternatives, a plan for funding, and a list of action items to complete prior to implementation. The short-term alternative is the immediate next step for CAT, which is described in greater detail below.

Short-Term Alternative

The short-term alternative reallocates Dial-A-Ride service hours towards a local deviated fixed-route service as well as incorporating several new regional services that have been approved for grant funding. The recommendations are summarized in Figure 1-2.

Figure 1-2 Short-Term Service Plan Recommendation Summary

Service Category	Service	Short-Term Change	Detail
Demand-Response	Hood River County Dial-A-Ride	Existing service with reductions	<ul style="list-style-type: none"> ▪ Reallocate hours from Dial-A-Ride (reduction from 30 daily service hours to 18) to local deviated fixed-route service.
Local Service	Local Fixed-Route	New service	<ul style="list-style-type: none"> ▪ Begin operations of a local deviated fixed-route service within the City of Hood River.
	Downtown-Waterfront (Seasonal) Trolley	New service (privately funded)	<ul style="list-style-type: none"> ▪ Begin pilot service during the summer of 2018 to coincide with expansion of Columbia Gorge Express.
Regional Service	Hood River – Portland Intercity	Existing service with reductions	<ul style="list-style-type: none"> ▪ Reduce from 3 days per week to 1 day per week.
	Columbia Gorge Express (Portland – Hood River)	Existing service with expansion	<ul style="list-style-type: none"> ▪ Begin daily service to Hood River from Gateway Transit Center in May 2018. ▪ 4 trips per day during peak season (May – September). ▪ 2 trips per day during off-peak season (October – April).
	Hood River – The Dalles	Existing service with reductions	<ul style="list-style-type: none"> ▪ Truncate route to force transfer to new local fixed-route in downtown Hood River.
	Upper Valley	Existing service with no change	<ul style="list-style-type: none"> ▪ New service added in April 2017 serving Parkdale/Odell.
	Hood River – Government Camp	New service	<ul style="list-style-type: none"> ▪ Begin pilot service from Hood River to Government Camp in the fall/winter of 2018. ▪ 3 trips per day year-round.

Funding Strategy

While the short-term alternative is revenue-neutral, during and following its implementation, CAT should be pursuing additional to expand its local services in the medium-term and to ensure that the implemented regional services are sustainable into the future. Pursuing funding in the short-term should be a focus for CAT over the next several years. Funding strategy recommendations include:

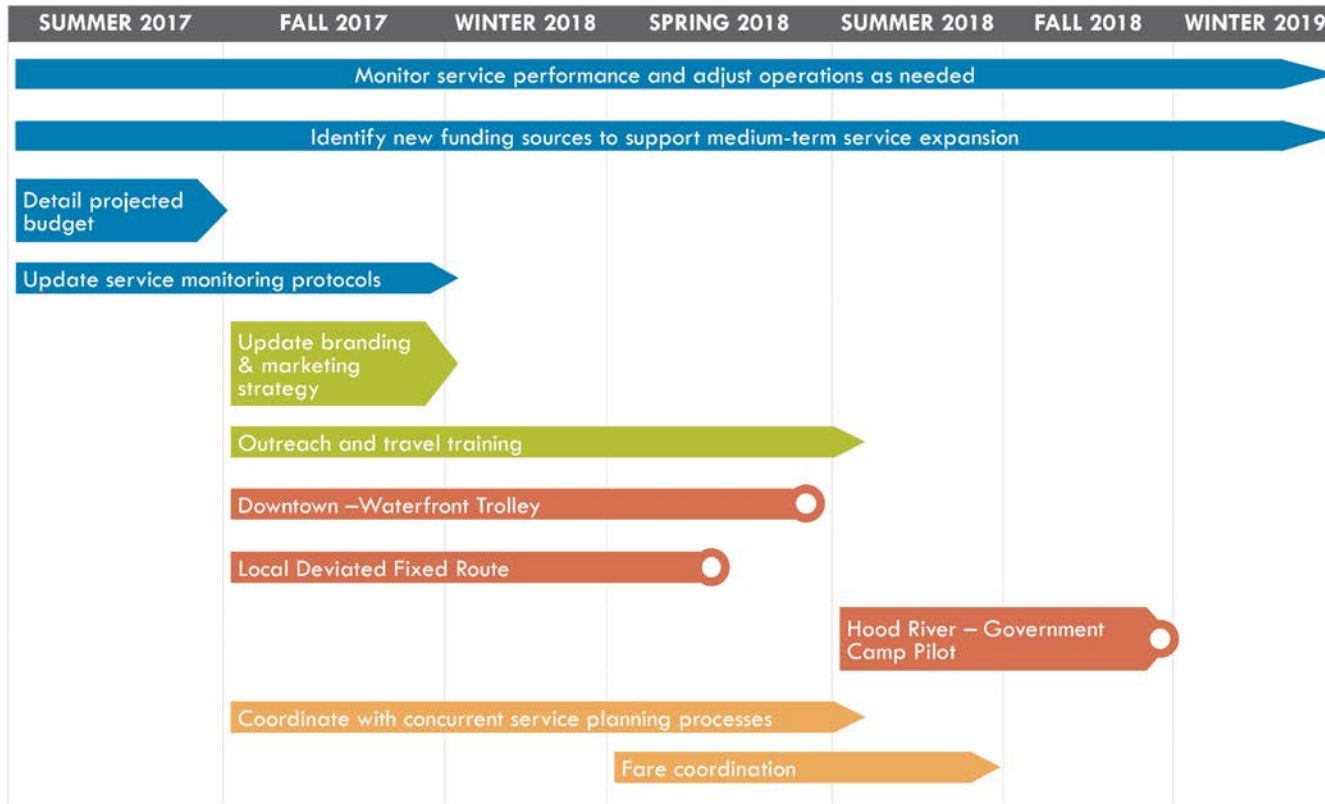
- **Pursuit of local funding.** CAT's pursuit of additional local funds is necessary to a) increase funding levels for local service and b) increase local match funds to be leveraged for Federal and State grants. Additional local funding strategies can potentially include:
 - Ballot measure to increase local tax levy for the Hood River County Transportation District.

- Partnership with the City of Hood River to use new local revenues to support transit service, such as parking revenues in tourist areas.
- CAT could also earn advertising revenue from local businesses advertising on CAT buses, stops, and shelters.
- **Public-private partnerships.** There are many businesses and employers in Hood River, the Columbia River Gorge, and Mt. Hood who will benefit from CAT's service. These businesses should be consulted for potential financial contributions.
- **Reconfiguration of services for grant funding.** CAT currently provides services that could be reconfigured and/or rebranded to be more competitive for grant funding. The new Upper Valley route presents a prime example for this approach – a deviated fixed-route service that was previously covered with constrained Dial-A-Ride resources is now supported by an ODOT STF grant.
- **Pursuit of additional grant funding.** In parallel with the above two strategies, it is recommended CAT pursue additional grant funding with this Service Implementation Plan as a roadmap to proposed future services. Potential grants for CAT to consider applying for are outlined in Figure 6-27.

Implementation

Key actions needed by CAT to implement the short-term alternative are presented in Figure 1-3. These include budgeting, planning, outreach, and procurement, as well as updating CAT's branding and marketing strategy and increasing coordination with other agencies. Full details on service implementation are in Chapter 6.

Figure 1-3 Short-Term Action Items Timeline



2 EXISTING CONDITIONS

This chapter summarizes the key contents of the Existing Conditions report (TM #1), which is included in Volume II: Appendix A. An analysis of existing services is presented along with the key findings from a planning document review. The market analysis conducted for the TMP is also summarized.

EXISTING TRANSIT SERVICES

Provider Overview

There are a wide variety of existing transit and transportation services in the Hood River County area. Figure 2-1 presents an overview of the existing public and private transportation providers in Hood River County and the greater Columbia River Gorge area. Figure 2-2 and Figure 2-3 present maps of existing transit services and destinations in the Hood River County region and Hood River, respectively.

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Figure 2-1 Transportation Provider Overview

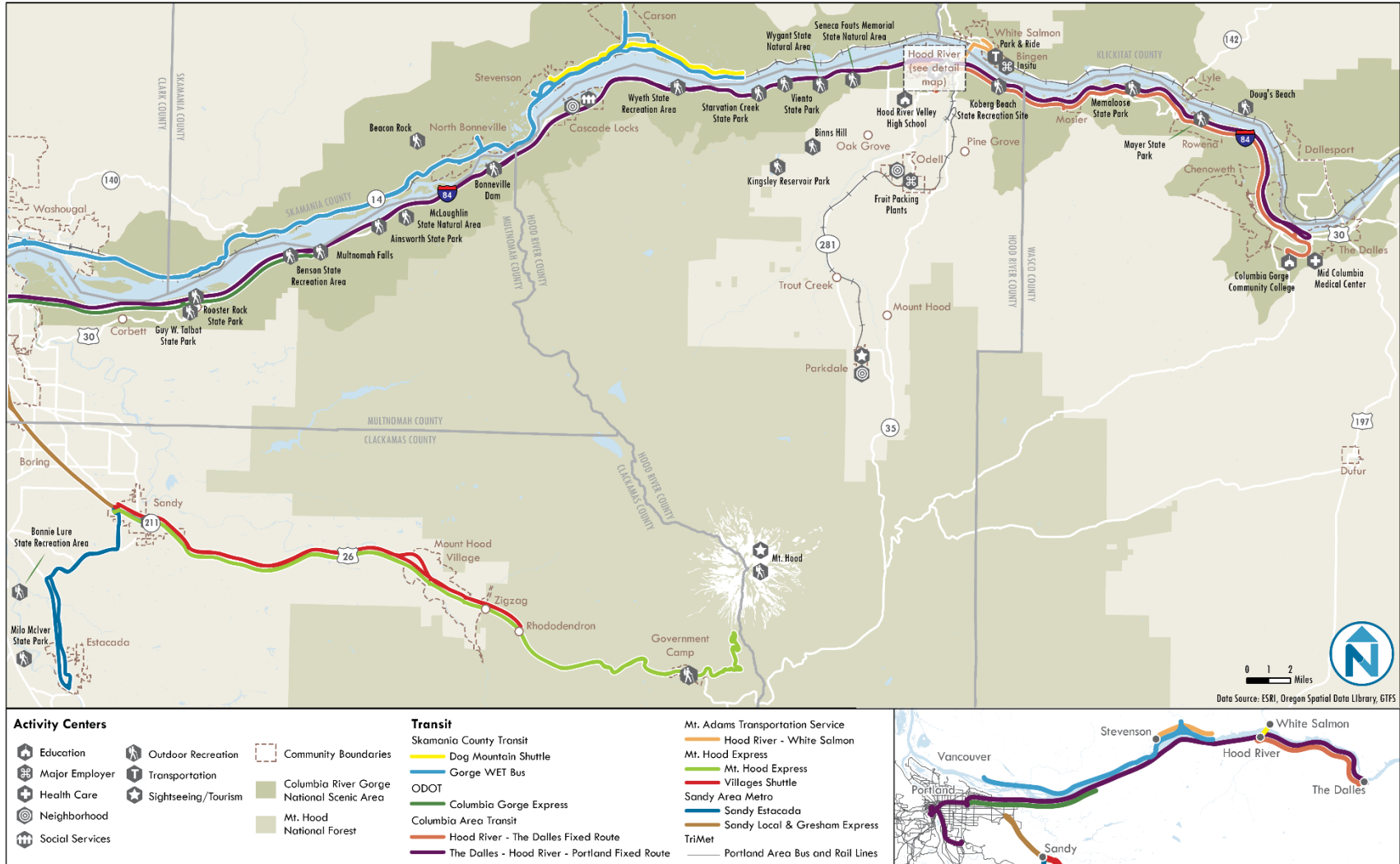
Service Name	Area Served	Service Type(s)	Website Reference
Primary Transit Services in Hood River County			
Columbia Area Transit	Hood River County (with connections to The Dalles and Portland and limited service to Mosier, White Salmon, and Bingen)	Fixed-route, demand-response	http://catransit.org/
Mid-Columbia Council of Governments LINK	Wasco County, The Dalles – Hood River	Fixed-route, demand-response	http://mccog.com/transportation/
Mt. Adams Transportation Service	Klickitat County (with connection to Hood River)	Fixed-route, demand-response	http://www.klickitatcounty.org/senior/ContentROne.asp?fContentIdSelected=1835930300&fCategoryIdSelected=1478042651&fX=X
Connecting Transit Services			
Columbia Gorge Express	Portland—Multnomah Falls	Seasonal fixed-route	http://columbiagorgeexpress.com/
Mt. Hood Express	US-26 from City of Sandy to Mt. Hood	Fixed-route	http://www.mthoodexpress.com/
TriMet	Multnomah, Clackamas, and Washington County	Fixed-route, demand-response	http://trimet.org/
Skamania County Transit	Skamania County (with connection to Clark County, WA)	Seasonal fixed-route, fixed-route, demand-response	http://www.skamaniacounty.org/senior-services/homepage/services/public-transportation/
Sherman County Community Transit	Sherman County (with connection to The Dalles)	Fixed-route, demand-response	http://www.co.sherman.or.us/govt_transportation.asp
Sandy Area Metro	Sandy with connections to Gresham and Estacada	Fixed-route, demand-response	http://www.ci.sandy.or.us/Transit/
Private Transportation Providers			
Greyhound	Portland—Hood River—The Dalles	Intercity Bus	http://www.gorgetranslink.com/regional-greyhound.html
Amtrak	Portland—Bingen	Intercity Rail	http://www.gorgetranslink.com/regional-amtrak.html

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Service Name	Area Served	Service Type(s)	Website Reference
Gorge Yellow Cab	Columbia River Gorge	Taxi	http://www.gorgeyellowcab.com/
Private Recreational Transportation Providers			
Explore the Gorge	Columbia River Gorge	Limo Service	http://www.hoodriverlimousines.com/
Sea to Summit	Columbia River Gorge/Mt. Hood	Shuttle Bus Tour	http://www.seatosummit.net/tour/columbia-river-gorge-tours/
Martin's Gorge Tours	Columbia River Gorge	Shuttle Bus/Van Tour	http://www.martinsgorgetours.com/index.html
America's Hub World Tours	Columbia River Gorge	Shuttle Bus/Van Tour	http://www.americashubworldtours.com/Newsite/products-page/featured-tours/multnomah-falls-shuttle/
NW Navigator	Columbia River Gorge	Charter Bus	http://www.nwnavigator.com/
Grayline	Columbia River Gorge	Shuttle Bus Tour and Seasonal Fixed-Route	http://graylineofportland.com/information/gorge-explorer-shuttle/

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Figure 2-2 Existing Regional Services and Activity Centers Map



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Figure 2-3 Existing Hood River Services and Destinations Map



Key Findings

- **CAT's service metrics have been declining in recent years.** Ridership – and correspondingly productivity and farebox recovery – have decreased. Cost per revenue hour, cost per trip, and cost per mile have also decreased, which is positive but likely related to decreased service provision.
- **Local transit service in Hood River is limited and could benefit from coordination.** CAT's Hood River–The Dalles service and Mt. Adams Transportation Service's (MATS) White Salmon/Bingen – Hood River service serve a number of stops within Hood River multiple times per day during weekdays. These services are marketed as intercity services, but could potentially be used as local services. Given recent population and tourism growth, Hood River could benefit from a local fixed-route service separated from these intercity services, and the intercity services could be correspondingly simplified to focus on intercity mobility.
- **There are numerous connection opportunities for CAT.** Including the Mt. Hood Express and the Columbia Gorge Express, CAT can potentially connect with many other public and private providers in the Gorge, Mt. Hood, and surrounding areas. These providers will need to be part of the service planning conversation for new services developed through the TMP process. Particularly, fare coordination where possible will make connections more seamless.
- **The Columbia Gorge Express saw a high ridership in its initial season.** If the CGE is expanded to Hood River, as is planned, it will be important for CAT to support a quality rider experience on the CGE by providing seamless connections. CAT can market its services to be used in combination with the CGE for increased ridership.
- **Mt. Hood Express ridership is increasing, and is very high in the winter months.** If CAT provides service to Government Camp, which is in early planning stages, CAT could see riders combine their trips to Mt. Hood with activities in Hood River. Winter is typically the peak season for the Mt. Hood Express, so CAT will have to be prepared to handle winter ridership issues, including safety, recreational equipment, etc.

PLANNING CONTEXT

Planning Document Review

In order to provide context to recent and future transportation planning efforts in Hood River county and the greater Columbia River Gorge area, published planning documents and ongoing planning efforts are reviewed (as outlined in Figure 2-4). Each planning effort will be briefly described, and resultant policies, programs, or projects relevant to the HRCTD TMP will be identified. An approximate timeline of transportation planning efforts relevant to the HRCTD TMP is presented in Figure 2-4.

Figure 2-4 Planning Document Overview

Year Complete	Document	Reference
Ongoing Planning Efforts		
2018	Oregon Public Transportation Plan	(Oregon Department of Transportation 2016)
2017	Hood River Westside Area Concept Plan	(City of Hood River 2016)
2016	The Dalles Transportation System Plan	(Kittelson & Associates Inc. 2016)
Published Documents		
2016	Mount Hood Transit Implementation Plan	(LSC Transportation Consultants 2016a; LSC Transportation Consultants 2016b; LSC Transportation Consultants 2016c)
2016	Hood River County Coordinated Transportation Plan	(Mid-Columbia Economic Development District 2016)
2016	Columbia River Gorge Transit Study	(Nelson\Nygaard Consulting Associates 2016)
2016	Gorge Tourism Studio Baseline Assessment	(Travel Oregon and Write to Know Consulting 2016)
2016	Columbia River Gorge Visitor Opportunities Study	(ECONorthwest and Travel Oregon 2016)
2014	Mt. Hood Express Annual Report	(Clackamas County 2014)
2014	Mt. Hood Multimodal Transportation Plan	(David Evans and Associates 2014)
2014	Human Services Transportation Plan for Clark, Skamania, and Klickitat Counties	(Southwest Washington Regional Transportation Council 2014)
2012	Alternative Transit Opportunities and Transportation Demand Management within the Mt. Hood National Forest Pilot Program	(CH2M HILL 2012)
2012	Sherman County Coordinated Transportation Plan	(Mid-Columbia Economic Development District 2012a)
2012	Wasco County Coordinated Transportation Plan	(Mid-Columbia Economic Development District 2012b)
2011	Hood River Transportation System Plan	(City of Hood River 2011)
2009	Transportation Solutions Mt. Hood National Forest	(Transportation Assistance Group 2009)
2008	Gorge TransLink Coordination Project	(Nelson\Nygaard Consulting Associates 2008)

Key Findings

- **Several ongoing planning efforts will be occurring in parallel with the TMP.** Alternatives proposed by the TMP will need to be informed by these recent and ongoing efforts, including the Hood River County Coordinated Transportation Plan and The Dalles Transportation System Plan.

- **‘Completing the loop’ around Mt. Hood is a high priority of many recent planning processes.** Alternatives proposed by the TMP will include this service, and if the service is funded, service planning for this route may be incorporated into the TMP.
- **Park-and-ride capacity and coordination is a key issue in the Gorge and Mt. Hood areas.** Many riders will utilize the transit services offered as a park-and-ride service (as opposed to using transit for their entire trip). To accommodate this demand, parking facilities must be strategically located in combination with transit and coordinated throughout the region.
- **Information and marketing about transit services in the Gorge and Mt. Hood areas needs improvement.** Clearer and more accessible information regarding transit (e.g., maps, schedules, connection opportunities) were high priorities of many of the plans included herein. Particularly, the Spanish-speaking community needs additional outreach and improved information. A key objective of the TMP should be to provide a framework for developing and distributing improved information to potential riders.

MARKET ANALYSIS

Overview

The existing and potential markets for transit in Hood River County and the region were analyzed, including:

- Longitudinal and geographic analysis of population and employment statistics.
- Mapping of transit supportive market segments.
- Mapping of recreational destinations.

Key Findings

Key findings from the market analysis included:

- **Hood River County and City are growing.** Hood River County is adding nearly 300 residents per year, with nearly half of them living in the City of Hood River. Transit service can be part of the solution to sustainably accommodate this anticipated growth.
- **Employment in Hood River County is concentrated in the agriculture, manufacturing, healthcare, and tourism sectors.** Agricultural jobs are primarily based in rural areas of the county, manufacturing jobs are split between Hood River and the rest of the county, and healthcare and tourism jobs are primarily based in Hood River. An enhanced local fixed-route service could better serve local home-work trips within Hood River.
- **Southern Hood River has a high concentration of transit supportive populations.** Particularly, the southeastern portion of town (east of 12th Street and south of Pine Street) has the highest residential density of these populations, likely due to a high concentration of dense apartment housing. This area would be well served by fixed-route service.
- **Recreation is a key market for transit service in Hood River County.** There are several types of recreational destinations and visitors that could potentially be served by transit in Hood River County. This market will need further analysis to determine the highest priority destinations.

- **Odell has a relatively high concentration of transit-supportive populations,** particularly in the southeastern portion of the community. Odell also has a high proportion of youth and LEP population groups. Odell could potentially be better served with fixed-route transit.
- **Parkdale has high proportions of youth and LEP population groups.** These group proportions are high, but are not densely concentrated, and so a demand-response service may be appropriate for serving these groups.

3 OUTREACH

This chapter summarizes the methods and results of the outreach conducted for the Hood River County TMP. Volume II: Appendix B includes a full technical memorandum (TM #3) which presents the outreach results in further detail.

OUTREACH METHODS

Stakeholder Outreach

The project team convened a stakeholder advisory committee (SAC) four times throughout the duration of the project to provide feedback on the planning process and review planning documents as they were developed. Committee members also helped distribute project information to the communities they represented and facilitated input.

Public Involvement Plan

A public involvement plan was developed shortly after project kickoff. The public involvement plan was designed to reach audiences who have an interest in the TMP, including people who currently use transit service or may use transit service in the future. The goal of the activities outlined in the plan is to inform the public about the planning process and collect input on the analysis and draft concepts. The objectives of the activities utilized are the following:

- Provide opportunities for local residents to learn about CAT services.
- Clearly communicate the planning process to stakeholders and describe areas open for public input.
- Use in-person, online, and printed information during the planning process to ensure meaningful public participation by a diversity of audiences.
- Use public input to inform development of transit service alternatives.
- Announce the completion of the Transit Master Plan in 2017 and describe how it was influenced by public input and how it will benefit the community

PUBLIC OUTREACH

Tabling Events

Two public tabling events were held in October to interact with the public and receive their direct feedback on transit in Hood River County. One event was held at the Hood River Farmer's Market, and another was held at the local Walmart. Over 140 people were engaged at the events.

The goals of the tabling events were:

- Promote awareness of transit master plan process and CAT services
- Encourage visitors to take the project's community survey and sign up for email updates
- Collect information on a dot map about where people start their journeys and where they travel to in the project area

Materials available at both events included:

- Fact sheets (in English and Spanish) with information about the master plan process and links to the online survey
- Comment forms and pens
- E-mail sign-up sheet
- Local and regional maps showing existing CAT service – the public was invited to place dots on the maps to show where they start their journey in Hood River and destinations they would like to see connected by transit

Key findings of the events included:

- **Marketing** is key to building awareness among potential riders. Many residents were not aware of the existing transit options available to them.
- **Regional connections** to Portland, Cascade Locks, The Dalles, and White Salmon are key priorities of potential riders. They would like more frequent service to these destinations on more days of the week (e.g., weekends).
- **Recreational access** in the Gorge, on Mt. Hood, and within Hood River are key priorities of potential riders. Transit has the potential to increase access to these destinations partially because of the associated traffic and parking congestion.
- **Changing demographics** within Hood River are contributing to an increased desire for transit service; more young people are moving into Hood River or visiting more often.

Open House

The project team hosted a public open house to present transit master plan concepts and collect public feedback in early March 2017. Open house participants were able to review transit master plan concepts, interact with project staff, complete surveys, and submit comment forms. Display boards were set up around the room to help staff explain the transit master plan concepts. Project staff gave a brief presentation and hosted a question and answer session. Approximately 10 people attended the open house.

The goals of the open house were:

- Describe the purpose, need and scope of the transit master plan
- Present findings of existing conditions and needs assessment including previous survey findings and how data informed development of initial concept alternatives for transit master plan
- Collect public input on key components of concept alternatives
- Communicate next steps in planning process
- Provide both in person, written and online commenting methods

Feedback from open house participants included:

- Transit needs to address commuting congestion on Hood River Bridge

- Transit needs to be reliable and timely
- Transit is important to people who cannot drive, including youth and elderly people
- It is difficult to plan trips around Dial-A-Ride service
- Fixed-route schedules could be more dependable than dial-to-ride service
- Fixed-routes should serve senior living communities, the public library, large employers
- Fixed-route schedules need to align with common work schedules
 - Attendees noted the need for earlier service – service beginning at 7 a.m. would be preferred.
 - It would be helpful if new local service connected with all intercity fixed-route trips
- Traffic congestion on Oak Street during the summer makes it difficult to travel and causes safety issues for pedestrians. Open house attendees were concerned the seasonal shuttle would be caught in traffic on Oak Street.
- Hood River residents are concerned about parking congestion in downtown during the summer, and are hopeful transit will make it easier to travel downtown.
- Hood River residents are concerned that transit will bring more people to Hood River and will not help with traffic/parking congestion issues.
- Hood River residents expressed that Dial-A-Ride service is currently difficult for general public to use.

STAKEHOLDER OUTREACH

Stakeholder Meeting 1

The project team used the first stakeholder meeting to present the goals of the project and solicit feedback regarding the existing needs and opportunities for transit in Hood River County.

- **Older adults and persons with disabilities need increased access to healthcare destinations.** This is a core part of CAT's existing Dial-A-Ride ridership, but stakeholders indicated there is still more unmet need.
- **More transit service is desired.** Stakeholders want more frequent service, more hours of the day, and more days of the week.
- **Resident transit needs should be higher priorities than those of visitors.** Stakeholders agreed that serving visitor and recreational transit demand is important, but access for transit dependent populations is a higher priority.
- **More outreach to the Hispanic community is necessary.** There are many Hispanic people in Hood River County who would benefit from increased transit access. Future outreach and marketing efforts should have a focus on the Hispanic community.

Stakeholder Meeting 2

The project team used the second stakeholder meeting to present the results of the Existing Conditions analysis (summarized in Chapter 1), all outreach conducted to date (summarized in this chapter), and the Transit Master Plan Framework (summarized in Chapter 4). The feedback from the meeting was used to finalize the goals and objectives presented in Chapter 4.

Stakeholder Meeting 3

The project team presented their draft transit service alternatives at the third stakeholder meeting. Stakeholders provided valuable feedback to direct the refinement of alternatives. Stakeholder input is summarized in Chapter 5, which reviews the alternative development process.

Stakeholder Meeting 4

The project team used the final stakeholder meeting to present the draft transit service implementation plan and receive final feedback. Key items of discussion at the stakeholder meeting included:

- The development of a local transit hub in Hood River. Recommendations from this discussion are detailed in the implementation plan (Chapter 6).
- Potential funding sources for the development of the Downtown-Waterfront Trolley service recommended. These are detailed in the implementation plan (Chapter 6).
- A recommendation to develop a public facing message regarding the outcomes of the plan that emphasizes its strengths and value to the public. The recommended plan strives to increase the efficiency and usefulness of CAT to Hood River County residents without increasing local resources in the near future, while simultaneously planning for the addition of regional grant-funded services.

SURVEYS

Several surveys were conducted throughout the timeline of the Hood River County TMP. Two of them, the online community survey and the on-board rider survey, were conducted by the project team as part of the project scope.

Community Survey

An online community survey in both English and Spanish was administered late September through October 2016 using Survey Monkey. Links to the survey were distributed via a variety of communications, including CAT's website, outreach materials, an e-mail sent to stakeholders and their respective e-mail lists, and newspaper advertising (both print and digital). A total of 144 responses were received over the survey period; about 2/3 of these responses were substantially complete.

Key findings from the online community survey included:

- **Key destinations for future transit service** include Hood River's local destinations (e.g. downtown, The Heights, the waterfront), White Salmon, the Upper Valley (e.g., Parkdale, Odell), Mt. Hood, The Dalles, and Portland (e.g., downtown, Portland International Airport).
- **CAT is not currently used by many potential riders.** Many respondents were unaware of CAT, or were aware of it but had never ridden. Recommendations from the TMP will likely include increased and improved marketing and outreach as well as additional service to build ridership.
- **People want increased transit access.** For many potential riders, bus stops are not close enough to home or employers, or it does not operate when they need it (e.g., nights,

- weekends). Serving a wider variety of origins and destinations can increase the accessibility of transit service in the Hood River area.
- **Frequent year-round service to Hood River, Portland, and The Dalles are desired.** People in Hood River want to be able to travel downtown, to Portland, and to The Dalles on more days of the week with greater flexibility. These are core services to the residential transit market.
 - **Service demand to recreational destinations in the Columbia River Gorge and on Mt. Hood is seasonal and weekend-focused.** These service demands are highly desired but their demand is seasonal and more focused on weekends. If funding constrains these service opportunities, weekend summer service to the Columbia River Gorge and weekend winter service to Mt. Hood are the highest priorities for recreational access.

On-Board Survey

An on-board survey was distributed by CAT bus drivers throughout the month of October 2016. The survey was available in both English and Spanish, and was filled out by a total of 33 riders.

Key findings from the on-board CAT rider survey included:

- **People want more service to Portland.** They would like to be able to travel to Portland more days of the week and for longer periods of time.
- **People want more service within Hood River.** Many are currently using the intercity or Dial-A-Ride services for trips starting and ending within Hood River, which could be more efficiently served by a local fixed-route service. People would like more frequent and easier to access bus service to destinations within Hood River.
- **Many current CAT riders are choice riders.** This highlights the desire for transit service in the area among those who have access to other modes of transportation.

Additional Surveys

A potential rider survey for the Upper Valley route and a rider survey for the Columbia Gorge Express are presented as well, but were conducted outside of the scope of the TMP.

Upper Valley Potential Rider Survey

This survey was conducted outside of the scope of the TMP by CAT and is included for relevance to the TMP.

- People in the Upper Valley want increased access to shopping, employment, recreation, and healthcare resources in The Dalles and Hood River.
- Early morning and late afternoon service (peak commute hours) are the most desired times for service.

Columbia Gorge Express Rider Survey

This survey was conducted outside of the scope of the TMP by ODOT and is included for relevance to the TMP

- Over 80% of respondents would like to be able to take transit to other destinations in the Columbia River Gorge besides Multnomah Falls and Rooster Rock State Park.

- The top desired destination for respondents was Hood River. Other high-priority destinations included Cascade Locks, other trailheads along the Historic Columbia River Highway, and Mt. Hood.
- Many respondents want increased service for the Columbia Gorge Express, including more days of service and operations throughout the year.

4 TRANSIT MASTER PLAN FRAMEWORK

This chapter presents a summary of the transit master plan framework, which was encompassed by TM# 4 (included in its entirety in Volume II: Appendix C). This chapter outlines the goals and objectives of the TMP. Additional elements from the framework, including service design guidelines, funding and performance measures, are addressed in Chapter 6.

GOALS AND OBJECTIVES

The following goals, developed for the Hood River County TMP, were synthesized from three primary sources:

- **Hood River Transportation System Plan/Hood River Comprehensive Plan.** The City of Hood River and the Oregon Department of Transportation undertook an update to Hood River's Transportation System Plan (TSP) in 2011 to understand existing transportation assets and programs and develop and prioritize projects that would achieve the City's vision for transportation in 2031. The TSP serves as the transportation component of the City's Comprehensive Plan.
- **Existing conditions plan review and data analysis (TM# 1).** Many other transportation plans in the region were reviewed in TM1, some of which echo the goals of the TSP and others which provide additional goals. These goals are synthesized herein. The analysis of existing demographic and transit operations data also provides support for additional goals.
- **Outreach results summary (TM# 3).** Several outreach efforts were conducted, including in-person tabling events, an online community survey, an on-board survey, and the convening of a stakeholder advisory committee. The community needs and desires are also reflected in the goals identified in this chapter. The stakeholders will help finalize the goals carried forward in this planning process.

Stakeholders had a chance to provide their feedback on the goals in the second stakeholder meeting (summarized in Chapter 3). Figure 4-1 presents an overview of the goals finalized for the Hood River TMP, including the goal statement, corresponding objectives, and source(s) for the goal. The source of the goal is denoted in the rightmost three columns.

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Figure 4-1 TMP Goal Summary Table

#	Goal	Objectives	Source(s) of Goal		
			TSP/Comp Plan	Existing Conditions	Outreach
1	Balance: Support a transportation system in Hood River County that increases the use of transit, especially among choice riders.	<ul style="list-style-type: none"> ▪ Increase public transit service provision. ▪ Increase transit mode share. ▪ Increase transit ridership. ▪ Provide local bus service in downtown Hood River to offer an alternative to congestion. ▪ Serve parking constrained areas of Hood River with transit. ▪ Provide transportation options that are less detrimental to environment. 	✓	✓	✓
2	Efficiency/Stability: Operate efficiently and seek stable funding.	<ul style="list-style-type: none"> ▪ Provide local bus service separate from intercity services to increase efficiency and value of both local and intercity services. ▪ Serve Dial-A-Ride destinations with fixed-routes where feasible. ▪ Coordinate with other transit agencies (e.g., MATS, ODOT) to minimize duplicative service and increase efficiency. ▪ Identify and utilize potential additional sources/partners to support local operational funding or local match. ▪ Explore additional grant sources to develop new services. 	✓	✓	✓
3	Access/Equity: Maintain and improve an accessible and equitable transit system.	<ul style="list-style-type: none"> ▪ Maintain lifeline services for the transit dependent. ▪ Provide and encourage access to transit for Hispanic and other minority communities. ▪ Ensure transit service meets needs of diverse markets, including but not limited to, low income populations, seniors, students, Limited English Proficiency (LEP) populations, and visitors. 		✓	✓
4	New Markets: Provide convenient service to developing markets and regional destinations.	<ul style="list-style-type: none"> ▪ Maintain and improve existing intercity services to Portland and The Dalles. ▪ Leverage transit as a means to enhance existing businesses and complement future economic development opportunities. ▪ Add new recreational destinations in the Columbia River Gorge and the Mt. Hood National Forest. 		✓	✓

5 ALTERNATIVE DEVELOPMENT

This chapter reviews the transit service alternative development process that took place from January through April 2017.

SCENARIOS

Three transit service scenarios were considered for developing the alternatives proposed in the TMP, as outlined in Figure 5-1. The short-term alternative is the primary service improvement recommendation of the TMP, while the other alternatives are potential improvements CAT can consider in the future as new funding sources are identified.

Figure 5-1 Transit Service Scenarios

Scenario	Planning Horizon	Assumptions
Short-Term	1-5 years	<ul style="list-style-type: none">In the short-term, revenues for CAT are expected to be stable. The short-term alternatives reallocate existing resources.
Medium-Term	5-10 years	<ul style="list-style-type: none">The medium-term alternative assumes a moderate funding increase for CAT.
Long-Term	10-20 years	<ul style="list-style-type: none">The long-term alternative is unconstrained and aspirational.

INITIAL ALTERNATIVES

Based on the existing conditions analysis, outreach, and TMP framework development process, the project team developed initial transit service alternative recommendations in January/February 2017. These were presented in early March 2017 to stakeholders and the general public for review. An online survey was available through most of March for stakeholders and the general public to provide feedback on the alternatives.

Short-Term

The common factor among these three alternatives is that they do not anticipate any substantial increase in funding for CAT. Regional services are identical between the alternatives, and are dependent upon project-specific grant funding. The main distinguishing feature of the short-term alternatives is the level of service hour reallocation from Dial-A-Ride to a deviated fixed-route service. All three alternatives include a Downtown/Waterfront Summertime Trolley which could be funded through alternate means (e.g. parking revenues, business improvement districts, etc.).

Alternative 1: Efficiency Improvements

Description

The first short-term alternative presented to the stakeholders keeps the existing system in place substantially as is, and will focus on efficiency improvements to the existing Dial-A-Ride and fixed-route services. No Dial-A-Ride service hour reductions are anticipated under this alternative. Efficiency improvements could include changes in dispatch methods, software, subscription trips, etc.

Feedback

- Residents and stakeholders want alternatives to Dial-A-Ride service. Dial-A-Ride is not adequately serving the general population of Hood River.

Alternative 2: Single Local Deviated Fixed-Route

Description

The second short-term alternative presented to the stakeholders introduced a single local deviated fixed-route. The existing Hood River – The Dalles service, which provides service to The Heights, would now be truncated at a to-be-determined location in downtown Hood River where riders could transfer to the local service. This route would serve the major destinations on the west side of town, downtown, the waterfront, as well as the Heights and adjacent neighborhoods. The route would operate with 60-minute headways, allowing for a limited number of deviations within a short distance (less than a ½ mile) of the route for pre-arranged pickups. This required reallocation of Dial-A-Ride hours. Many existing Dial-A-Ride riders could be served by this service given the proximity of existing pickups to the route.

Feedback

- The stakeholders were concerned about the cutback of Dial-A-Ride service negatively affecting the quality of service provided to existing riders. They were unsure if a deviated fixed-route would be able to serve enough of their existing Dial-A-Ride riders to justify the service cuts.
- Respondents expressed support for the deviated fixed-route service idea, given that it could potentially serve riders who do not currently use CAT better than existing service, while still providing service for existing riders.
- Some respondents expressed concerns about the ‘dead-ending’ of the local fixed-route because of difficulty of turnarounds for drivers, and his preference for loop routes. The project team explained that turnaround locations would be more carefully considered later in the route design process, and that straighter routes are better from a transit planning perspective because of the minimization of out-of-direction travel, rider legibility, and other benefits.
- More service to Portland and The Dalles is desired.
- Service along May and Belmont Streets is also desired.
- Service must be well coordinated with the intercity service to The Dalles.

Alternative 3: Two Local Deviated Fixed-Routes

Description

The third short-term alternative presented to the stakeholders provided two local deviated fixed-routes by splitting the single fixed-route into a north-south route and an east-west route. Two routes would enable the service to be more direct, frequent, as well as enabling increased flexibility for deviation. This would require further reduction in Dial-A-Ride service.

Feedback

- The stakeholders preferred the routing of Alternative 3, as the splitting of the single fixed-route into a north-south route and an east-west route was more legible.
- Respondents want fixed-routes to serve areas closer to housing.

Medium-Term

Description

The medium-term alternative assumed a funding increase for CAT and consequently added additional service hours to the local routes implemented in the short-term. This would include earlier and later service to accommodate commuters and other trip purposes that require early morning and evening service. It would also include an extension of the east-west route to serve the Westside Area.

Feedback

- Longer service hours well received
- Evening service desired, especially in the summer
- Earlier service needed for commuters
- Stakeholder suggested surveying city residents to see how to route commuter serving buses
- Respondent suggested splitting service into morning and evening shifts would help commuters

Long-Term

Description

The long-term alternative was unconstrained – the project team proposed several ideas for improving service in the long-term:

- **Removing deviations from fixed-routes.** This would enable the fixed-routes to provide more frequent and more reliable service for passengers. Service hours would be correspondingly added to Dial-A-Ride to compensate for the addition of necessary complementary ADA paratransit.
- **Weekend service.** In the short-term and medium-term alternatives (as in the existing system) there is still no weekend service. Saturday and/or Sunday service could feasibly be provided as part of the long-term alternative.

- **More evening service.** Service could be extended later beyond what is proposed in the medium-term, such as to 9 p.m.

Feedback

- CAT expressed interest in weekend service sooner than the long-term. This would require a significant funding increase, which is possible in the medium-term, but CAT should start planning for growing funding now to achieve this.
- West Hood River development will need more transit service so that residents of the new area are not entirely auto-dependent.
- Weekend service seems more important to some respondents than early/late service

General Feedback

General comments from respondents across all alternatives included:

- The summer circulator was well received, as tourism-related traffic congestion is a growing issue in Downtown Hood River.
- Route stops must be conveniently located near large parking areas.
- CAT needs to provide more opportunities for public input
- Need a single coordinated Gorge transit system
- Bike racks on buses desired
- CAT internet/social media presence needs to be increased
- Plan should be cognizant of changes in mobility (e.g., Uber/Lyft, autonomous vehicles).

REVISED ALTERNATIVES

Based on the feedback received from the stakeholders and the general public during March, the project team made a number of changes to the recommended alternatives, and selected a preferred short-term alternative. Those changes are summarized below.

Short-Term

Based on the support of the stakeholders, the general public, and the HRCTD board, the single fixed-route alternative was selected as the preferred short-term alternative. A number of changes were made to the alternative:

- The routing was changed to serve May Street and Rand Avenue.
- The span of service was extended to provide 12 hours of service per day from 6:30 a.m. to 6:30 p.m.
- The Hood River – The Dalles intercity route will be rescheduled to link up with the first and last trips of the new local service.

Medium-Term

Based on feedback, the medium-term alternative was revised to include the two local deviated fixed-route system proposed under the third short-term alternative. Due to desire from stakeholders and the public, service level increases, such as weekend service and earlier/later service, should also be considered in the medium-term. Adding a second route, weekend service,

and extending service hours would likely be too much to provide without a significant funding increase, so one to two of these options should be considered based on need at the time and available funding.

Long-Term

Based on the feedback received, the long-term alternative remains was revised. Key changes include:

- Weekend service should be provided on regional services including the Hood River – The Dalles route and the Upper Valley route.
- Local service improvements not made in the medium-term (two route system, Weekend service, service hour extension) should be made in the long-term.

6 SERVICE IMPLEMENTATION

This chapter summarizes the key elements from the Service Implementation Plan (TM #5), which is presented in full detail in Volume II: Appendix D. The transit service recommendations of the TMP are first presented, and then a financial plan to support those recommendations is detailed. Finally, an implementation plan is presented to direct CAT's planning efforts over the next several years.

TRANSIT SERVICE RECOMMENDATIONS

This chapter details the operating plan and capital investments for each of the proposed services in the TMP. The short-term alternative recommendation for each service is presented in detail, while the vision for the medium and long-term is also presented at a higher level with anticipated changes to the short-term recommendations.

Short-Term

Columbia Area Transit currently provides two intercity fixed-routes (to Portland and The Dalles) and Dial-A-Ride service, with Dial-A-Ride comprising the vast majority of their weekly service hours. The short-term alternative proposed in this TMP aims to enhance local service in Hood River by transitioning away from a primarily Dial-A-Ride operation to a combined local deviated fixed-route plus Dial-A-Ride operation by reallocating Dial-A-Ride service hours. It also incorporates several new or pending regional routes, including the recently implemented Upper Valley route, the planned Columbia Gorge Express,¹ and the planned Hood River – Government Camp service. The short-term service plan recommendations are summarized in Figure 6-1.

¹ The current Columbia Gorge Express service travels between Gateway MAX Station and Multnomah Falls. The proposed service would extend to Hood River. The route is currently operated by ODOT and with the expansion to Hood River CAT would provide a financial contribution and/or contracted operations.

Figure 6-1 Short-Term Service Plan Recommendation Summary

Service Category	Service	Recommendation Summary
Demand-Response	Hood River County Dial-A-Ride	<ul style="list-style-type: none"> Reallocate hours from Dial-A-Ride (reduction from 30 daily service hours to 18) to local deviated fixed-route service.
Local Service	Local Fixed-Route	<ul style="list-style-type: none"> Begin operations of a local deviated fixed-route service.
	Downtown-Waterfront (Seasonal) Trolley	<ul style="list-style-type: none"> Begin pilot seasonal service in the summer of 2018 to coincide with expansion of Columbia Gorge Express
Regional Service	Hood River – Portland Intercity	<ul style="list-style-type: none"> Reduce from 3 days per week to 1 day per week
	Columbia Gorge Express (Portland – Hood River)	<ul style="list-style-type: none"> Begin daily service to Hood River from Gateway Transit Center in May 2018 4 trips per day during peak season (May – September) 2 trips per day during off-peak season (October – April)
	Hood River – The Dalles	<ul style="list-style-type: none"> Truncate route to force transfer to new local fixed-route in downtown Hood River
	Upper Valley	<ul style="list-style-type: none"> New service added in April 2017 serving Parkdale/Odell
	Hood River – Government Camp	<ul style="list-style-type: none"> Begin pilot service from Hood River to Government Camp in the fall/winter of 2018 3 trips per day year-round

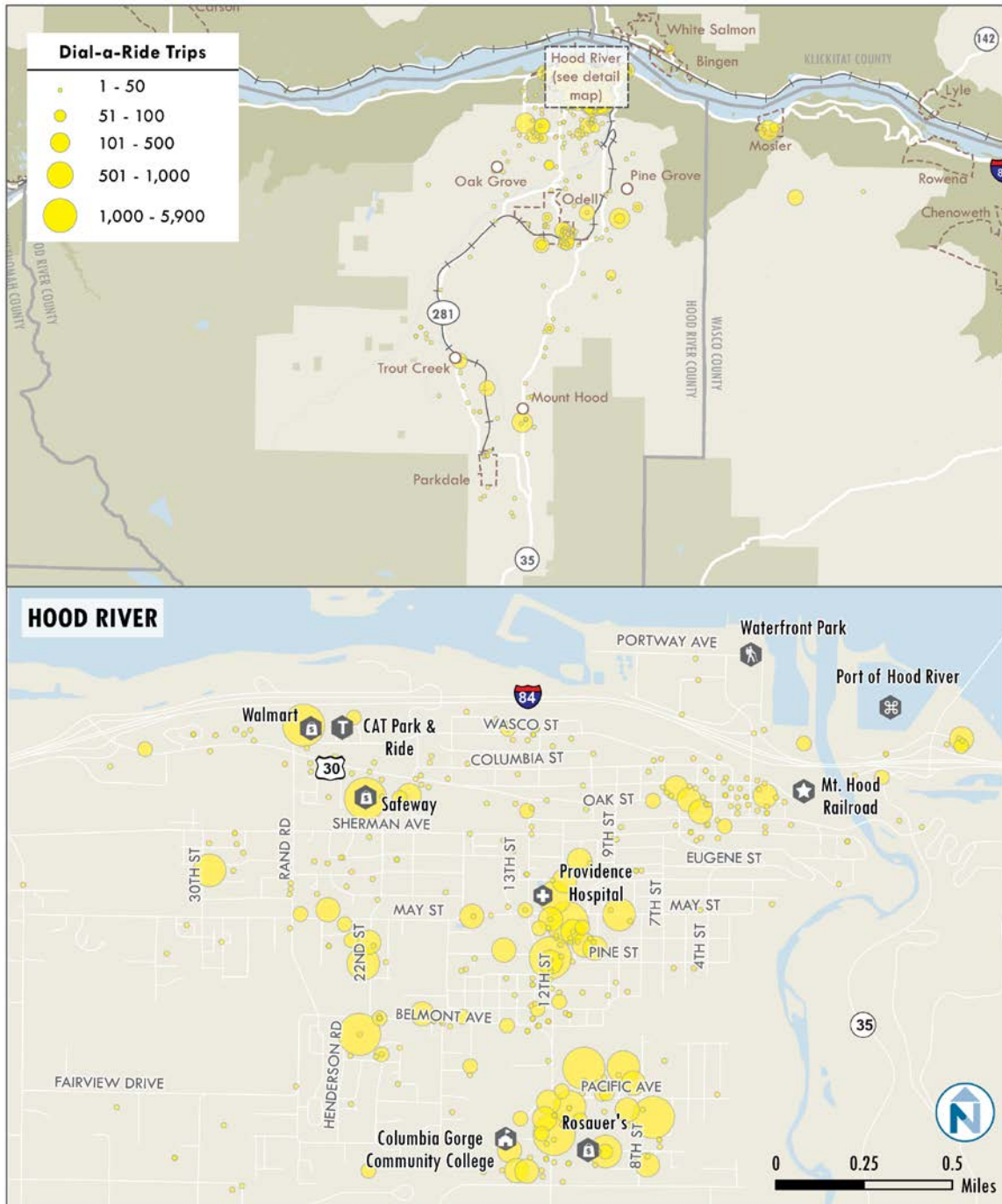
Demand-Response

Over 60% of CAT’s current service hour provision is focused on Dial-A-Ride service – this TMP makes a number of recommendations to transition Hood River towards increased use of fixed-route services.

Service Reallocation

Columbia Area Transit currently provides an average of 30 hours of Dial-A-Ride service per day for about 100 trips, resulting in an average productivity of 3.3 trips per hour. Many of the current pickup and drop-off locations are densely concentrated within Hood River along major arterials and nearby major trip generators, as shown in Figure 6-2. The short-term alternative reallocates a portion of the existing Dial-A-Ride service hours towards providing more efficient deviated fixed-route service. The following section presents the details of the deviated fixed-route service proposal.

Figure 6-2 2016 Hood River County Dial-A-Ride Pick Up/Drop off Locations



Twelve of the 30 current Dial-A-Ride service hours are allocated towards the new deviated fixed-route service. This would result in 18 daily service hours available for Dial-A-Ride; a 40% service cut. However, over three quarters of the existing Dial-A-Ride trips would be within range of service by the recommended deviated fixed-route. Given this decrease in Dial-A-Ride service capacity, a number of strategies to increase the efficiency of Dial-A-Ride and incentivize the use of the deviated fixed-route are recommended:

- **Fare incentives.** Implement a higher fare for Dial-A-Ride service relative to the local deviated fixed-route. The local deviated fixed-route will be cheaper to provide on a per trip basis, and a two-tier fare structure would help incentivize local fixed-route usage.
- **Subscription routes.** Several ‘subscription routes’ are provided as Dial-A-Ride service by CAT. While their schedules are not necessarily consistent or publicly advertised, they are provided on a semi-consistent basis to similar destinations for similar groups of riders. These subscription routes include:
 - **Local Shopper Shuttle.** This shuttle operates on Wednesday afternoons, and brings subscribers to shopping destinations including Walmart and Safeway. In 2016, there are an average of nine passengers per service day on the shuttle.
 - **Clackamas Town Center Shopping Shuttle.** This shuttle operates once per month on the second Friday of each month, bring passengers from Hood River County to Clackamas Town Center shopping destinations. An average of eight riders per service day use the shuttle.
 - **Cascade Locks – Hood River Daily Shuttle.** This shuttle operates every weekday morning, bringing subscribers from Cascade Locks to Hood River and back. An average of nine riders per service day use this shuttle.

Subscription routes and shopper shuttles can potentially be more productive uses of Dial-A-Ride service hours by enabling the serving of several trips simultaneously. These routes would likely be better utilized if they were advertised – it is recommended that CAT maintain a public list of its frequent Dial-A-Ride trips so that potential passengers are aware.

- **Travel training.** Residents used to the Dial-A-Ride service or unfamiliar with deviated fixed-route service will be more comfortable utilizing the new service, including scheduling deviations, with travel training. It is recommended that CAT devote resources to training their core ridership on utilizing the new system within the first few weeks of its implementation – this will help ensure a smooth transition.

Figure 6-3 Dial-A-Ride Proposed Service Characteristics

Characteristic	Description/Metric
Span	8:00 a.m. – 5:30 p.m.
Service Days	Monday – Friday
Daily Service Hours	18
Number of Vehicles	3
Est. Annual Service Days	255
Est. Annual Service Hours	4,590
Est. Annual Operating Cost (FY 2018)	\$400,000

Local Service

Local Fixed-Route

Currently, the only local transit service available in Hood River is Dial-A-Ride (discussed in the previous section) and the local portion of the Hood River – The Dalles fixed-route (with three trips per day). This TMP proposes that a deviated fixed-route be implemented to serve local trips

within Hood River. The proposed route² and deviation zone is illustrated in Figure 6-6, and an overview of service characteristics is provided in Figure 6-4. The bus will run Monday–Friday, from 6:30 a.m. to 6:30 p.m., with the first and last trips of the day connecting with the Hood River – The Dalles route.

Figure 6-4 Local Deviated Fixed-Route Proposed Service Characteristics

Characteristic	Description/Metric
Span	6:30 a.m. – 6:30 p.m.
Service Days	Monday - Friday
Daily Service Hours	12
Cycle Time	43 minutes
Proposed Frequency	60 minutes
Slack Time (for Deviation)	17 minutes
Deviation Distance	Max 0.5 miles
Number of Vehicles	1
Est. Annual Service Days	255
Est. Annual Service Hours	3,060
Est. Annual Operating Cost (FY 2018)	\$267,000

Typical allowable deviations for the service are within a ½ mile of the route, which will cover approximately three quarters of existing Dial-A-Ride trip locations. Figure 6-5 outlines the service characteristics for different deviation distances; CAT can adjust the maximum deviation distance depending on how many deviations they typically serve. Deviated fixed-routes do not require complementary ADA paratransit service, as required for typical local fixed-route service. Given the 17 minutes of slack available per cycle, this will allow for up to approximately five ½-mile deviations per cycle.

Figure 6-5 Deviation Characteristics for Short-Term Local Service Recommendation

Maximum Deviation Distance (miles)	Estimated Time per Max Deviation (minutes)	Max Number of Deviations per Cycle	Proportion of 2016 Dial-A-Ride Trips Covered by Deviation
0.25	2.0	8.0	61.5%
0.33	2.3	7.0	76%
0.50	3.0	5.0	77%
0.75	4.0	4.0	78.9%
1.00	5.0	3.0	80.1%

² In the event of an inclement snow event, the bus would travel on the 12th/13th Street. couplet instead of May Street and Rand Street.

Figure 6-6 Short-Term Local Service Map



Downtown-Waterfront Trolley

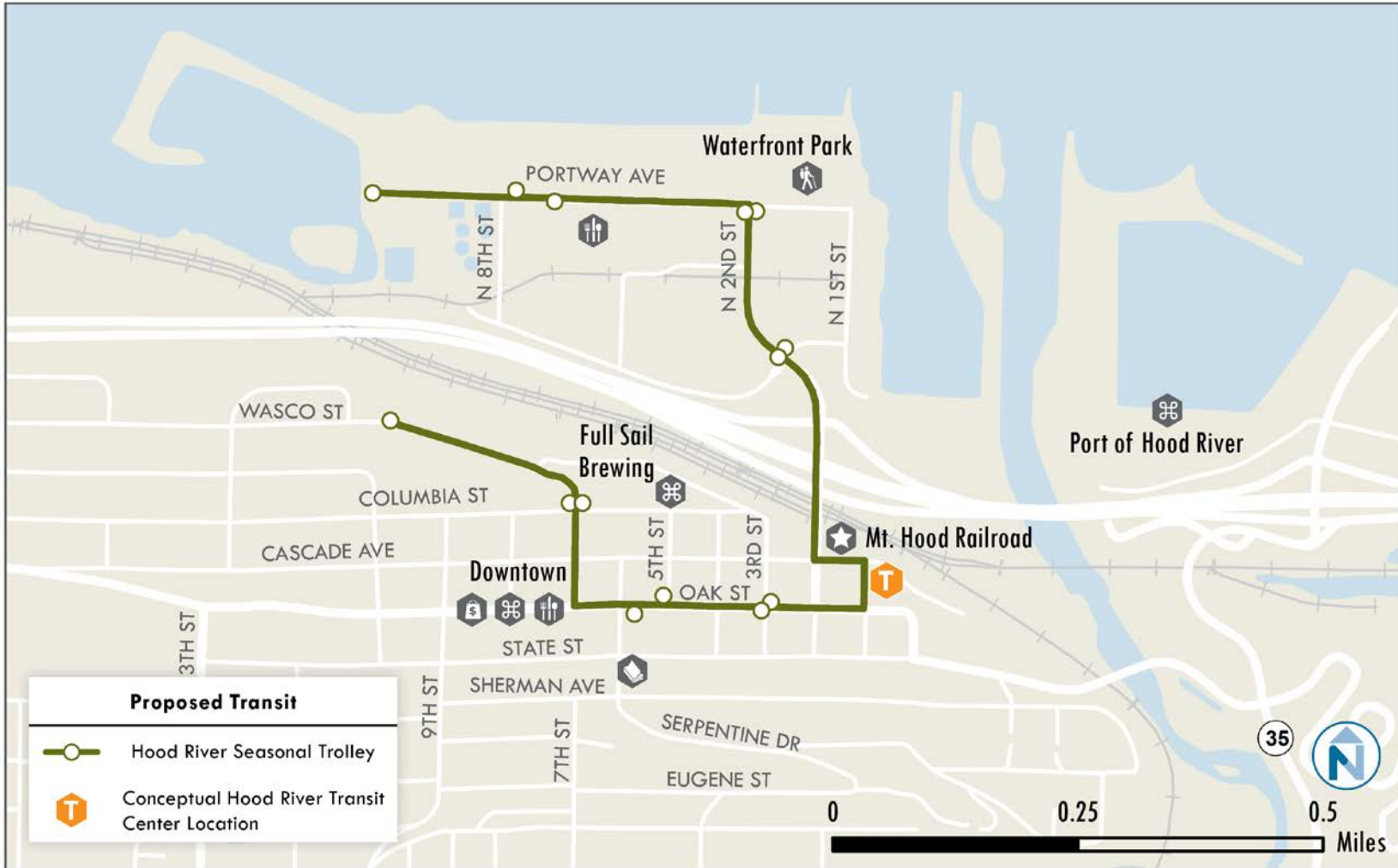
The TMP recommends a seasonal circulator shuttle serving downtown Hood River, parking areas, and the waterfront. The route would initially run during the summer season (May – September) on Fridays, Saturdays, and Sundays from 12 p.m. to 10 p.m. This service will help to address traffic and parking concerns congestion in Hood River associated with tourism. This service would enable tourists to park once and travel to various destinations in Hood River via the shuttle. The shuttle would also connect with other routes serving downtown.

The seasonal shuttle service would be funded through partners (e.g., City of Hood River, Hood River County Chamber of Commerce). Operation as a “pilot” and/or by a private non-profit entity (e.g., a TMA) will avoid costly ADA paratransit requirements. Suggestions for a funding strategy for this route are made in Chapters 3 and 4. If the pilot service implementation is successful, funding should also be identified for expansion to daily service during the peak summer season.

Figure 6-7 Seasonal Circulator Trolley Proposed Service Characteristics

Characteristic	Description/Metric
Span	12 p.m. – 10 p.m.
Service Days	Friday - Sunday
Daily Service Hours	10
Cycle Time	12 minutes
Proposed Frequency	15 minutes
Number of Vehicles	1
Est. Annual Service Days	66
Est. Annual Service Hours	660
Est. Annual Operating Cost (FY 2018)	\$58,000

Figure 6-8 Hood River Seasonal Trolley Map



Regional Service

Hood River – Portland Service

Hood River – Portland Intercity (operated by CAT)

CAT currently provides service to Portland with one round trip each day on Tuesdays and Thursdays in coordination with MCCOG, who brings passengers between Hood River and The Dalles. CAT was recently approved for additional 5311(f) funding to add an additional day of service, which will be implemented in the near future for a total of three trips per week between Hood River and Portland.

With the Hood River expansion of the Columbia Gorge Express scheduled for May 2018, this service will be decreased to one day per week to continue to provide a minimum level of access for riders who are not physically able to negotiate a transfer (e.g., to reach a doctor’s appointment at OHSU) while avoiding excessive duplicative service.

Figure 6-9 Hood River – Portland Intercity Route Proposed Service Characteristics

Characteristic	Description/Metric
Span	7:30 a.m. – 5:10 p.m.
Service Days	One day per week (TBD)
Daily Service Hours	8
Number of Vehicles	1
Est. Annual Service Days	53
Est. Annual Service Hours	424
Est. Annual Operating Cost (FY 2018)	\$30,000

Columbia Gorge Express

Planned for a May 2018 launch, the Columbia Gorge Express will begin making several daily trips between Hood River and Gateway Transit Center in Portland. This will greatly increase access for Hood River County residents to Portland, who can then transfer to TriMet to reach destinations in the Portland area. The Columbia Gorge Express will also provide transit service to recreational destinations throughout the Gorge, including Rooster Rock State Park, Multnomah Falls, Eagle Creek, Cascade Locks, and other to be determined stop locations. The Columbia Gorge Express will be supported for four years of service through a FLAP grant. Funding beyond that point will have to be identified by ODOT in the interim.

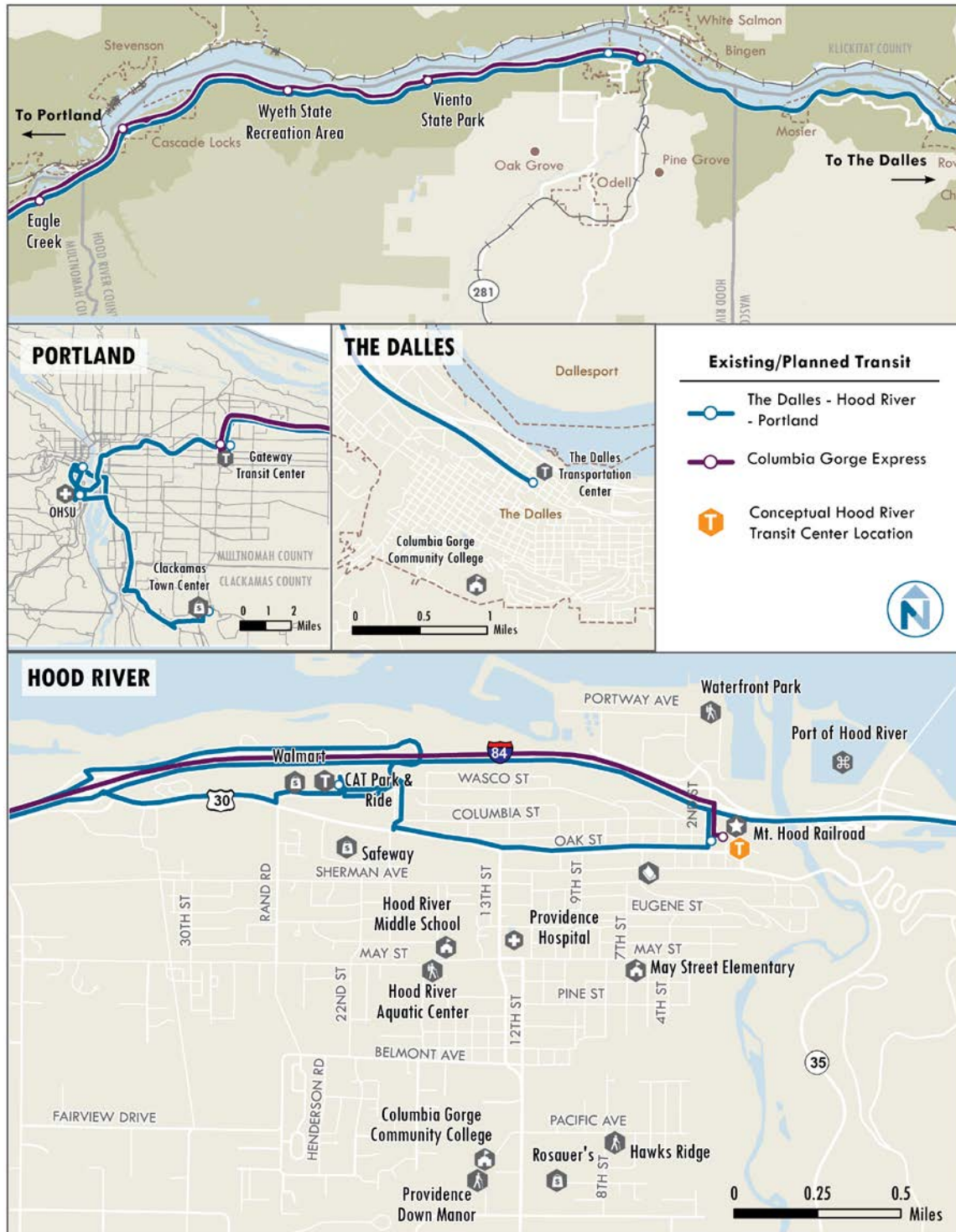
Passengers arriving in Hood River via the Columbia Gorge Express will be able to transfer to local and regional services in downtown Hood River. Timed transfers with the Hood River – Government Camp service will be a priority to ensure seamless travel around Mt. Hood.

Figure 6-10 outlines the expected service characteristics of the Portland (Gateway Transit Center) to Hood River segment of the Columbia Gorge Express. These service recommendations were identified in the Columbia River Gorge Transit Study.

Figure 6-10 Columbia Gorge Express (Portland to Hood River Segment) Proposed Service Characteristics

Characteristic	Description/Metric
Span	8 a.m. – 8 p.m.
Service Days	Daily
Daily Service Hours	12
Cycle Time	141 minutes
Proposed Frequency	4 trips/day peak season 2 trips/day off-peak season
Number of Vehicles	1
Est. Annual Service Days	365
Est. Annual Service Hours	4,400
Est. Annual Operating Cost (FY 2018)	\$650,000

Figure 6-11 Hood River – Portland Service Map



Hood River – The Dalles Service

The Hood River – The Dalles fixed-route currently provides three daily round trips Monday through Friday, with stops at key destinations in Hood River and The Dalles. Currently, there are five local stops served in Hood River: Walmart, Rosauer’s, Providence Hospital, Columbia Gorge Community College (Indian Creek Campus), and Downtown Hood River.

Several significant changes are recommended for the route:

- To make more efficient use of resources, the intercity portion of the service is proposed to instead turn around in downtown Hood River, where passengers can transfer onto local fixed-route service. These services would be coordinated to minimize wait time (i.e. a timed transfer).
- The schedule of the service will also be changed so that the first and the last trip align with the schedule of the local service, meaning that the bus will start approximately 30 minutes later (7 a.m.) and end 30 minutes earlier (6 p.m.) than currently scheduled.
- The stops served on every trip and the order in which they are served will be made consistent – the current stop pattern changes between trips, which is not recommended for route accessibility and legibility.

Two local stops will still be provided (as existing) in The Dalles: The Dalles Transportation Center and Columbia Gorge Community College (main campus).

Figure 6-12 Hood River – The Dalles Proposed Service Characteristics

Characteristic	Description/Metric
Span	7 a.m. – 6 p.m.
Service Days	Monday – Friday
Daily Service Hours	5
Cycle Time	97 minutes
Proposed Frequency	Three daily round trips
Number of Vehicles	1
Est. Annual Service Days	261
Est. Annual Service Hours	1,237
Est. Annual Operating Cost (FY 2018)	\$108,000

Figure 6-13 Hood River – The Dalles Service Map



Upper Valley Service

The Upper Valley route was developed by CAT during the initial stages of the TMP and implemented on Apr. 3, 2017. The Upper Valley route provides service between Hood River and the communities of Odell and Parkdale. During weekdays, CAT provides two round trips in the afternoon. Deviations up to a ¼ mile are available on the route with advance notice. Fares are \$3 per one-way trip. The Upper Valley route is currently supported by a one-year STF grant through the end of FY 2018. At the conclusion of the grant period, operations and performance will be evaluated to be considered for further funding. The route could potentially be interlined with Hood River – Government Camp service in the future to gain efficiency for both routes.

Figure 6-14 Upper Valley (CAT operated portion) Proposed Service Characteristics

Characteristic	Description/Metric
Span	12:30 p.m. – 4:30 p.m.
Service Days	Monday – Friday
Daily Service Hours	4.5
Cycle Time	98 minutes
Proposed Frequency	120 minutes
Number of Vehicles	1
Est. Annual Service Days	255
Est. Annual Service Hours	1,148
Est. Annual Operating Cost (FY 2018)	\$100,000

Figure 6-15 Upper Valley Service Map



Hood River – Government Camp Service

Service from Hood River to Government Camp is scheduled to begin in 2018. Detailed service planning for the route is still outstanding, but stops will include Government Camp (where passengers can transfer to the Mt. Hood Express), Mt. Hood Meadows, and other to be determined recreational destinations along OR-35. Passengers will be able to transfer to the Mt. Hood Express service in Government Camp to continue on to Timberline Lodge. The Hood River – Government Camp service will be supported by a FLAP grant for two years on a pilot basis, with the potential to extend funding for two additional years upon review of service performance.

Figure 6-16 Hood River – Government Camp Proposed Service Characteristics

Characteristic	Description/Metric
Span	7 a.m. to 7 p.m.
Service Days	Friday – Sunday
Daily Service Hours	12 hours
Cycle Time	200 minutes
Proposed Frequency	3 daily round trips
Number of Vehicles	1
Est. Annual Service Days	365
Est. Annual Service Hours	4,380
Est. Annual Operating Cost (FY 2018)	\$382,000

Figure 6-17 Hood River – Government Camp Service Map



Fare Structure

CAT's current fare structure is complex and differs among the routes provided. Figure 6-18 highlights this complexity and provides fare simplification recommendations. In general, fares are recommended to change to whole dollar amounts, as handling change has been problematic for CAT drivers. Fares also recommended to be simplified across the system for ease of both customers and drivers. Finally, CAT is recommended to incentivize the use of the local deviated fixed-route service instead of Dial-A-Ride by charging less for this service than for Dial-A-Ride. CAT will follow with a fare study to determine preferred fare structure.

Figure 6-18 CAT Existing and Recommended Fare Structure

Service Category	Service	Existing Fare Structure	Recommended Fare Structure
Demand-Response	Hood River County Dial-A-Ride	<ul style="list-style-type: none"> ▪ Fares differ by location (one-way) <ul style="list-style-type: none"> – Hood River: \$1.25 – Odell: \$1.50 – Parkdale: \$2 – Cascade Locks: \$2.25 ▪ Shopping trip fares (round trips) <ul style="list-style-type: none"> – Hood River: \$2.50 – Odell: \$3 – Parkdale: \$4 	<ul style="list-style-type: none"> ▪ Fares per one-way trips <ul style="list-style-type: none"> – \$2 within Hood River – \$4 to/from Odell – \$5 to/from Mosier – \$5 to/from Parkdale – \$5 to/from Cascade Locks
Local Service	Local Deviated Fixed-Route	▪ N/A	▪ \$1 per one-way trip
	Seasonal Trolley	▪ N/A	▪ Free
Regional Service	Hood River – Portland Intercity	▪ \$8 per one-way trip	▪ \$8 per one-way trip
	Columbia Gorge Express (Portland – Hood River)	▪ N/A	▪ Fare TBD
	Hood River – The Dalles	<ul style="list-style-type: none"> ▪ \$3 per one-way trip to/from The Dalles ▪ \$1.25 for trip within Hood River 	<ul style="list-style-type: none"> ▪ \$3 per one-way trip ▪ Local service no longer provided.
	Upper Valley	▪ \$3 per one-way trip	▪ \$3 per one-way trip
	Hood River – Government Camp	▪ N/A	▪ \$5 per one-way trip

Note: Not all services are operated by CAT and so some fares will have to be set by their respective transit agencies.

Regional Transit Network

The proposed transit network under the TMP would expand regional transit access significantly for Hood River County residents, as well as for residents and visitors from surrounding areas. The regional transit network is illustrated in Figure 6-20.

Timed Transfers

Convenient and reliable timed transfers will be key to developing a cohesive regional transit network. The timed transfers to consider in further schedule planning are outlined in Figure 6-19.

Figure 6-19 Timed Transfers

To/From Route	From/To Route	Number of Timed Transfers per Service Day
Columbia Gorge Express	Hood River – Government Camp	6
Hood River – Government Camp	Local Fixed-Route	6
Hood River – Government Camp	Mt. Hood Express	6
Local Fixed-Route	Hood River – The Dalles	6
Local Fixed-Route	Columbia Gorge Express	8

Transit Hub

The development of a key transfer location where all routes will converge in downtown Hood River is important not only as the location for convenient transfers but also as a public visibility opportunity for CAT. It also represents a placemaking opportunity for the City of Hood River.

Potential locations for the proposed transit hub considered by the SAC included:

- The project team’s initial recommendation was the use of an existing Greyhound layover location on Cascade Avenue and 1st Street, adjacent to the Mt. Hood Railroad. The recommendation includes dedicated curb space on both sides of the street for buses to stop and facilitate passenger transfers. The City of Hood River indicated that Greyhound is currently considering moving their layover location to the Hood River waterfront, as this location is difficult to access during snow accumulation.
- Another potential location would be on the waterfront, potentially in the same TBD new Greyhound layover location. This location is likely easier to access for large buses given the narrow streets of Downtown Hood River, but has the drawback of not being as accessible for pedestrians as Downtown Hood River.
- CAT also raised the possibility of using an outlying location as a transfer center, such as CAT’s office on Wasco Street. While this has the benefit of space availability, an outlying location is not as accessible for pedestrians or as publicly visible.

It is recommended CAT, the City of Hood River, ODOT, and other stakeholders continue to coordinate to develop a recommended location and site plan for a transit hub. The waterfront Urban Renewal District may also present an opportunity for funding if the hub is located on the waterfront. The dual FLAP grants supporting both the Columbia Gorge Express and the Hood River – Government Camp service may also be able to support the development of the Hood River transit hub. An alternatives analysis should be conducted to determine the optimal location for a transit hub.

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Figure 6-20 Map of Proposed Regional Transit Network (Short-Term)



Capital Investments

Based on the above recommendations, CAT should anticipate capital investments in vehicles, passenger facilities, and technology as service expands.

Vehicles

CAT will need to invest in new vehicles for the Hood River – Government Camp service only – other services should be able to be provided with the existing vehicle fleet (which should continue to follow ODOT vehicle replacement guidelines). The Hood River – Government Camp service should be provided with a larger vehicle to increase passenger capacity, especially given its limited frequency and the expectation of cargo (e.g., recreational equipment). CAT’s current maximum capacity bus holds 18 passengers – it is recommended CAT consider purchasing or leasing a 37-passenger transit cutaway vehicle similar to the vehicles that Mt. Hood Express currently operates. This will also necessitate the design and construction of additional vehicle storage, and acquisition of property on which to construct the bus barn – CAT’s current bus barn cannot accommodate a vehicle of this size. CAT is currently considering purchasing a neighboring property on which to construct a new bus barn.

Passenger Facilities

The addition of new routes locally and regionally will require investment in new transit stops. This will include more substantial investment in a key transfer location within downtown Hood River (~\$30,000 for two shelters/benches) as well as shelter/benches at key stops along the other new routes. All other stops will be marked with flag-and-pole stop designations. Well-designed bus stop signage has the opportunity to provide useful customer information while simultaneously marketing transit service. Route signage should be limited to one design to minimize inventory and materials costs. The unit cost of bus stop poles and signage is approximately \$250 per stop. The number of estimated stops per route and corresponding costs are identified in Figure 6-21.

Figure 6-21 Transit Stop Estimated Counts and Costs

Route	Standard Stops (Flag-And-Pole)	Standard Stop Cost	Enhanced (Shelter/Bench) Stops	Enhanced (Shelter/Bench) Stop Cost
The Dalles - Hood River - Portland	6	\$1,500	0	\$0
Upper Valley Route	4	\$1,500	0	\$0
Hood River - The Dalles	2	\$1,000	0	\$0
Hood River Seasonal Service	12	\$3,750	0	\$0
Columbia Gorge Express	6	\$2,250	0	\$0
Hood River - Government Camp	10	\$3,250	0	\$0
Hood River Local Fixed-Route	47	\$11,750	3	\$45,000

Notes: Shelter/bench stops assumed to cost \$15,000 per unit, Flag-and-Pole stops assumed to be \$250 per unit

Technology

GTFS

The General Transit Feed Specification (GTFS) provides a standard format for publishing transit route, stop, and schedule information that can be used by third-party software, such as trip planning applications like Google Maps. CAT's current GTFS feed is updated periodically through ODOT's ongoing contract with Trillium Transit – this should continue to be updated as service changes are implemented.

Real-Time Information

In addition to GTFS (which provides static information to applications based on the transit schedule), there is also GTFS-Realtime, which enables the broadcast of real-time location and schedule updates. Real-time information provision can be very helpful for passengers, especially for infrequent service. It is recommended that real-time information systems be prioritized for the long haul services including Hood River – Government Camp, Hood River – The Dalles, and the Columbia Gorge Express. This includes the installation of an Automatic Vehicle Location system (AVL) on board each transit vehicle, as well as an internal real-time information feed to broadcast the data to the public. In Salem, Oregon, it was estimated that a real-time information system would cost the agency \$363,000 in start-up costs and \$74,000 in annual operating and maintenance costs. Given CAT's much smaller system, this cost would be lower, and also could likely be shared with regional partners on the same system (e.g., ODOT, Mt. Hood Express). With the development of a real-time information feed, third-party apps (e.g., Google Maps, Transit) can utilize the information for real-time trip planning.

Scheduling

CAT currently uses the EcoLane scheduling software to schedule their Dial-A-Ride trips. This system is advertised as being able to accommodate deviation scheduling for deviated fixed-routes.

Fare Collection

Fare collection on board CAT buses is currently entirely analog – drivers handle all cash. CAT is currently exploring options for adopting an e-fare system. Rogue Valley Transportation District (RVTD) recently started using TouchPass, which allows for passengers to use fare value stored on a card, purchasable via the web. Given CAT's small size, adoption of a system another small provider has had success with is recommended.

Medium-Term

The medium-term vision assumes an aggressive 30% increase in funding in order to achieve service improvements desired by the HRCTD board, stakeholders, and the general public. Chapter 3 identifies potential strategies for achieving that funding increase.

Local Service & Demand-Response

Ridership on local services is anticipated to grow with increased service provision coupled with awareness. With funding increases assumed in the future, the medium and long-term proposals increase service levels to provide additional span and frequency of service. Assuming a 30% increase in CAT's operating budget, there are three potential service expansion strategies to consider for the medium-term:

1. Split the single route into a two-route system to enable Westside area service, decrease travel times, and increase frequency.
2. Increase span of service earlier and/or later.
3. Provide weekend service.

It is recommended that when CAT secures funding for the medium-term service expansion, the HRCTD board, stakeholders, and the general public be consulted to identify the preferred service expansion strategy. Over the long-term, all of the strategies should be implemented.

Two Route System

The development of denser housing as part of the Westside Area Plan may also change the demand for local transit service. In the medium-term, the single deviated fixed-route is recommended to be split into two routes: one serving east/west travel and one serving north/south travel. The recommended routing and deviation zone is proposed in Figure 6-23. The two routes enable faster travel times for those traveling in a single direction, and increase the frequency of service (from 60 to 45 minutes).

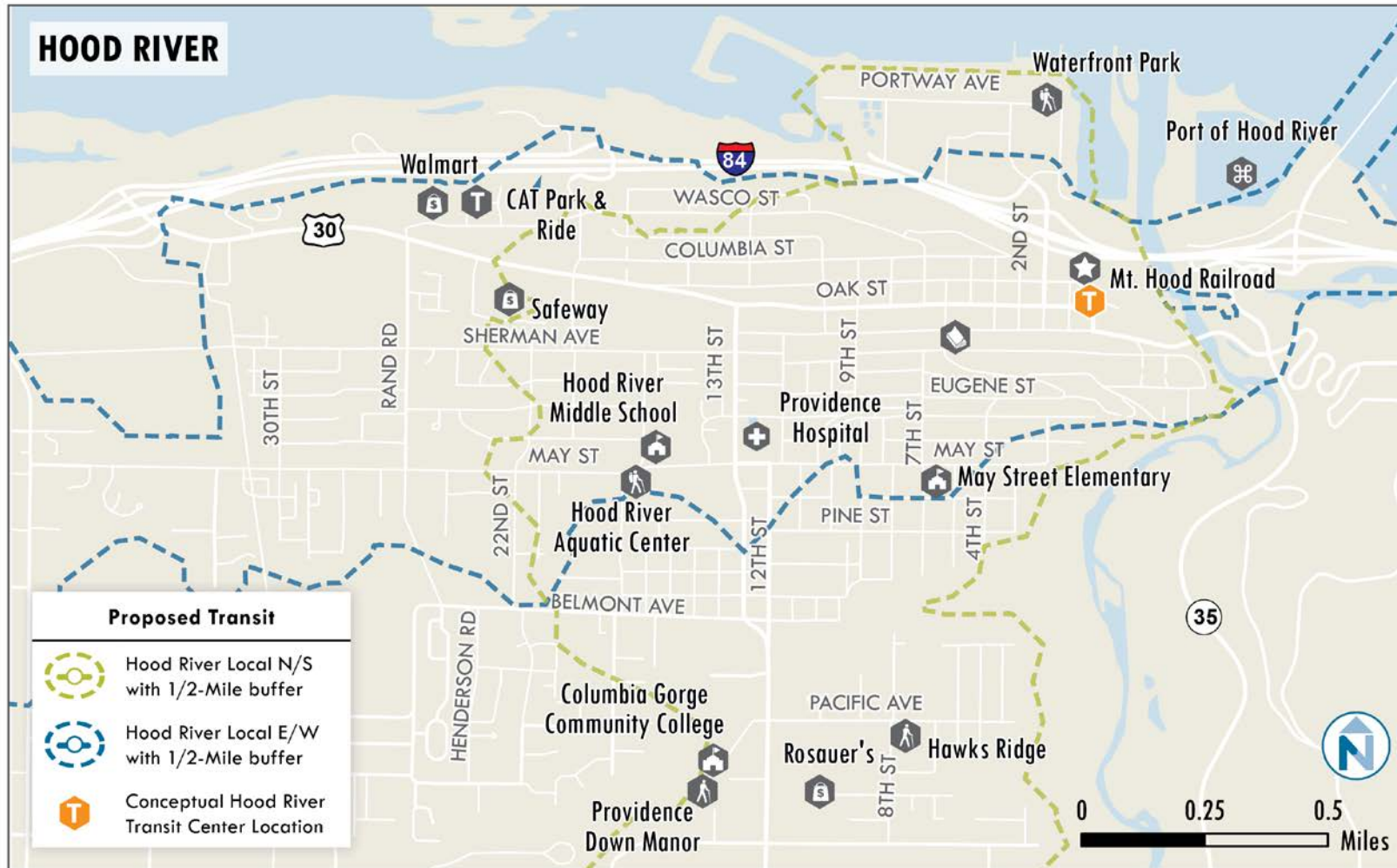
Deviation service characteristics for the proposed routes are presented in Figure 6-22. The routes both have a significant amount of slack available at a 45-minute frequency, and so frequency could be increased or maximum deviation distance extended based on the demand for deviations along the route. It is recommended that CAT consider the data collected for the short-term route in deciding upon the final service design for the two-route system.

The local fixed-route service changes will necessitate a further reallocation of service hours from Dial-A-Ride service, even with the additional increase in funding. Approximately 15 daily Dial-A-Ride hours (reduced from 18 hours) are recommended.

Figure 6-22 Deviation Service Characteristics

Route	Cycle Time (minutes)	Frequency (minutes)	Slack Time (minutes)	Maximum Deviation Distance (miles)	Estimated Time per Max Deviation (minutes)	Number of Deviations	Proportion of 2016 Dial-A-Ride Trips Covered by Deviation
East-West	23.8	45	21.2	0.25	2.0	18.0	14.2%
				0.50	3.0	12.0	33.7%
				0.75	4.0	9.0	49.2%
				1.00	5.0	7.0	76.1%
North-South	28.1	45	16.9	0.25	2.0	15.0	49.1%
				0.50	3.0	10.0	57.1%
				0.75	4.0	7.0	76.5%
				1.00	5.0	6.0	78.9%

Figure 6-23 Medium/Long-Term Local Service Map



Span

Stakeholders indicated that earlier and/or later service would be helpful for commuters. This would include adding one trip earlier in the day – beginning service at 5:30 a.m. – and potentially two trips later in the day – ending service at 8:30 p.m. This would add up to three service hours per service day, or 1 hours of service per week.

Weekend Service

Stakeholders also indicated that weekend service would be invaluable – no weekend transit service currently exists in the region. The Columbia Gorge Express and the Hood River – Government Camp service are also projected to operate on weekends beginning in 2018. Adding local service on the weekends would help residents to connect with these expanding regional services. This would potentially add one to two full service days per week for the local service, although CAT could save money by running limited service days on weekends.

Regional Service

Regional service changes in the medium-term will be dictated by the ridership of the services established in the short-term and the availability of funding. The regional services are dependent almost entirely on state or federal grants, and so are dependent upon the continued availability of those funds in the future. If regional services are especially successful in terms of ridership, they will be more competitive for grant funding in future cycles, which could result in an increased funding allocation and correspondingly increased service levels. As is further detailed in Chapter 3, it is recommended that CAT continue to pursue grant funding to support and improve these regional services.

Long-Term

Local Service & Demand-Response

In the long-term, two major changes are recommended for local service:

1. Deviated service should be removed to enable full fixed-route service, which will decrease travel times and increase frequency.
2. Medium-term service expansion strategies (i.e., two-route system, increased span, weekend service) not pursued in the medium-term should be pursued in the long-term.

With the establishment of full fixed-route service, CAT will need to begin providing complementary ADA paratransit. This will necessitate an increase in the overall amount of demand-response service provided. Complementary ADA paratransit service must be operated to be as equivalent as possible to fixed-route service, including:

- **Response time.** Service must be provided on the next service day from the request, and the pickup must be scheduled and provided within an hour before or after the requested pickup time.
- **Fares.** The fare may not exceed twice the fare for equivalent fixed-route service.
- **Trip purpose restrictions.** No restrictions or priorities based on trip purpose are allowed.
- **Hours and days of service.** ADA paratransit service shall be available during the same hours and days as fixed-route service.

- **Limitations on service.** Capacity constraints, such as limitations on the number of trips, large numbers of untimely pickups, large numbers of trip denials, or large numbers of excessively long trips, are *not* allowed.

Regional Service

As in the medium-term, long-term regional service changes will be dependent upon ridership and availability of funds. Ideally, service levels on regional services would increase.

Service Overview

Figure 6-24 provides a summary of the service changes recommended by service category and planning period (i.e. short, medium, and long-term).

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Figure 6-24 Summary of Service Changes by Planning Period

Service Category	Service	Short-Term	Medium-Term	Long-Term
Demand-Response	Hood River County Dial-A-Ride	<ul style="list-style-type: none"> Reallocate hours from Dial-A-Ride (reduction from 30 daily service hours to 18) to local deviated fixed-route service. 	<ul style="list-style-type: none"> Reallocate hours from Dial-A-Ride (reduction from 18 daily service hours to 15) to local deviated fixed-route. 	<ul style="list-style-type: none"> Increase demand-response service hours to provide complementary ADA paratransit for local fixed-routes.
Local Service	Local Fixed-Route	<ul style="list-style-type: none"> Begin operations of a local deviated fixed-route service. 	<ul style="list-style-type: none"> Split local service into two deviated fixed-routes, one serving east-west travel and one serving north-south travel. Add weekend service Increase span 	<ul style="list-style-type: none"> Transition local service to full fixed-route
	Seasonal Trolley	<ul style="list-style-type: none"> Begin pilot seasonal service in Summer 2018 to coincide with expansion of Columbia Gorge Express 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term
Regional Service	Hood River – Portland Intercity	<ul style="list-style-type: none"> Reduce from 3 days per week to 1 day per week 	<ul style="list-style-type: none"> Same as short-term 	<ul style="list-style-type: none"> Same as medium-term
	Columbia Gorge Express (Portland – Hood River)	<ul style="list-style-type: none"> Begin daily service to Hood River from Gateway Transit Center in May 2018 4 trips per day during peak season 2 trips per day during off-peak season 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term
	Hood River – The Dalles	<ul style="list-style-type: none"> Truncate route to force transfer to new local fixed-route in downtown Hood River 	<ul style="list-style-type: none"> Add Saturday service. 	<ul style="list-style-type: none"> Increase daily number of trips Add Sunday service.
	Upper Valley	<ul style="list-style-type: none"> New service added in April 2017 serving Parkdale/Odell 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term
	Hood River – Government Camp	<ul style="list-style-type: none"> Begin pilot service from Hood River to Government Camp in Fall/Winter 2018 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term

FINANCIAL PLAN

This chapter outlines the estimated costs of the recommended transit services, including operating and capital costs. Projected revenues are also estimated, and high-level funding strategies for supporting the proposed services are recommended.

Operating Costs

Operating costs for CAT services for the next five fiscal years were estimated for all services based on the number of service hours provided and an assumed average hourly operating cost³ and a three percent inflation rate per year. These costs are summarized by assumed funding source in Figure 6-25. The ‘Local’ funding category includes general operating funds not tied to a specific route – these are comprised by 5311, STF, fare revenues, Medicaid reimbursement, and other sources as identified in the revenues section to follow. The other costs tied to specific grants are outlined separately (e.g., 5311(f), FLAP). These projected costs are anticipated needs – CAT will need to reapply for grants as they expire to continue to fund the services on limited term grants. The Upper Valley route, which has only secured funding for FY 2018, will need additional funding to continue service.

Figure 6-25 Projected Operating Costs by Anticipated Funding Source and Fiscal Year

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Local	\$667,000	\$687,000	\$708,000	\$729,000	\$751,000
5311(f) – Intercity	\$138,000	\$142,000	\$146,000	\$151,000	\$155,000
STF – Upper Valley	\$100,000	\$103,000	\$106,000	\$109,000	\$113,000
FLAP – Hood River – Government Camp	\$382,000	\$393,000	\$405,000	\$417,000	\$430,000
Local Partnerships – Downtown – Waterfront Trolley	\$58,000	\$59,000	\$61,000	\$63,000	\$65,000
Total	\$1,345,000	\$1,384,000	\$1,426,000	\$1,469,000	\$1,514,000

Capital Costs

The service expansion proposed in this plan will incur several types of capital costs, including new vehicles, stops and amenities, and technology. Flag-and-pole stops were estimated to cost \$250 per unit while shelter and bench stops were estimated to cost \$15,000 per unit. CAT would likely implement shelter and bench stops over time as funding permits at the highest ridership stops, and so these costs could be potentially shifted into the medium-term.

³ FY 2018 operating cost projected to be \$63.02

Figure 6-26 Capital Cost Summary

Service Category	Service	Short-Term Capital Cost	Medium-Term Capital Cost
Demand-Response	Hood River County Dial-A-Ride	N/A	N/A
Local Service	Local Fixed-Route	▪ Stops: \$56,750	N/A
	Seasonal Trolley	▪ Stops: \$3,750	N/A
Regional Service	Hood River – Portland Intercity	N/A	N/A
	Columbia Gorge Express (Portland – Hood River)	▪ Stops: \$2,250	N/A
	Hood River – The Dalles	▪ Stops: \$1,000	N/A
	Upper Valley	▪ Stops: \$1,500	N/A
	Hood River – Government Camp	▪ Stops: \$3,250 ▪ New transit vehicle: \$150,000	▪ New transit vehicle: \$150,000
System-wide Capital Costs		▪ New bus barn and neighboring property (~\$500,000-\$600,000) ▪ Real-time information system (cost shared with regional providers)	N/A

Revenues

CAT currently has several revenue sources:

- **Federal grants.** CAT currently receives grant funding from three different FTA programs – 53111, 5311(f), and 5310. Details on each of these grant programs are provided in Figure 6-27. In FY 2016, this comprised one third of CAT’s budget.
- **State grants.** CAT currently receives grant funding from ODOT’s Special Transportation Fund (STF) program for its Dial-A-Ride services as well as its new Upper Valley route. In FY 2016, STF comprised 12% of CAT’s budget.
- **Tax revenues.** CAT receives tax revenue from the Hood River County Transportation District (formed in 1993 by a vote of Hood River County residents). CAT also receives funding from Oregon’s Mass Transit Payroll Tax. In FY 2016, tax revenues provided 24% of CAT’s budget.
- **Fare revenues.** CAT receives fare revenues from passengers on its services. In FY 2016, fare revenues comprised 5% of CAT’s budget.
- **Medicaid reimbursement.** CAT receives reimbursement for Dial-A-Ride trips covered under the Oregon Health Plan (i.e. Medicaid). These trips are arranged and reimbursed by MCCOG. In FY 2016, Medicaid reimbursement revenues comprised 13% of CAT’s budget.
- **Other revenues.** CAT also receives a small amount of funding from advertising on its buses, investment earnings, and contract transport. In FY 2016, these sources provided 13% of CAT’s budget.

As recommended in the following section, CAT should pursue additional local funding to support the system expansion and achievement of goals outlined in this TMP.

Funding

Traditional Public Transportation Funding Sources

A variety of programs and strategies are available to fund public transportation. In general, these programs only fund specific types of services (e.g., urban mass transit) or specific populations (e.g., older adults and persons with disabilities) and are often limited in terms of the level of financial resources they can provide. This section summarizes the typical public transportation funding approaches and discusses their applicability toward the proposed Gorge transit service.

Federal and state grant programs along with local contributions provide the majority of funding for public transportation. The Federal Transit Administration (FTA) administers grants for transit operating assistance and capital purchases to small transit providers. Operating assistance is generally allocated via re-occurring formula grants based on population and level of transit service provided. Capital grants tend to be discretionary requiring potential recipients to compete for limited funding. FTA funding for small cities and rural providers are allocated to the states and the Governors (typically through state departments of transportation) re-allocate funds to transit providers.

In Oregon, the state also funds transportation for older adults and persons with disabilities through the Special Transportation Fund (STF) program. Local resources include dedicated tax levies, city and county general funds, fares, and other resources. There are other federal programs that support public transportation services related to recreation and tourism on federal lands. Figure 6-27 summarizes these funding sources highlighting program attributes and associated benefits and/or limitations.

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Figure 6-27 Potential Traditional Public Transit Funding Sources Summary

Funding Source Category	Funding Source Name	Description	Potential Funding Amount (\$-\$\$\$\$)*	Recommendation for CAT
FTA Grants	5310 Enhanced Mobility of Seniors & Individuals with Disabilities	Purpose: Grants for transit agencies providing transportation services specifically for older adults and persons with disabilities.	\$\$\$	<ul style="list-style-type: none"> Typically used for funding service focused on older adult populations and those with special needs. Services aimed at older adults and those with disability can utilize these monies. CAT should apply for 5310 funding to partially support Dial-A-Ride service provision.
		Eligible Agencies: Local government authorities, private non-profit organizations, and operators of public transportation.		
Eligible Uses: Capital, operations, nontraditional costs (e.g., travel training, mobility management)				
Match Requirements: The federal share of eligible capital costs may not exceed 80%, and 50% for operating assistance. The 10% that is eligible to fund program administrative costs including administration, planning, and technical assistance may be funded at 100% federal share.				
		Distribution Process: 2-year cycle (next solicitation in March 2018).		
FTA Grants	5311 Formula Grants for Other than Urbanized Areas	Purpose: Grants for local rural transit programs (service areas less than 50,000 in population) including fixed-route, flex-route, dial-a-ride, and demand-response services. Transit agencies	\$\$	<ul style="list-style-type: none"> 5311 comprises the majority of CAT's current operating budget. With greater match funds, such as state grants, CAT would have more leverage available to increase
		Eligible Agencies: State or local government organizations, non-profits, and operators of public transportation receiving FTA funds already through a recipient		
		Eligible Uses: Capital, operations, administration		

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Funding Source Category	Funding Source Name	Description	Potential Funding Amount (\$-\$-\$-\$)*	Recommendation for CAT
		<p>Match Requirements: Federal share is 80% for capital, planning, and administration projects. Federal share is 56.08% for operating assistance.</p> <p>Distribution Process: 2-year cycle (next cycle June 2019-2021).</p>		
	5311(f) Rural Intercity Bus	<p>Purpose: Each state is required to spend 15% of its annual 5311 apportionment to develop and support intercity bus transportation.</p> <p>Eligible Agencies: State or local government organizations, non-profits, and operators of public transportation receiving FTA funds already through a recipient</p> <p>Eligible Uses: Capital, operations, administration</p> <p>Match Requirements: Federal share is 80% for capital projects and 50% for operating projects.</p> <p>Distribution Process: Even and odd year biennial solicitation.</p>	\$	<ul style="list-style-type: none"> ▪ CAT already supports its fixed-route intercity services (Portland and The Dalles) using 5311(f) funds. ▪ It is recommended CAT continue to utilize this program to support one day per week of service to Portland, and potentially increase service to The Dalles with increased grant funding.
	5339(a) Grants for Buses and Bus Facilities	<p>Purpose: Provides funding to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities.</p> <p>Eligible Agencies: States and transit agencies</p> <p>Eligible Uses: Buses and bus facilities capital and maintenance funding needs.</p> <p>Match Requirements: Federal share is 80%.</p>	\$\$	<ul style="list-style-type: none"> ▪ This program could be leveraged to provide additional support for CAT's vehicle fleet ▪ ODOT currently prioritizes replacement vehicles over vehicles that would support service expansions, due to size of Oregon's aging fleet

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Funding Source Category	Funding Source Name	Description	Potential Funding Amount (\$-\$\$\$\$)*	Recommendation for CAT
		Distribution Process: 3-year cycle (next cycle May 2019).		
	5339(b) Bus and Bus Facilities Discretionary Program (New from FAST)	Purpose: FTA will prioritize projects that demonstrate how they will address significant repair and maintenance needs, improve the safety of transit systems, deploy connective projects that include advanced technologies to connect bus systems with other networks, and support the creation of ladders of opportunity.	\$\$	<ul style="list-style-type: none"> ▪ This is a new program allocated within the FAST Act that could be utilized to upgrade/expand CAT's existing fleet or invest in technological improvements, if ODOT is able to help address current vehicle replacement needs and begin to fund expansion vehicles
		Eligible Agencies: States, 5307 recipients, and Tribes		
		Eligible Uses: Buses and bus facilities capital and maintenance funding needs.		
		Match Requirements: Federal share is 80%.		
	Distribution Process: 3-year cycle (next cycle May 2019).			
Federal Lands Grants	Federal Lands Access Program (FLAP)	Purpose: Funding for transportation facilities that provide access to, are adjacent to, or are located within Federal Lands.	\$\$\$	<ul style="list-style-type: none"> ▪ CAT is currently in the process of implementing a FLAP-funded service (Hood River – Government Camp). It will be important to reapply during the next cycle to maintain services.
		Eligible Agencies: Federal Lands Management agencies in partnership with state, county, tribe, transit district, or local governmental organizations.		
		Eligible Uses: Capital improvements, maintenance, transit, planning, research		
		Distribution Process: Funds are distributed to the Federal Land Management agency to use with its partner(s).		

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Funding Source Category	Funding Source Name	Description	Potential Funding Amount (\$-\$\$\$\$)*	Recommendation for CAT
	Federal Lands Transportation Program (FLTP)	Purpose: Funding for transportation infrastructure owned/maintained by Federal Lands Management Agencies ⁴	\$	<ul style="list-style-type: none"> ▪ This program could be utilized for funding transit infrastructure improvements in the CRG National Scenic Area.
		Eligible Agencies: Federal Lands Management Agencies		
		Eligible Uses: Administration, capital, planning, operations		
		Distribution Process: Funds are distributed to the Federal Land Management agency.		
State Grants	Oregon Special Transportation Fund (STF) Formula	Purpose: Grants for transit agencies providing service to older adults and persons with disabilities.	\$\$\$	<ul style="list-style-type: none"> ▪ CAT is the designated STF agency for the region and may be able to use a portion of these funds to support Dial-A-Ride service.
		Eligible Agencies: Designated STF agencies receive grants, which can they can then in turn distribute to subsidiary providers.		
		Eligible Uses: Operations, capital, planning, etc.		
		Distribution Process: Biennial solicitations.		
	Oregon Special Transportation Fund (STF) Discretionary	Purpose: Grants for transit agencies providing service to older adults and persons with disabilities.	\$	<ul style="list-style-type: none"> ▪ CAT is the designated STF agency for the region and may be able to use a portion of these funds to support Dial-A-Ride service.
		Eligible Agencies: Designated STF agencies receive grants, which can they can then in turn distribute to subsidiary providers.		
		Eligible Uses: Operations, capital, planning, etc.		

⁴ Includes: National Park Service (NPS), US Fish and Wildlife Service (FWS), USDA Forest Service (Forest Service), Bureau of Land Management (BLM), US Army Corps of Engineers (USACE), Bureau of Reclamation and independent Federal agencies with land management responsibilities.

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Funding Source Category	Funding Source Name	Description	Potential Funding Amount (\$-\$\$\$\$)*	Recommendation for CAT
		Distribution Process: Biennial solicitations.		
Local Revenues	Local Taxes and Fees	Municipalities or Counties could provide funding support for transit programs or infrastructure from general fund contributions.	\$	<ul style="list-style-type: none"> Local funds are very competitive, but other local jurisdictions could choose to make some level of contribution. This becomes more unlikely in locations, such as Hood River County where HRCTD (CAT) already has taxing authority. HRCTD (CAT) could consider exploring its current taxing authority for increased revenue.
	Fares	Passenger fares currently comprise 5% of CAT's total revenue.	\$	<ul style="list-style-type: none"> Relatively low farebox recovery is anticipated for CAT service because of pressure to keep fares low for the desired service market. Increasing ridership with local deviated fixed-route can boost fare revenues.
Partnerships	Private Partner Contributions	Organizations and corporations with a vested interest in the transit service could provide funding.	\$	<ul style="list-style-type: none"> Potential for tourism-based entities to support service. See following section regarding TMA funding.
Advertising	Advertising on/inside vehicles and on transit infrastructure	Transit providers can advertise on or inside their vehicles, or on transit infrastructure (e.g., bus stops) to provide additional revenues.	\$	<ul style="list-style-type: none"> Businesses (e.g. Gorge, Mt. Hood) could advertise on some aspect of the transit service.
	Sponsorships	Corporations could sponsor components of the service in return for brand visibility.	\$	<ul style="list-style-type: none"> Businesses would have a stake in seeing additional patrons arriving via a transit service, and so may have an incentive to sponsor transit service.

* Each '\$' corresponds to roughly \$150,000 of available funding.

Other (Non-Traditional) Funding Sources

Several non-traditional funding sources that could be utilized to fund transit service in the Columbia River Gorge and/or Mt. Hood areas are discussed below:

Local Revenue Sources

The City and County of Hood River will benefit from the local and regional services recommended in this TMP. It is possible that additional revenues for CAT could be apportioned from one or both agencies. Paid parking was recently installed along the Hood River Waterfront, and parking revenues could be used to help fund local transit.

Transportation Management Association Incorporation

Transportation Management Associations (TMAs) have been used to manage transportation demand in many different contexts, including business districts, industrial business clusters, and tourism sites. TMAs are associations of co-located organizations, corporations, and institutions. They often raise funds in support of transportation programs from either member dues or direct revenue sources. Transportation programs supported by TMAs include provision of targeted transit service, subsidized transit fares, transportation-related marketing, and others.

Lodging/Tourism Taxes

Occupancy taxes are already levied upon Columbia River Gorge and Mt. Hood visitors staying in regional hotels. Programs like these could potentially be used to provide revenue to transit services in the region. Apportionment within the occupancy tax program is highly competitive, but nonetheless may still be worth investigating as a revenue source.

Oregon State Transportation Funding Priorities

Currently, the vast majority of discretionary federal and state transportation funds are prioritized to fund public transportation services for older adults and persons with disabilities. The state may wish to consider how it prioritizes transportation funding in the future. The state is currently updating its Public Transportation Plan (PTP), which may provide an opportunity to consider such policies and funding priorities.

Funding Strategy Recommendations

- **Pursuit of local funding.** CAT's pursuit of additional local funds is necessary to a) increase funding levels for local service, and b) increase local match funds to be leveraged for Federal and State grants. Additional local funding strategies can potentially include:
 - Ballot measure to increase local property tax levy for the Hood River County Transportation District. Tax levy would be for 5 years, requiring renewal every five years thereafter. The community may be more receptive to a tax levy increase when initial service change recommendations are implemented.
 - Partnership with the City of Hood River to use new local revenues to support transit service, such as parking revenues in tourist areas.
 - CAT could also earn advertising revenue from local businesses advertising on CAT buses, stops, and shelters.

- **Public-private partnerships.** There are many businesses and employers in Hood River, the Columbia River Gorge, and Mt. Hood who will benefit from CAT's service. These businesses should be consulted for potential financial contributions.
- **Reconfiguration and rebranding of services.** CAT currently provides services that could be reconfigured and/or rebranded to be more competitive for grant funding. The new Upper Valley route presents a prime example for this approach – a deviated fixed-route service that was previously covered with constrained Dial-A-Ride resources is now supported by an ODOT STF grant.
- **Pursuit of additional grant funding.** In parallel with the above strategies, it is recommended CAT pursue additional grant funding with this Service Implementation Plan as a roadmap to proposed future services. Potential grants for CAT to consider applying for are outlined in Figure 6-27.

IMPLEMENTATION PLAN

This chapter provides an overview of steps CAT will need to take to implement the short-term recommendations and prepare the agency for additional investment over the medium- and long-term. These steps include coordination, marketing, and service monitoring. At the end of the chapter, a comprehensive list of action items is provided to guide CAT's focus over the next five years

Coordination

This section identifies coordination needs for ensuring the success of the transit service alternatives proposed herein. This includes local partnerships, regional coordination, public participation, and coordination with other existing and ongoing planning efforts.

Service Coordination

Agency Coordination

Columbia Area Transit (CAT) provides (or will provide) transit service that connects with several other public transit providers in the region, including:

- TriMet (Portland metropolitan area)
- ODOT Columbia Gorge Express (will connect in Hood River)
- MCCOG LINK (The Dalles/Wasco County)
- Mt. Adams Transportation Service (White Salmon/Klickitat County)
- Mt. Hood Express (will connect in Government Camp)

It is recommended that CAT establish regular communications with all of these transit providers to coordinate on issues including fares, schedules, stops, and marketing. As identified in Chapter 2, it will be crucial to establish timed transfers with these regional providers to increase the usefulness of low frequency regional services to passengers.

Private Provider Coordination

In addition, there are also private providers in the region to coordinate with, including recreational shuttles, tour buses, and taxi services. It is mutually beneficial that CAT coordinates

to the best extent possible with these other transportation providers in an effort to provide the best possible service for passengers without duplicating service.

Private providers in the region should continue to be involved in CAT's ongoing planning processes. The Hood River – Government Camp service can particularly benefit from coordination with private providers, including shuttle services bringing visitors staying in nearby lodging to Timberline Lodge, Mt. Hood Meadows, and other recreational areas in the Mt. Hood National Forest.

Stakeholder Coordination

It is also recommended that CAT continue to regularly communicate with stakeholder organizations with a vested interest in transit system improvements. For example, quarterly meetings with stakeholders can help to coordinate on stop locations, scheduling, marketing, and other efforts. These stakeholders include:

- City of Hood River
- Hood River County
- Hood River County Chamber of Commerce
- Mid-Columbia Economic Development District
- United States Forest Service
- Oregon Parks and Recreation Department
- Travel Oregon
- Hood River Public Schools
- Columbia Gorge Community College

It is also recommended CAT continue to participate in the Mt. Hood Transportation Alliance.

Fare Coordination

Fares for transit vary among providers in the region. CAT, ODOT, and Mt. Hood Express (the three providers of the planned Gorge Loop) will participate in a governance and coordination process over the next year, prior to the launch of the Columbia Gorge Express expansion and the Hood River – Government Camp service.

With so many small providers in the region, a regional fare system is currently under consideration. TriMet is currently in the process of rolling out their E-Fare system, which presents an opportunity for these small providers to integrate their fare systems. Rogue Valley Transportation District (RVTD) recently started using TouchPass, which allows for passengers to use fare value stored on a card, purchasable via the web. Given CAT's small size, adoption of a system another small provider has had success with is recommended.

Local Partnerships

Downtown – Waterfront Trolley

A key recommendation of the TMP is to implement a seasonal shuttle service for downtown Hood River and the Hood River Waterfront. The Downtown-Waterfront Trolley will benefit the merchants, restaurants, and other businesses that cater to tourists and visitors. Given CAT's

limited resources, it is anticipated that this shuttle will be financed by local partnerships, including but not limited to:

- Local businesses served by the shuttle
- Hood River County Chamber of Commerce
- Port of Hood River
- City of Hood River

At the final SAC meeting, the City of Hood River recommended that CAT further develop their plans for the Downtown—Waterfront trolley (including a more detailed operations and capital cost estimate) to be presented to the City of Hood River and the Hood River County Chamber of Commerce in November during the City’s annual goal setting process. The Hood River County Chamber of Commerce received 25% of the county’s lodging tax revenue, which is projected to be approximately \$500,000 for this year. This could present an opportunity for funding the trolley service in the summer of 2018.

Infrastructure Sponsorship

Local partners may also be open to sponsoring transit infrastructure, such as bus stops, signage, shelters, and other amenities. CAT should seek out these partnerships to support short-term capital investment in transit service improvement and marketing.

In-Kind Marketing

Working with local partners to market the use of CAT to get around Hood River will be key to increasing ridership. Local business owners can be partners by posting flyers, bus schedules, route maps on premises, or promoting CAT with their web presence.

Plan Coordination

Westside Area Plan

The Westside Area Plan is nearing completion (scheduled for July 2017) and will be adopted shortly thereafter. The plan identifies comprehensive plan and zoning code changes to develop the 450-acre plan area on the western edge of Hood River. An emphasis within the plan is on workforce and affordable housing development, which would be better supported by the development of transit in the area. In the medium-term (5-10 years), it is recommended that a transit route serving east-west travel in Hood River provide service to the Westside area once it is built out.

Columbia Gorge Express Service Planning

Detailed service planning for the Hood River extension of the Columbia Gorge Express will be underway shortly after the conclusion of this TMP. This will include identification of stop locations, routing, and scheduling. The Columbia Gorge Express’s stops in Hood will be coordinated with other Hood River services, including the seasonal trolley, the local deviated fixed-route, and the Hood River – Government Camp service.

Hood River – Government Camp Service Planning

CAT received a portion of their FLAP funding for the Hood River – Government Camp service to conduct a planning study of the OR-35 corridor. The study will analyze the existing and potential

transit market in the region, engage stakeholders and the general public, and develop a detailed service plan. CAT's ongoing operations will eventually need to be coordinated with the resultant service developed, including identifying locations and times for transfers between services.

Public Outreach

As the recommended service changes are being implemented, it will be important to involve the public for several reasons:

- Educating the public on future service changes will help identify impact and feedback received will assist with implementation details, such as bus stop locations and schedules.
- Public participation offers an opportunity to market new or revised services.
- Having broad public participation prior to implementation will help the service and future improvements be more successful.

It is also recommended that CAT dedicate resources to travel training prior to and during the implementation of the deviated fixed-route. Other deviated fixed-routes have been initially met with resistance from customers and stakeholders, but have been successful in increasing ridership and decreasing the cost per trip. Successful implementations have followed several key steps:

1. **Identify the target markets.** There are several target markets for CAT's new local deviated fixed-route. These include:
 - a. Current customers who are able to use the fixed-route service.
 - b. Current customers who are able to use the deviated service.
 - c. Potential new customers not currently using CAT's services.
2. **Develop a marketing strategy.** This includes developing marketing media (e.g., print, radio, web), system branding (e.g., bus, bus stops), and branded system navigation materials (e.g., schedules, maps). Outreach events, direct mailers, and other interaction opportunities should also be pursued to distribute materials and market the service.
3. **Travel training.** Provide one-on-one trip education and trip management assistance to current and potential customers. Travel training can be marketed at outreach events, in direct mailers, as well as in response to phone inquiries. Best practices regarding travel training are documented in *TCRP Report 24-D*.⁵

Marketing

This section provides guidance on branding and marketing strategies for increasing CAT ridership and awareness within the Hood River County community.

Branding

Identity

A key finding of the outreach conducted for the Hood River County TMP was the limited knowledge of CAT as a general public transit service. Many people the project team spoke to during study outreach thought of CAT as a service only for seniors and people with disabilities, and did not realize all of their services are open to the general public. It is therefore recommended

⁵ <http://www.tcrponline.org/PDFDocuments/TCRP%20RPT%2024-D.pdf>

that CAT update its brand identity and market itself as a general public service. This could potentially include development of a new graphic identity.

System Branding

With the rollout of new stop locations throughout Hood River, CAT has an opportunity to brand its system and raise awareness. As identified in the capital investment list, this plan recommends the implementation of a select number of shelters/seating and pole-and-flag stops. These stops should take advantage of the new brand identity developed.

Route Rebranding

CAT should rebrand routes for simplicity – the current names are long and there is no shorthand (e.g., numbers, letters, colors) for the routes. Draft route numbers and names are recommended in Figure 6-28. These names could be vetted by the HRCTD Board, and then used in a comprehensive system rebranding, including revision of marketing materials such as route maps and schedules. Local route numbers are recommended to be single digits, and regional route numbers are recommended to be two digits.

Figure 6-28 Route Rebranding Recommendations

Existing or Planning Name	Recommended Name	Recommended Number
Hood River Local Fixed-Route	Local	1
Hood River North-South Fixed-Route	Local N/S	2
Hood River East-West Fixed-Route	Local E/W	3
Hood River - The Dalles Fixed-Route	The Dalles	11
The Dalles - Hood River – Portland Route	Portland	12
Upper Valley Route	Upper Valley	20
Hood River Seasonal Service	Downtown-Waterfront Trolley	4
Hood River - Government Camp	Hood River Express ⁶	35
Columbia Gorge Express	Columbia Gorge Express	30

Marketing Strategy

This section reviews high level marketing strategies to target key rider markets and build brand awareness. Collaboration with partners, including local and regional news outlets, other transit agencies, local and regional businesses, travel advocacy groups, and other organizations will be key to success.

Key Markets

CAT should work with regional partners to pursue two different market segments:

- **Hood River County residents.** Residents of Hood River County will likely continue to be CAT’s primary ridership, and CAT’s service should continue to prioritize the needs of these residents. Key messages for residents of Hood River County should be:

⁶ Other name possibilities include the ‘Highway 35 Express’.

- CAT provides transportation options for getting around Hood River County.
- Increased access to critical resources, such as medical and shopping destinations.
- Decreased reliance on automobile for tourist travel in the region.
- **Residents of surrounding counties.** Residents of the Portland metropolitan area, the greater Columbia River Gorge region, and the Mt. Hood region continue to travel to Hood River and the Columbia River Gorge for both utilitarian and recreational travel. Key messages for those residents should be:
 - Car-free access to recreational areas in the Gorge, Hood River, and Mt. Hood. Leave your car at home and take a relaxing trip.
 - Increased access for rural residents to critical resources in Hood River.

Materials

It is recommended that CAT devote resources to updating all system materials to coincide with system improvements.

- **Route maps and schedules.** CAT provides printed schedules and publishes schedules online, but they do not currently provide route maps. It is recommended that CAT develop branded route maps with schedules to be distributed via web and hardcopy.
- **Spanish language information.** Ensure that all marketing materials have Spanish-translated versions.

Advertisements

As new routes are nearing implementation, including the local deviated fixed-route, Columbia Gorge Express expansion, the Hood River – Government Camp service, CAT should invest in advertising to raise awareness of the route. CAT is already involved in advertising efforts to support the implementation of the Upper Valley route. Encouraging high ridership on the newly implemented routes will support future service expansion efforts.

Website and Social Media

CAT's current website is not regularly updated with new information. This is problematic for changing CAT's image within the general public. CAT currently uses a third party as a webmaster. CAT should identify staff time for overseeing regular updates to the website

Social media accounts offer a cost-effective marketing and information sharing platform for transit agencies. Moving forward, it is recommended that CAT engage residents, employees, and visitors to Hood River County via social media including Facebook, Twitter, and Instagram. If sufficient funds are identified, these operations can be handled by a third party.

Service Monitoring

CAT currently records boarding and alighting data on all their services, and on-time performance data for their Dial-A-Ride service. We recommend that this practice continue, in addition to tracking the additional performance measures proposed in the following sections.

As identified in the Transit Master Plan Framework, there are a number of industry standard performance measures applicable to CAT's existing and proposed transit services. These recommended performance measures are provided as tools for monitoring the performance of the

transit service alternatives proposed. Performance metric summaries should be provided to the HRCTD board on a quarterly basis, at a minimum.

Fixed-Route Performance Measures

- **Ridership.** Ridership (i.e. total boardings over a specified period of time) measures the total number of trips provided by a transit service. This is useful primarily in tracking a route's increase or decrease in ridership over time. Increases or decreases in ridership can be related to marketing efforts, service changes, or external factors (e.g., residential population growth).
- **Productivity.** Productivity (boardings per service hour) shows how effective each route is in terms of passengers carried relative to its cost in terms of hours of service provided. Productivity is highly dependent on the land uses served, frequency of service offered, and distance traveled. Therefore, separate standards should be set for individual service types.
- **Farebox Recovery.** Farebox recovery is the ratio of fare revenues to total cost for transit operations. This cost efficiency measure indicates the level to which a route is being subsidized by non-fare revenue sources. The recovery ratio for an individual route is dependent on the fare charged, number of passengers carried, the distance served, and frequency of service provided. Some agencies acknowledge that less productive routes or services will require a higher subsidy and have lower targets in off hours or for routes serving low-density areas.
- **On-Time Performance.** Sometimes referred to as schedule adherence, this measure indicates how reliably a route maintains its scheduled running time, and is the ratio of on-time timepoints relative to the total number of timepoints recorded. It is useful from both an operations evaluation and a customer service point of view. The standard for this measure is often based on a customer level of service basis and is often targeted above 90%.
- **Passenger Load Factor.** Load factor is a measure of peak passenger loading along a route and is calculated as the number of passengers per available seat. The standard for this measure often differentiates between service types and trip lengths. Long express services requiring a premium fare often target a load factor of 1.0, guaranteeing a seat for every passenger. Local routes often have higher targets, operating with a manageable level of standees.
- **Operating Cost per Revenue Hour.** This cost efficiency measure is often used for system-wide evaluations, as the cost component is primarily a function of fuel, labor and insurance expenses and normalizing to revenue hours minimizes route to route variations. Unit cost for operations should be tracked both to a target, usually a budgeted amount, and to past trend data. Continually monitoring costs can identify future budget problems and allow the agency to get ahead of any cost-cutting undertakings.

Demand-Response Performance Measures

- **Operating Cost per Revenue Hour.** As with the fixed-route hourly operating costs, most agencies track ADA paratransit operating costs for the system, but do not typically make short-term adjustments based on the findings. This measure highlights an agency's cost effectiveness, normalizing operating costs (primarily labor and fuel) to the number of hours the service is provided. This metric is useful when planning budgets or service

changes, or comparing with peer agencies. The measure is defined as annual operating costs divided by annual vehicle service hours.

- **Operating Cost per Trip.** This measure of effectiveness is defined as annual operating costs divided by the number of trips provided. For ADA paratransit services, it is common to include rider companions and attendants in the number of trips (i.e. total boardings). This measure allocates operating costs on a per passenger basis, which is often useful when analyzing growth trends or when comparing modes.
- **No-Show/Late Cancellation Rate.** This measure is defined as the percent of scheduled trips where the passenger is a no-show or failed to provide adequate notice that they cannot complete their trip. It shows how much unproductive vehicle and driver time is expended making unnecessary trips and not being available to transport other passengers.
- **Advance Cancellation Rate.** This measure is defined as the percent of scheduled trips that were cancelled more than two hours prior to the scheduled pick up time (and therefore not considered a no-show). This measure shows the degree to which the scheduling system has to respond to day-of-ride customer changes, also negatively impacting an agency's ability to efficiently schedule vehicle utilization.
- **Trip Denials.** Trip denials are tracked to show that an agency has the capacity to provide requested rides. Ongoing data on denials is required to show that the agency does not have a continued pattern of denying trip requests. Denials should include any trip that could not be completed per the customer's original request, even if he/she agrees to a negotiated time outside of their original request window.
- **Missed-Trip Rate.** This measure is defined as the percent of scheduled trips that were not completed within the scheduled time because the agency vehicle failed to arrive within a scheduled pickup time window. It is a key indicator of system capacity, on-time performance, and customer satisfaction.
- **In-Vehicle Passenger Travel Time.** This measure is defined the amount of time a passenger has to ride in the vehicle to complete his/her trip but is not typically monitored in the industry. The sampling of individual trips is often used to make sure a customer does not spend an excessive amount of time in a vehicle (especially compared to the equivalent trip time for a fixed-route trip).
- **Reservation Call Hold Time.** This measure is defined as the percent of calls answered with a maximum allowable hold time when waiting for a reservationist. It provides a reflection of the call center's capacity to handle calls and of customer satisfaction. Other associated measures such as the time to answer a call or the time before abandonment also provide indicators of the capacity of a call center.

Performance Measure Summary

Figure 6-29 provides a summary of the performance measures recommended for use by CAT, as well as recommended performance standards.

Figure 6-29 Performance Measure Summary Table

Category	Measure	Recommended standard	Service Type	
			Fixed-Route	Demand-Response
Effectiveness	Ridership	<ul style="list-style-type: none"> Increase from prior year/period 	✓	
	Boardings per revenue hour (route-level)	<ul style="list-style-type: none"> 5-10 boardings per hour 	✓	
	Passenger Load Factor	<ul style="list-style-type: none"> 1.0 (Intercity service) 1.2 -1.4 (General local service) 	✓	
	In-Vehicle Passenger Travel Time	<ul style="list-style-type: none"> Comparable to fixed-route travel plus time to and from bus stops. 		✓
Efficiency	Farebox Recovery	<ul style="list-style-type: none"> 10% - 15% 	✓	✓
	Operating Cost per Trip	<ul style="list-style-type: none"> Varies based on local labor, insurance, fuel etc. costs. 	✓	✓
	Operating Cost per Revenue Hour	<ul style="list-style-type: none"> Varies based on local labor, insurance, fuel etc. costs. 	✓	✓
Reliability	Advance Cancellation Rate	<ul style="list-style-type: none"> Typically seen as informal goals ranging from 5 to 10% with the lower values associated with agencies limiting the advanced reservation window to less than the allowable 14 days. 		✓
	No-Show/Cancellation Rate	<ul style="list-style-type: none"> No Show/Late Cancellation rates greater than 5% are often a point of concern 		✓
	On-Time Performance	<ul style="list-style-type: none"> 80% - 95% 	✓	✓

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Category	Measure	Recommended standard	Service Type	
			Fixed-Route	Demand-Response
	Trip Denials	<ul style="list-style-type: none"> ▪ Any pattern of denied service is not allowed per the ADA 		✓
	Reservation Call Hold Time	<ul style="list-style-type: none"> ▪ Industry standards suggest that 91% of calls should be answered within 3 minutes 		✓
Convenience & Safety	Preventable accidents per 100,000 revenue miles.	<ul style="list-style-type: none"> ▪ Less than 5 	✓	✓
	Road calls per 100,000 revenue miles	<ul style="list-style-type: none"> ▪ Less than 10 	✓	✓
	Complaints per 100,000 Boardings	<ul style="list-style-type: none"> ▪ Less than 10 	✓	✓

Implementation Action Items

The following is a list of action items necessary for achieving the recommendations presented in this plan, and a high-level schedule for implementing those actions. Action items are split into the short, medium, and long-term phases of the recommendations. The short-term action items are presented as a graphical timeline in Figure 6-31.

Short-Term

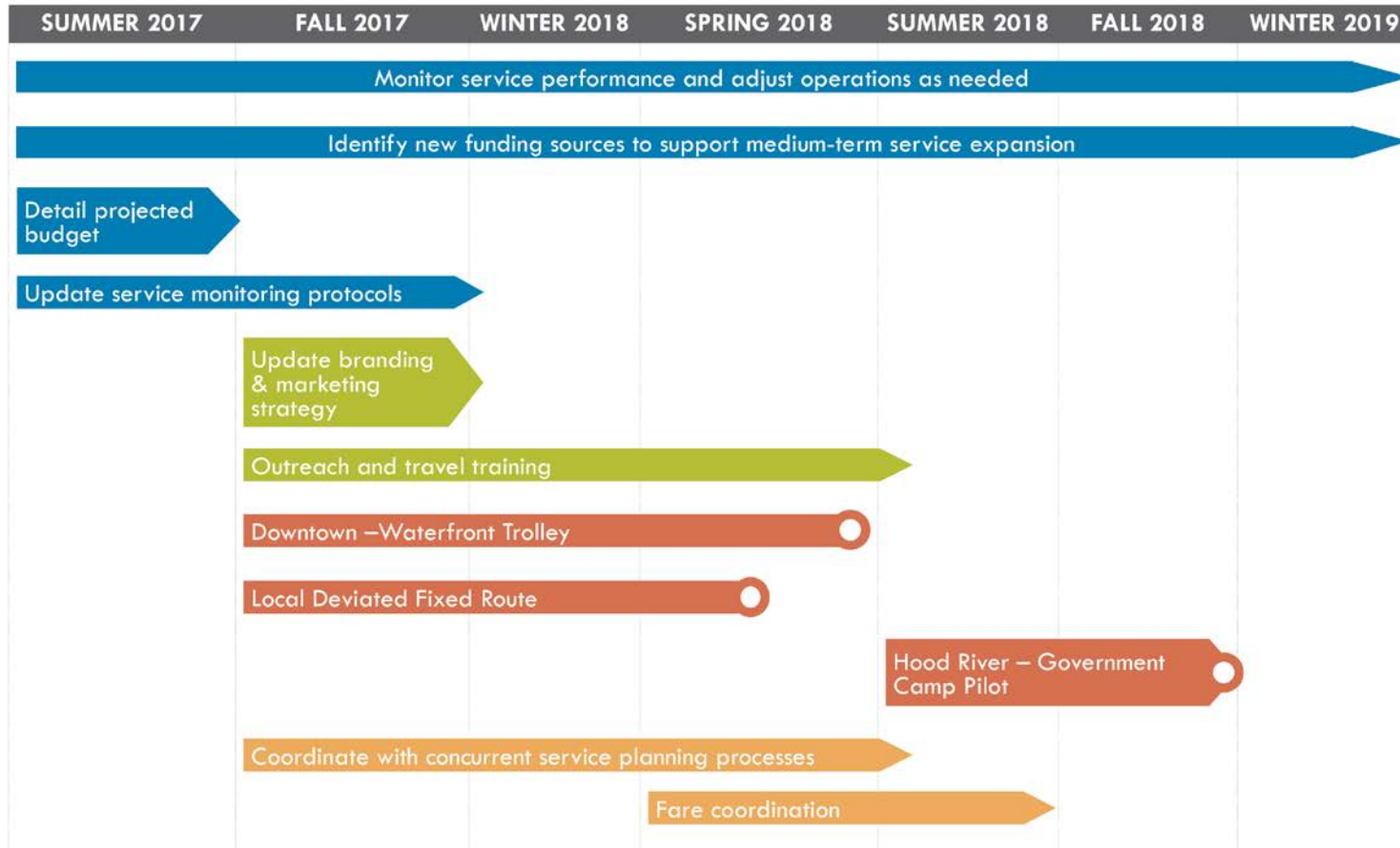
Figure 6-30 Short-Term Implementation Action Items

Timeframe	Action Item	Details
Summer 2017	Detail the projected budget for the next five fiscal years of service.	<ul style="list-style-type: none"> ▪ Detail projected revenues and costs for next five years of service, including identification of which revenues will be used to cover which costs. ▪ Identify budgetary shortfalls and which revenues could fall short of expectations or which costs could be higher than expected. ▪ Develop a plan for resolving budgetary shortfalls (i.e., where should service be cut if necessary?).
Summer – Fall 2017	Update service monitoring protocols.	<ul style="list-style-type: none"> ▪ CAT is adding/will be adding a significant amount of new transit service over the next few years. Service monitoring protocols should be updated to reflect the recommendations of this TMP, including new performance measures. ▪ Performance measures should be reported to the board on a quarterly basis, at a minimum, to monitor the ridership, productivity, and other critical service metrics of all of the services implemented.
Fall 2017	Update CAT's brand and marketing strategy.	<ul style="list-style-type: none"> ▪ Develop new marketing/branding materials. ▪ Identify ongoing staff time for updating website with news and information. ▪ Develop social media presence.
Fall 2017 – Spring 2018	Conduct outreach and travel training to support system changes.	<ul style="list-style-type: none"> ▪ Conduct outreach during the summer and fall to finalize stop locations with public and stakeholder input. ▪ Provide outreach and travel training to public on utilizing new deviated fixed-route system.
Fall 2017 – Spring 2018	Implement the short-term local service alternative.	<ul style="list-style-type: none"> ▪ Train dispatchers and operators on receiving and scheduling route deviations. ▪ Install stop locations (e.g., signage). ▪ Develop route maps and schedules, market route. Print hard copies; update website. ▪ Begin deviated fixed-route service.
Fall 2017- Spring 2018	Coordinate with the Hood River – Government Camp and the Columbia Gorge Express service planning processes.	<ul style="list-style-type: none"> ▪ Attend all stakeholder and technical advisory committee meetings for Hood River – Government Camp and Columbia Gorge Express service planning processes. ▪ Reschedule existing CAT services as necessary to coordinate with schedules of new regional services. ▪ Conduct local outreach with residents and employers to support service planning and development.
Spring – Summer 2018	Coordinate with regional transit providers on common fare media and/or fare reciprocity.	<ul style="list-style-type: none"> ▪ Meet with TriMet, ODOT, Clackamas County, MCCOG, and MATS to discuss opportunities for fare reciprocity and/or common fare media. ▪ Implement fare policy and technology recommendations.

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Timeframe	Action Item	Details
Fall 2017- Summer 2018	Identify funding for Downtown – Waterfront Trolley service and implement in May 2018 to coincide with Columbia Gorge Express expansion.	<ul style="list-style-type: none"> ▪ Work with the City of Hood River, the Hood River County Chamber of Commerce, and other local partners to identify funding sources for Downtown—Waterfront Trolley service. <ul style="list-style-type: none"> – Could be supported by parking revenues, donations from businesses served, advertising revenue, etc. ▪ Implement Downtown –Waterfront Trolley service to coincide with expansion of Columbia Gorge Express to Hood River in May 2018. (subject to funding).
Summer - Winter 2018	Implement the Hood River – Government Camp pilot service in December 2018.	<ul style="list-style-type: none"> ▪ Acquire vehicles for service (lead time approximately nine months) ▪ Hire/train drivers for service ▪ Develop route maps/schedules. Market route. ▪ Begin service in December 2018
2017 -2022	Monitor all service performance according to performance measure recommendations. Adjust operations of existing services as needed based on performance tracking.	<ul style="list-style-type: none"> ▪ Archive all performance data and provide quarterly updates to the HRCTD board. ▪ Identify stops and/or times of day that have especially high/low ridership or on-time performance to determine if beneficial adjustments can be made to service provision.
2017-2022	Identify new funding sources for supporting medium-term service expansion.	<ul style="list-style-type: none"> ▪ Identify 30% funding increase to support planned medium-term service expansion. See Chapter 3 for potential funding strategies.

Figure 6-31 Short-Term Action Item Timeline



Legend

Internal Process

Coordination

Outreach and Marketing

Transit Service Planning and Implementation/Service Launch

Medium-Term

Figure 6-32 Medium-Term Implementation Action Items

Timeframe	Action Item	Details
2022	Implement the medium-term local service alternative.	<ul style="list-style-type: none"> ▪ Conduct outreach with public and stakeholders to finalize any new stop locations. ▪ Hire additional driver(s) and/or acquire additional vehicles. ▪ Provide travel training to public for transition to two-route system with transfers.
2022-2027	Continue monitoring service performance	<ul style="list-style-type: none"> ▪ Monitor service performance with recommended performance measures and make minor adjustments as necessary.
2022-2027	Identify new funding sources for supporting long-term service expansion.	<ul style="list-style-type: none"> ▪ Identify funding increase to support planned long-term service expansion. See chapter 3 for potential funding strategies.

Long-Term

Figure 6-33 Long-Term Implementation Action Items

Timeframe	Action Item	Details
2027-2037	Implement long-term service alternative	<ul style="list-style-type: none"> ▪ Conduct outreach with public and stakeholders to finalize any new stop locations. ▪ Hire additional driver(s) and/or acquire additional vehicles. ▪ Provide travel training for transition from deviated fixed-route to typical fixed-route.
2027-2037	Continue monitoring service performance	<ul style="list-style-type: none"> ▪ Monitor service performance with recommended performance measures and make minor adjustments as necessary.
2030-2035	Update Transit Master Plan	<ul style="list-style-type: none"> ▪ Review progress of 2017 TMP implementation. Identify goals met and opportunities for improvement. ▪ Develop plan for transit service over the next twenty years.