



Declaration of Cooperation

Jefferson-Warm Springs Transportation Coordination

June 24, 2004

Preface

In November of 1998, the Central Oregon Intergovernmental Council (COIC) began working to coordinate community transportation services in Central Oregon. A stakeholder's advisory committee was convened and a "Transportation Coordination Action Plan" was developed and adopted in January 2000 by the COIC Board. This Action Plan contained many recommendations. Some, such as a Medicaid transportation program, have been implemented in the larger region. But many of the recommendations have not been implemented, particularly in Jefferson County. There was continuing interest in developing broader, more responsive transportation services in the region.

Many suggested that efforts should first focus on the needs of the Jefferson County and Warm Springs communities, because:

- Jefferson County has the largest employer in the region;
- The Confederated Tribes of Warm Springs has a strong interest in assisting the effort; and
- The results of a Jefferson County/Warm Springs project could be implemented as a larger regional effort in the future.

The Central Oregon Partnership is funded by the Northwest Area Foundation and strives to ensure that Central Oregon will be one of the most livable regions in America by integrating into all aspects of community development and community decision-making a commitment to the effective, long-term reduction of poverty. The work of the Partnership is carried out through Community Action Teams (CATs). The CATs are independent, citizen-based groups in each of the seven Central Oregon communities that lead and guide their work in each area. Both of the CATs in Warm Springs and Madras indicated "transportation" as a key to the problem of poverty, and one they wanted to prioritize for action immediately.

Governor Kulongoski designated the Jefferson-Warm Springs Transportation Coordination Project as an “Oregon Solutions” Project. Oregon Solutions uses a community governance approach to develop sustainable solutions built through the collaborative efforts of local businesses, non-profit organizations and government. This approach ensures efficient use of public and private investments and accelerates the pace of solutions. Oregon Solutions projects are implemented through a community governance approach comprised of five elements:

1. A problem is defined by the community;
2. A neutral convener is appointed by the Governor to lead a team to address the problem;
3. A team of local businesses, non-profits and citizens along with local, state and federal government entities is put together to contribute to the solution;
4. Through a facilitated process, an integrated solution is identified that leverages the resources of the team; and
5. A “Declaration of Cooperation” is signed committing team members, their resources and time for an integrated and action-oriented solution.

This document is the final step of the Oregon Solutions process, where all partners declare their commitment of time, energy, talent or resources to a shared solution. They also agree to continue their involvement by collaboratively implementing the solution.

Background

The population of Jefferson County is 19,009.¹ Of this number, 24 % are senior citizens (65 years and over) and an additional 22% are persons with a disability (ages 21-64). 14.6% of individuals are living below the federal poverty level (\$14,160 annually for a family of three). Over one-quarter of families with young children (5 years and under) live below the poverty level. Only 64% of adults are employed. The rest are unemployed, disabled or retired.² Of Warm Springs tribal members, including those living in Madras, 55% are unemployed with over half having no transportation.³

Jefferson County has Central Oregon’s most culturally diverse population, with nearly one-third residents of color. Native American residents comprise 16.2% and Hispanic residents are 14.6%.⁴ 19% of residents speak a language other than English at home.

The majority of Jefferson County residents live in and around Madras and south along Highway 97. However, over 30% of persons below the poverty level, including low-

¹ US Census, 2000

² Ibid.

³ Warm Springs Community Employment Liaison

⁴ Ibid.



income seniors, live north and west of Madras. An additional 15% of those below the poverty level live in and around Madras. Of persons with a disability, 25% live north and west of Madras, and almost 23% live in and around Madras.

Transportation services in Jefferson County, including Warm Springs, are very limited. There are few options for youth and adults who do not drive or own a car, and who want to work or be involved in other activities, to participate. In the three years between 1999 and 2002, the need for trips by community providers (those providing transportation for their own clients) increased 26% and is still on the rise.

The Oregon Department of Human Services (DHS) documents the following as major transportation needs of the 1291 rides they provided to low-income Jefferson County residents in 2003:

1. Employment & job search
2. Medical appointments (including therapy and dental)
3. Grocery shopping
4. Errands
5. Visiting friends/family or other socialization for seniors

The following is a breakdown of need for the 3,538 rides provided by the Central Oregon Council on Aging (COCO A):

- 34% were trips home
- 29% were for shopping
- 13% were to meal sites
- 12% were for services other than medical
- 6% were to medical services
- 3% were to work
- 2% were for recreational or socialization

There are 147 potential employers in Jefferson County.⁵ Most of the major employers in the county are located in Madras. These include Jefferson County School District (449 employees), Keith Manufacturing (180 employees), Mt. View Hospital-Health Care Systems (180 employees) and Erickson's Sentry Market (67 employees).⁶

Since 1985, Madras has more than doubled its population – a trend that is expected to continue, particularly as it expects the arrival of a state medium-security prison in 2007. The prison citing is expected to have a major impact on employment, transportation and housing needs in the area. The prison will be a \$60 million facility, owned and operated by the State of Oregon and will employ more than 500 people. Employment growth

⁵ Job Access and Reverse Commute Program, Grant Proposal Application to Federal Transit Administration by Commute Options, 2003.

⁶ US Census, 2000.

since 1985 has also been fast. Jefferson County ranked as the fifth (5th) fastest growing county in Oregon at the end of the last decade.⁷

Project Description

The Central Oregon Partnership, the Central Oregon Intergovernmental Council (COIC), the Oregon Department of Transportation (ODOT) Public Transit Division, and the Oregon Solutions Office joined together to jointly fund, support and staff an effort to coordinate transportation services in the greater Jefferson County, Warm Springs communities. Representatives from over forty government, business, non-profit and citizen organizations joined the effort.

Together, representatives defined the shared community problem as:

There is a lack of mobility options for residents to participate in the needs of daily living (such as jobs, education, healthcare, services, etc.). Resources that do exist are:

- *not coordinated*
- *inequitable*
- *focused toward traditional solutions.*

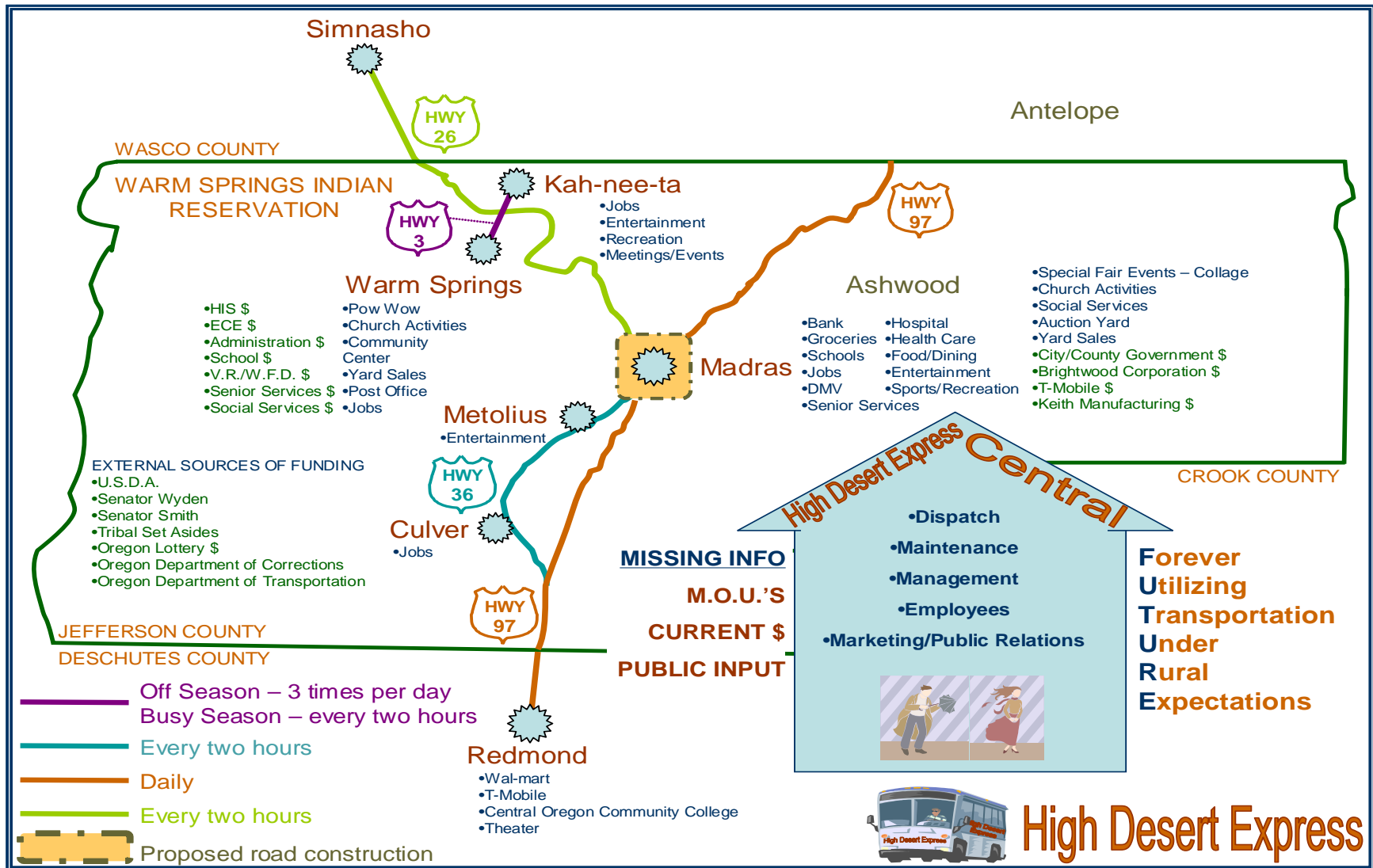
And, together they arrived at the following long-term goal for the project:

Create a sustainable system of transportation options for Warm Springs Reservation and the Jefferson County Highway 97& 26 corridors that is responsive to the community and provides access to daily living needs, through coordination of existing resources and efforts, and accessing additional resources needed.

Participants diagramed this vision as a map they can follow and put in place over the next few years (see page 6). Recognizing this goal as a long-term vision of transportation options for the community, project participants prioritized two short-term objectives with which to begin:

1. Development of a “coordination center” to serve as the hub of implementation and future activity related to the vision; and
2. A shuttle service between Madras and Warm Springs, with a seasonal extension to Kahneeta.

⁷ Ibid.



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Please refer to attached implementation plan for more details.

Central Oregon Intergovernmental Council

- Provide dispatch services, eventually in coordination with expanded Medicaid brokerage project. (subject to funding)
- Assist in developing public education strategy, including marketing materials for targeted audiences.
- Provide assistance with rates for those registered COIC clients with an approved employment plan who are unable to pay rider contribution.
- Provide grant-writing services and assistance (subject to funding)
- Coordination and management of funds. (subject to funding)
- Participation in implementation planning, and ongoing involvement in the project.

Penny Rogers, Employment Coordinator

Scott Edelman, Program Coordinator

Warm Springs Community Health

- Provide assistance with dispatch for medical needs.
- Space on shuttle service round-trip from Warm Springs to Bend, through Madras, Culver and Metolius.
- Participation in implementation planning, and ongoing involvement in the project.

Jim Quaid, Family & Human Services

Opportunity Foundation

- Assistance setting up dispatch & coordination of schedules.
- Space on daily shuttle from Madras, Metolius and Culver to Redmond.
- Participation in implementation planning, and ongoing involvement in the project.

Darrell Wilson, Executive Director

Central Oregon Council on Aging

- Assistance setting up dispatch & coordination of schedules.
- Space on shuttle from Madras to Bend, round-trip, on Thursdays.
- Participation in implementation planning, and ongoing involvement in the project.

Carol Maszk, Program Manager

High Lookee Lodge

- Space on shuttle from Warm Springs to Madras, round-trip, on Wednesdays.
- Participation in implementation planning, and ongoing involvement in the project.

Carol Funk, Director

Central Oregon Community College

- Assist in developing public education strategy, including branding for shuttle and marketing materials for targeted audiences.
- Provide grant-writing services and assistance.
- Participation in implementation planning, and ongoing involvement in the project.

Matthew McCoy, Vice President

Commute Options

- Assist in developing public education strategy, including branding for shuttle and marketing materials for targeted audiences.
- Develop outreach strategy to business, including suggested development of incentive programs.
- Participation in implementation planning, and ongoing involvement in the project.

Jeff Monson, Executive Director

KWSO Radio

- Assist in developing public education strategy, including marketing materials for targeted audiences.
- Participation in implementation planning, and ongoing involvement in the project.

Sue Matters

Department of Human Services

- Develop equitable structure for rider rates.
- Re-organize funds for client transportation to support Madras-Warm Springs shuttle, ensuring daily transportation for clients.
- Participation in implementation planning, and ongoing involvement in the project.

Patrick Carey, Service Delivery Area 10, Manager

St. Patrick's Church

- Provide assistance with rates for those who are unable to pay rider contribution.
- Participation in implementation planning, and ongoing involvement in the project.

Father Jim Stephens

Patti Bender

Warm Springs Social Services

- Provide assistance with rates for those who are unable to pay rider contribution.
- Participation in implementation planning, and ongoing involvement in the project.

Gayle Rogers

Oregon Department of Transportation

- Provide technical support for grant-writing.
- Discretionary grant of up to \$120,000, dependent on local match.
- Develop outreach strategy to business, including development of incentives.
- Participation in implementation planning, and ongoing involvement in the project.
- Develop mechanism for use of school buses in “dead-head” runs.
- Provide 5311 developmental grant for general public transit services.

Bob Bryant, Manager ODOT Region 4

Martin Loring, Administrator, ODOT Public Transit Division

Oregon Department of Energy

- Pass-through program for non-profit providers through tax credit program.
- Develop outreach strategy to business, including development of incentives.
- Participation in implementation planning, and ongoing involvement in the project.

Kathy King

Warm Springs Community Action Team

- Ongoing planning for implementation of short and long-term vision.
- Facilitation of ongoing effort.
- Coordination and management of funds.
- Participation in implementation planning, and ongoing involvement in the project.

Julie Quaid, Board Chair

Madras Community Action Team

- Ongoing planning for implementation of short and long-term vision.
- Facilitation of ongoing effort.
- Coordination and management of funds.
- Participation in implementation planning, and ongoing involvement in the project.

Julie Lopez, Board Chair

Jefferson County Fire District

- Meeting space.
- Participation in implementation planning, and ongoing involvement in the project.

Bob Sjolund, Captain

City of Metolius

- Meeting space.
- Commitment of future efforts involving shuttle leg Madras-Metolius.
- Participation in implementation planning, and ongoing involvement in the project.

Darrell Agee, Mayor

City of Madras

- Participation in implementation planning, and ongoing involvement in the project.

Rick Allen, Mayor

City of Culver

- Commitment of future efforts involving shuttle leg Madras-Metolius.
- Participation in implementation planning, and ongoing involvement in the project.

Jay Shilling, City Councilor

High Desert Taxi

- Space on daily shuttle (M-F) between Madras and Warm Springs in the morning; to and from Warm Springs to Madras in the evening.
- Participation in implementation planning.

Rebecca Roth

509J School District

- Pending statutory or regulatory clarification, daily rides (M-F) from Madras to Warm Springs in the morning; from Warm Springs to Madras in the evening on “deadhead” runs of school buses.
- Participation in implementation planning, and ongoing involvement in the project.

Kahneeta

- Provide shuttle between Kahneeta and Warm Springs, to connect with Madras shuttle [enter days of week/numbers of trips here.](#)
 - Participation in implementation planning, and ongoing involvement in the project.
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Jefferson County

- Coordinate allocation of “Special Transportation Funds” with Warm Springs Tribal Council to support Madras-Warm Springs shuttle, ensuring that current recipients receive the same or greater service.
- Participation in implementation planning, and ongoing involvement in the project.

Bill Bellamy, Chair, Jefferson County Board of Commissioners

Warm Springs Tribal Council

- Coordinate allocation of “Special Transportation Funds” with Jefferson County to support Madras-Warm Springs shuttle, ensuring that tribal members receive the same or greater service.
- Participation in implementation planning, and ongoing involvement in the project.

Ronald Suppah, Chairman, Tribal Council