



Sunset Empire Transportation District

BOARD OF COMMISSIONERS

BOARD MEETING AGENDA

THURSDAY FEBRUARY 23, 2017

9:00 AM

Astoria Transit Center, 900 Marine Drive Astoria, OR

AGENDA:

1. CALL TO ORDER; PLEDGE OF ALLEGIANCE TO THE FLAG
2. ROLL CALL
3. CHANGES TO AGENDA
4. PUBLIC COMMENT (3 minute limit)
5. RECOGNITION OF FORMER BOARD MEMBER SERVICE TO THE DISTRICT
6. APPROVAL OF JANUARY 5TH WORK SESSION AND DECEMBER 20TH BOARD MEETING MINUTES
7. REPORTS FROM CHAIR AND COMMISSIONERS
8. FINANCIAL REPORTS- JANUARY 2017
9. OLD BUSINESS
 - a. Adoption of 2017-2019 SETD Strategic Plan
10. NEW BUSINESS
 - a. Columbia Pacific Coordinated Care Organization Contract Amendment #4
 - b. Northwest Oregon Transit Alliance (NWOTA) Management Plan
 - c. Approval of Budget Calendar
 - d. Appointment of Budget Officer
 - e. Appointment of Budget Committee Members
 - f. Resolution 2017-03 Recreational Immunity
11. CORRESPONDENCE-
12. EXECUTIVE DIRECTOR REPORT
13. LEADERSHIP TEAM REPORT
14. PUBLIC COMMENT (3 minute limit)
15. OTHER ITEMS



**BOARD OF COMMISSIONERS
BOARD WORK SESSION MINUTES
FORT CLATSOP NETUL ROOM
8:30 AM
JANUARY 05, 2016**

Present: Chair Kathy Kleczek, Commissioner Kevin Widener, Commissioner Jim Servino, Secretary/Treasurer Carol Gearin and Commissioner Lylla Gaebel Excused- Commissioner Tracy MacDonald

Special District's Facilitators- John Stein and Bill Anderson

Staff Present: Executive Director Jeff Hazen and Executive Assistant Mary Parker

The Board Goal Setting Work Session began at 8:30 AM. The session continued through a working lunch until completion at 3:30 PM.

Work Session notes were taken by facilitators to be compiled and sent to the Board within a week.

Mary Parker, Recording Secretary

Date _____
Commissioner Carol Gearin, Secretary/Treasurer

Mission Statement

Provide safe, reliable, relevant and sustainable transportation services to Clatsop County with professionalism, integrity and courtesy.



**BOARD OF COMMISSIONERS
BOARD MEETING MINUTES
JANUARY 20, 2016**

1. CALL TO ORDER- Chair Kathy Kleczek called the meeting to order at 9:00 am.
2. ROLL CALL:
Present: Chair Kathy Kleczek, Commissioner Kevin Widener, Commissioner Jim Servino, Secretary/Treasurer Carol Gearin, Commissioner Tracy MacDonald and Commissioner Lylla Gaebel

Staff Present: Executive Director Jeff Hazen, Finance Officer Al Hernandez, IS/Transit Center Manager John Layton, RideCare Manager Jason Jones, Operations Manager Scott Earls, Paratransit Supervisor Jennifer Geisler, Mobility Management Coordinator Shana Verley, Human Resources Tami Carlson and Transportation Options Specialist Shasia Fry.
3. RESIGNATION OF COMMISSIONER- Chair Kleczek reported that she had received a letter of resignation from Paul Lewicki.
Commissioner Widener moved to accept Commissioner Paul Lewicki's resignation
Commissioner Gearin seconded the motion
Motion passed unanimously
Discussion- Chair Kleczek requested that the Board ask that Executive Assistant Mary take care of placing an order for a commemorative plaque.
4. CHANGES TO AGENDA- Executive Director Hazen requested that Rider Appreciation Day be added under 9 B. Commissioner Gearin asked that the appointing of a new Board member be moved up on the agenda. Chair Kleczek added Board Vacancy under 4. a. and Chair Kleczek added Board Officer Vacancy under 4. b.
 - a. Board Member Vacancy-
Commissioner Gaebel moved to appoint Pamela Alegria to the SETD Board of Commissioners
Commissioner Widener seconded the motion
Discussion- Commissioner MacDonald asked if appointing Pamela to the Board would cause any problems with the Senior and Disabled Advisory Board. Executive Director Hazen said no that the replacement process was already started. Commissioner Widener asked Pamela if she would be willing to run for Commissioner in the upcoming election. Pamela answered yes.
Motion passed unanimously
Pamela Alegria was sworn in as Board Commissioner position 4 by Chair Kleczek.
 - b. Board Officer Vacancy- Vice Chair
Commissioner MacDonald moved to nominate Kevin Widener as Vice Chair
Commissioner Gearin seconded the motion
Discussion- None
Motion passed unanimously
5. PUBLIC COMMENT- None
6. APPROVAL OF THE DECEMBER 8, 2016 MEETING MINUTES
Commissioner Gearin moved to approve the December 2016 minutes
Commissioner Gaebel seconded the motion

Motion passed unanimously

7. REPORTS FROM CHAIR AND COMMISSIONERS

- a. Commissioner Alegria- No comment
- b. Commissioner Widener- Commented that he had attended the Senior and Disabled Transportation Advisory meeting and discussed STF and 5310 funding which will also be discussed today.
- c. Commissioner MacDonald- No comment
- d. Commissioner Gearin- No Comment
- e. Commissioner Gaebel- No Comment
- f. Commissioner Servino- Distributed a brochure from the Oregon Department of Forestry which included a map of all the forest lands and recreational areas that could be discussed later in the meeting.
- g. Chair Kleczek- Commented that the Board Strategic Planning workshop went very well and that we are already working on many of the goals.

8. FINANCIAL REPORTS- NOVEMBER AND DECEMBER 2016

Al Hernandez reported that the 3 vacant parking spaces had been rented. Al clarified that professional services were budgeted for but have not been used. No corrections or changes were made to the November Financial report.

Commissioner Gaebel moved to accept the November 2016 Financial Report

Commissioner MacDonald seconded the motion

Discussion- None

Motion passed unanimously

Al reported that the HRA payment listed was made to an employee. There was a question about the payment due from the Cruise Ships which Al will look into. No corrections or changes were made to the December Financial report.

Commissioner Gaebel moved to accept the December 2016 Financial Report

Commissioner Servino seconded the motion

Discussion- None

Motion passed unanimously

9. OLD BUSINESS

- a. County of Linn v. State of Oregon and the State Forestry Department, 16V07708
Each Commissioner voiced their opinion about the District remaining in or opting out of the law suit. Commissioner Gearin said she is very concerned that if passed that there would be damage to the watersheds and thought that the District should opt out. Commissioner Alegria said that there could be more money but at the expense of the forest and this is not the way to resolve their concerns. Commissioner Gaebel said she is also very concerned about clear cutting and the effect on the watershed and believes we should opt out. Commissioner Widener said the law suit is very difficult but his opinion is to opt out. Commissioner MacDonald said we would have to second guess people who have spent their whole lives in this so he would opt out. Commissioner Servino said he took a look at what his responsibility is as a Commissioner and the fiduciary responsibility he has as a Commissioner and to opt out now forgoes that responsibility.

Commissioner Gaebel moved that SETD opt out of the Linn County lawsuit and that a letter from the Board Chair be sent to Linn County informing them of the decision.

Commissioner Gearin seconded the motion

Discussion- Commissioner Widener said he did not like the lawsuit but said he could not turn down the money and even though it was a borderline call he would vote to stay in. Commissioner Gearin said that we may get money but it will go right back out and this is not a win-win for the taxpayer. Chair Kleczek stated that she did not agree with the lawsuit and that they chose a very nebulous point to file the lawsuit on as far as language and intention in 1941 as opposed to the plans and work that has gone on since then. Chair Kleczek also said because the lawsuit is based on interpretation of intent in 1941 a lot more than just facts may be accepted in this case. Chair Kleczek also said she had heard from our constituents and as a whole they say we should opt out.

Commissioner Alegria said she agreed with what the chair had stated and it was very well put. She also agreed with Commissioner Gearin and understands the responsibility of the Commission but there are so many other factors involved that it supersedes at this point.

Commissioner Servino No
Commissioner Gaebel Yes
Commissioner Gearin Yes
Commissioner MacDonald Yes
Commissioner Widener No
Commissioner Alegria Yes
Chair Kleczek Yes

- b. Rider Appreciation Day-
Executive Director Hazen wanted to make sure that the Board is ok with Rider Appreciation Day being dedicated to Rae Goforth. The Board supported dedicating the Rider Appreciation day to Commissioner Goforth.
- c. Budget Committee-
Executive Director Hazen said that Mary would be contacting the Budget Committee members this week and will be sending out Board meeting minutes and financial reports.

10. NEW BUSINESS

- a. Intergovernmental Agreement with Columbia County on Feasibility Study-
Executive Director Hazen reviewed the need for a study to determine if it would be feasible for Sunset Empire Transportation District to take over transit services in Columbia County and if it would be of benefit to the District or not.
Commissioner Gearin moved to approve the Intergovernmental Agreement with Columbia County for a Feasibility Study and authorizing the Board Chair to sign.
Commissioner MacDonald seconded the motion.
Motion passed by unanimously
- b. Special Transportation Fund Recommend Projects-
Executive Director Hazen presented the funding recommendations from the applications presented to the Senior and Disabled Transportation Advisory Committee (S&D Committee) for Special Transportation Funds. Applicants were the Astoria Senior Center requesting \$4,250 and SETD requesting \$182,232. The S&D Committee recommended that both applicants be approved.
Commissioner Gaebel moved to accept the recommendation of the Senior and Disabled Transportation Advisory Committee and approve both applicants for the Special Transportation Fund.
Commissioner Widener seconded the motion
Motion passed unanimously
- c. 5310 Funds Recommended Projects
Executive Director Hazen presented the funding recommendations from the applications presented to the Senior and Disabled Transportation Advisory Committee (S&D Committee) for 5310 Funding. Applicants were Clatsop Community Action requesting \$336 and SETD requesting \$143,710.67. The S&D Committee did not approve Clatsop Community Action's request but did approve SETD's request. The recommendation from the S&D committee was to use the \$15,708 left from STF funds and set up a Ticket Bank that would supply tickets to community organizations on approved request.
Commissioner Gaebel moved to approve the 5310 funds recommendation of the Senior and Disabled Transportation Advisory Committee
Commissioner Widener seconded the motion
Motion passed unanimously

Commissioner Gaebel moved to approve the setup of a ticket bank with the \$15,708 and allocate \$336 to go to Clatsop Community Action.

Commissioner Widener seconded the motion

Motion passed unanimously

d. Updated Board Bank Signatures-

Executive Director Hazen explained that the process for changing Board signers on SETD bank accounts requires verification from the Board signed by the Board Chair of each Board member being added or removed. Executive Director Hazen prepared Resolution 2017-01 and 2017-02 designating these changes. AI will be responsible for completing the bank signing process.

Commissioner Gaebel moved to approve Resolution 2017-01 removing Rae Goforth as a signer on all District bank accounts.

Commissioner Widener seconded the motion

Motion passed unanimously

Commissioner Gaebel moved to approve Resolution 2017-02 adding Jim Servino, Lylla Gaebel and Pamela Alegria as signers to all District bank accounts

Commissioner Widener seconded the motion

Motion passed unanimously

e. Selection of Legal Services Provider-

Due to the retirement of Jeanyse Snow, Executive Director Hazen sent out RFP notices for legal services for the District. The District received 2 applications. Heather Reynolds and Blair Henningsgaard, both from Astoria.

Commissioner Gearin moved to approve Heather Reynolds as District Legal Services Provider

Commissioner Gaebel seconded the motion

Discussion- Agreement will state that requests for legal counsel will go through Board or Executive Director. Agreement will also offer alternative legal counsel in the event there is conflict of interest issues.

Motion passed unanimously

11. CORRESPONDENCE- Executive Director Hazen distributed the Strategic Plan report from the Board Goal Setting work session. Commissioner Servino requested that the date be added to the report. The Board requested sending John and Bill a thank you note for facilitating the session. Mary will purchase cards and have available for Chair Kleczek to sign.
12. EXECUTIVE DIRECTOR REPORT- Executive Director Hazen reported that Tillamook County Transportation has been testing a mobile application for bus tracking called "Swiftly" and which is also used by Trimet. Doug has reported that Swiftly seems very user friendly and works well for rural transit. Executive Director Hazen will be looking at what costs would be for District. Executive Director Hazen said due to Walmart construction busses will no longer be stopping across from Costco. This will be in effect starting on Monday January 23rd. Commissioner Gearin reported that she was concerned for the safety of staff with the window missing specifically when only one person is here. The sliding replacement window has not arrived yet. Commissioner Gearin had a friend wait for and board the Point bus in Gearhart. The bus driver told her Gearhart was flag stop and unless a rider waves to the driver they do not stop there. Executive Director Hazen will check into this.
13. LEADERSHIP TEAM REPORTS- Reports submitted for December 2016. Operations- Scott Earls, Rider Reports- John Layton, Ride Assist- Jennifer Geisler, Mobility Management- Shana Verley, Transportation Options-Shasia Fry, Information Technology- John Layton, Marketing and Outreach- Mary Parker, RideCare- Jason Jones and Human Resources- Tami Carlson.
14. PUBLIC COMMENT- Commissioner Gaebel visited with Paratransit driver Mary on the bus while she was parked at Fred Meyer. Commissioner Gabel said Mary was very friendly and helpful and the bus was spotless.

15. OTHER ITEMS

An audio recording of the Sunset Empire Transportation District's January 2017 Board Meeting is available at: www.ridethebus.org-Board of Commissioners- Monthly Meeting Minutes- January 2017.

Meeting was adjourned at 11:51AM

Mary Parker, Recording Secretary

Commissioner Carol Gearin, Secretary/Treasurer

Date _____

Mission Statement

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DRAFT

NOTE on Reviewing Financials: 6 Month = 58.30 % of Fiscal Year Budget*

Preliminary General Fund Profit and Loss

The District's General Fund Total YTD Income was \$1,652,215 (\$74,958 better than budget), 53.96% of annual budget and 104.5% of monthly budget. YTD Total Materials & Services was \$249,295 (\$259,862 less than budget), 29.85% of annual budget and 59.10% of monthly budget.

Revenue

- 4000 Fares: Revenues for the month reflects an increase in Bus Fares for the month of about 15% (a 20% increase in ridership compared to prior year). Fare Box reflects an increase of about \$5,000 in December 2016 compared to December 2015, \$2,900 of which is Bus Passes issued to Ride Care for October and November 2016.
- 4090 Donations/Commissions: Laminations \$133, Teachers Association \$100 and driver tips \$93.
- 4100 Contract Service-IGA: Cannon Beach billed for January Service (2,443) and Clatsop Care \$375.
- 4200 Property Tax: Reflects tax revenues of \$11,291 of which \$9,299 is current period and \$1,991 is prior period.
- 4271 Billboard Lease: Annual payment received \$1,200.
- 4272 Parking: One new leasee paid January and February lease payments in January. Last two spaces were leased at the end of January.
- 4300 Interest: Effective October 1, 2016 the LGIP Rate increased to 1.03%. The previous increase was in July 27, 2016 when LGIP increased their interest to .92% from (.875%). Fund savings are deposited into LGIP. The period July to October is a slow revenue period thus we draw on LGIP. November is a heavy property tax month thus we have surplus fund to be contributed to LGIP. This is January 2017 interest.

Expense

- 6300 Employee Expenses: Reflects the claim pay outs of HRA-Medical B to 3 employees \$4,133.
- 7000 Provider Payments: Reflects payments for VETS Medical Transportation Program. We currently have 36 members, we are planning another round of outreach in the coming months.
- ADS: Ads for drivers.
- 8020 BLDG & Grounds Maint: Annual fire extinguisher testing \$408.
- 8030 Comp-Info-Tech-Services: Installation fee for IT service (MindShift).
- 8050 Dues Subscriptions & Fees: Major contribution include: Annual dues for Astoria-Warrenton Chamber of Commerce. \$272, Astoria-newspaper \$135.
- 8053 IGA Dues and Fees: Quarterly dues Tillamook County District.
- 8075 Fuel: Reflects actuals paid in January 2017. Prices continue below budgeted amounts Unleaded prices are about \$2.10 and Bio diesel about \$1.85.
- 8080 Insurance: Quarterly installments for General Liability and Auto Insurance for year.
- 8130 Payroll Processing Fee: Includes QB Annual PR update \$452 and January 2017 PR Fees.
- 8155 Telephone/Internet: Reflects the result of General Fund (GF) having larger share of the CoastCom services than budgeted. The GF was budgeted 25% of expenses and October reflects an actual usage of 30%. Overall the billing in on budget with Ride Care being better than budget.
- END

Ride Care Fund Profit and Loss

Ride Care's total Income is 49.12% of total budget. YTD revenues of \$1,689,795 are \$273,674 less than Budget. Which is the result of receiving \$217,087 less from CPCCO than budgeted. The 2016 budget assumed continued growth of 10.5% for the year. Actuals are showing a decline in membership over the last 7 months (April to Jan 2017) of 10.31%. This is the result of the CPCCO reviewing eligibility files and screening members. It is expected that membership will drop by about 10% over the next year. Offsetting this decline is a rate increase of \$.50 per member per month effective January 1, 2017. YTD Interest Income of \$6,506 was \$3,006 better than budgeted partly the result of an increase in the interest rate to .92% from .875% in July with an additional rate increase in October 2016 to 1.03%. YTD Materials & Services of \$1,457,956 are \$270,037 less than budget and are 47.00% of YTD budget. This was aided by a 4th quarter settlement of \$47,697 which resulted from the accrual process at year end received in September 2016.

Expense

- 6300 Employee Benefits: Up the result of accruing Qtr 4 Works Compensation and final payment for Ridecare staff.
- 7000 Contract Providers: Low the result of delays in the billing by Tillamook and Columbia County Rider as they continued to catch up on late billing. Progress has been made by both agencies.
- 7030 Bus Passes: Tillamook \$330, Columbia County \$440 and SETD \$1,500.
- 8030 Comp-Info-Tech Services: Ride Care share of Time Keeper Installation.
- 8045 Drug/Alcohol Background: The result of drug & background checks for (6) Wapato and one K & M staff.
- 8080 Insurance: Quarterly General Property Insurance payment.
- 8130 Payroll Processing fee: Payment of QB annual PR updating fee. This charge was budgeted and allocated to the year.
- 8136 Professional Services: December 2016 Processing of Answering service invoice.
- 8155 Telephone/Internet Service: Is better than budget the result of RC actuals representing 70% of the Coastcom service while budgeted at 75%. Overall telephone is under budget and YTD include Oct prepayment when you include General Fund.
- 8165 Utilities: \$190 over budget for the month due to colder than expected weather. YTD still underbudget by \$ 675.
- 9655 DMAP Repayment: Payment for 2014-2015 rides not provided but reimbursed to Ride Care.
- END

BS Follow up from last Meeting:

AR Clatsop Cruise Ship Host was billed in early November and dated October as that was the service period. Invoice was paid in late November and deposited in the bank. Check was recorded against AR on January 2, 2017.

**Sunset Empire Transportation
Profit & Loss Budget Performance General Fund
January 2017**

	<u>Month Actual</u>	<u>Month Budget</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>YTD Budget to YTD Actual</u>	<u>Annual Budget</u>	<u>YTD Act to Budget</u>
YTD Actual % Budget Target: 58.3%					Better		
Ordinary Income/Expense					(Worse)		
Income							
4000 FARES	25,796.07	18,025.00	192,448.36	161,175.00	31,273.36	268,300.00	60.07%
4090 DONATIONS/COMMISSIONS	326.00	0.00	1,344.47	300.00	1,044.47	600.00	50.00%
4100 CONTRACTED SERVICES-IGA	2,818.00	4,200.00	46,402.32	70,879.00	(24,476.68)	180,917.00	39.18%
4200 TAXES	11,290.72	14,000.00	833,642.54	838,000.00	(4,357.46)	925,000.00	90.59%
4250 TIMBER SALES	0.00	0.00	146,102.13	80,000.00	66,102.13	160,000.00	50.00%
4260 MASS TRANSIT ASSESSMENT	13,647.82	13,750.00	31,512.46	27,500.00	4,012.46	55,000.00	50.00%
4270 RENTAL INCOME					0.00		
4271 BILLBOARD LEASE	1,200.00		1,200.00	1,200.00	0.00	1,200.00	100.00%
4272 PARKING SPACES	807.50	760.00	4,892.50	5,320.00	(427.50)	9,120.00	58.33%
4273- Charging Station	0.00	0.00	0.00	0.00	0.00	160.00	0.00%
4270 RENTAL INCOME - Other	0.00		0.00	0.00	0.00	0.00	
Total 4270 RENTAL INCOME	2,007.50	760.00	6,092.50	6,520.00	(427.50)	10,480.00	62.21%
4300 INTEREST	781.58	400.00	3,529.75	2,800.00	729.75	4,800.00	58.33%
4310 MISC INCOME	0.00		817.48		817.48		
5000 GRANTS	0.00	0.00	307,042.00	305,045.00	1,997.00	1,128,379.00	27.03%
5080 OREGON STF FUNDS	28,436.00	28,346.00	85,308.00	85,038.00	270.00	328,560.00	25.88%
Total Income	85,103.69	79,481.00	1,654,242.01	1,577,257.00	76,985.01	3,062,036.00	51.51%
Gross Profit	85,103.69	79,481.00	1,654,242.01	1,577,257.00	76,985.01	3,062,036.00	51.51%
Expense							
1. PERSONNEL SERVICES							
6005 SALARIES & WAGES	86,092.34	95,664.00	624,954.55	674,479.00	49,524.45	1,243,631.00	54.23%
6200 PAYROLL EXPENSES	7,286.72	11,816.00	78,051.80	84,622.00	6,570.20	153,610.00	55.09%
6300 EMPLOYEE BENEFITS	24,637.59	24,597.00	165,104.72	172,181.00	7,076.28	295,166.00	58.33%
Total 1. PERSONNEL SERVICES	118,016.65	132,077.00	868,111.07	931,282.00	63,170.93	1,692,407.00	55.03%
2. MATERIALS & SERVICES							
7000 RC PROVIDER PAYMENTS	702.80	1,479.00	1,766.16	10,353.00	8,586.84	17,750.00	58.33%
7030 BUS PASSES	0.00	340.00	0.00	2,380.00	2,380.00	4,080.00	58.33%
8005 AUDIT	0.00	2,000.00	1,600.00	21,000.00	19,400.00	26,160.00	80.28%
8006 ADS (HR JOB POSTING)	190.18	350.00	480.35	2,450.00	1,969.65	4,200.00	58.33%
8010 BANK FEES	293.96	250.00	1,546.60	1,755.00	208.40	3,005.00	58.40%
8020 BLDING & GROUNDS MAINT	2,364.95	2,114.00	13,679.80	14,803.00	1,123.20	25,373.00	58.34%
8030 COMP-INFO-TECH SERVICES	5,247.40	3,774.00	15,072.93	12,954.00	(2,118.93)	26,237.00	49.37%
8035 CONF TRAINING & TRAVEL	1,677.69	3,750.00	8,502.20	19,748.00	11,245.80	37,042.00	53.31%
8045 DRUG/ALCOHOL/BG CHECKS	0.00	267.00	894.36	1,865.00	970.64	3,200.00	58.28%
8050 DUES SUBSCRIPTIONS & FEES	774.55	300.00	10,224.35	8,150.00	(2,074.35)	9,280.00	87.82%
8053 IGA - DUES AND FEES	2,500.00	0.00	14,167.00	8,350.00	(5,817.00)	16,700.00	50.00%
8055 DURABLE EQUIP/SMALL TOC	0.00	900.00	392.48	11,752.00	11,359.52	16,750.00	70.16%
8061 EQUIPMENT LEASE/RENT	426.21	458.00	3,216.78	23,210.00	19,993.22	25,500.00	91.02%
8065 EDUCATION/OUTREACH	39.98	2,491.00	2,885.80	24,802.00	21,916.20	39,510.00	62.77%
8070 EMPLOYEE RECOGNITION	123.55	3,000.00	6,270.31	3,500.00	(2,770.31)	4,000.00	87.50%
8072 Election Fees	0.00	2,000.00	0.00	4,000.00	4,000.00	4,000.00	100.00%
8075 FUEL	10,047.80	19,897.00	58,571.06	139,279.00	80,707.94	238,772.00	58.33%
8080 INSURANCE	13,846.40	12,200.00	26,009.05	39,942.00	13,932.95	56,142.00	71.14%
8090 LEGAL ADS	0.00	100.00	200.00	300.00	100.00	800.00	37.50%
8095 LEGAL COUNSEL	0.00	400.00	336.00	2,900.00	2,564.00	6,400.00	45.31%
8100 MEETING EXPENSE	209.44	100.00	449.24	800.00	350.76	1,400.00	57.14%
8120 OFFICE SUPPLIES	1,255.29	1,200.00	7,070.10	8,500.00	1,429.90	15,450.00	55.02%
8130 PAYROLL PROCESSING FEES	569.60	160.00	1,327.00	1,200.00	(127.00)	2,080.00	57.69%
8135 PRINTING	63.31	2,683.00	1,269.88	19,432.00	18,162.12	33,950.00	57.24%
8139 PROFESSIONAL SERVICES	0.00	2,150.00	441.30	18,851.00	18,409.70	32,850.00	57.39%
8140 SUBGRANT PASS THROUGH	0.00	6,000.00	0.00	12,000.00	12,000.00	15,000.00	80.00%
8150 TAXES/LICENSES/BUS REG F	0.00	0.00	74.22	125.00	50.78	330.00	37.88%
8155 TELEPHONE/INTERNET SERV	1,875.66	1,775.00	14,352.60	12,425.00	(1,927.60)	21,296.00	58.34%
8160 UNIFORMS	65.80	500.00	888.30	2,024.00	1,135.70	5,924.00	34.17%
8165 UTILITIES	2,405.29	2,160.00	9,708.68	12,307.00	2,598.32	21,667.00	56.80%

8170 VEHICLE MAINT & REPAIRS	4,367.80	10,000.00	47,959.66	68,000.00	20,040.34	120,200.00	56.57%
Total 2. MATERIALS & SERVICES	49,047.66	82,798.00	249,356.21	509,157.00	259,800.79	835,048.00	60.97%
Total Expense	167,064.31	214,875.00	1,117,467.28	1,440,439.00	322,971.72	2,527,455.00	56.99%
Net Ordinary Income	-81,960.62	-135,394.00	536,774.73	136,818.00	399,956.73	534,581.00	25.59%
Other Income/Expense							
Other Expense							
3. OTHER EXPENSES							
9610 CLATSOP BANK-PRINCIPAL	5,525.01	5,528.63	38,178.31	38,241.91	63.60	66,421.11	57.57%
9611 CLATSOP BANK-LOAN INT	1,048.49	1,044.87	7,836.19	7,772.59	(63.60)	12,460.89	62.38%
Total 3. OTHER EXPENSES	6,573.50	6,573.50	46,014.50	46,014.50	0.00	78,882.00	58.33%
9600 DEBT SERVICE & INTERES-FEE	0.00		334.40	334.00	(0.40)	334.00	100.00%
9625 SDAO FLEXLEASE-PRINCIPAL	0.00		38,000.00	38,000.00	0.00	38,000.00	100.00%
9626 SDAO FLEXLEASE-INTEREST	0.00	0.00	4,389.00	4,389.00	0.00	8,778.00	50.00%
9700 CAPITAL EXPENSE	0.00	15,000.00	187,931.00	205,000.00	17,069.00	797,000.00	25.72%
9800 CONTINGENCY	0.00	0.00	0.00	0.00	0.00	106,104.00	0.00%
9850 TRANSFER OUT	0.00		0.00	0.00	0.00	0.00	
Total Other Expense	6,573.50	21,573.50	276,668.90	293,737.50	17,068.60	1,029,098.00	28.54%
Net Other Income	-6,573.50	-21,573.50	-276,668.90	-293,737.50	2,068.60	-1,029,098.00	28.54%
Net Income	-88,534.12	-156,967.50	260,105.83	-156,919.50	417,025.33	-494,517.00	31.73%

Sunset Empire Transportation
Profit & Loss Budget Performance RideCare
January 2017

	<u>Month Actual</u>	<u>Month Budget</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>YTD Budget to YTD Actual</u>	<u>Annual Budget</u>	<u>YTD Act to Budget</u>
YTD Actual % Budget Target: 58.3%					Better (Worse)		
Ordinary Income/Expense							
Income							
4300 INTEREST	1,086.59	500.00	6,505.53	3,500.00	3,005.53	6,000.00	108.43%
4500 RC PROVIDER SERVICE REIM	239,849.02	287,310.00	1,683,288.98	1,959,969.00	(276,680.02)	3,434,370.00	49.01%
Other Types of Income	0.00		0.00	0.00	0.00	0.00	
Total Income	240,935.61	287,810.00	1,689,794.51	1,963,469.00	(273,674.49)	3,440,370.00	49.12%
Gross Profit	240,935.61	287,810.00	1,689,794.51	1,963,469.00	(273,674.49)	3,440,370.00	49.12%
Expense							
1. PERSONNEL SERVICES							
6005 SALARIES & WAGES	24,582.30	26,994.66	171,345.32	194,960.06	23,614.74	350,930.63	48.83%
6200 PAYROLL EXPENSES	2,081.98	3,477.29	24,285.04	25,279.67	994.63	45,204.75	53.72%
6300 EMPLOYEE BENEFITS	4,094.10	7,492.48	32,816.21	56,193.58	23,377.37	97,402.22	33.69%
Total 1. PERSONNEL SERVICES	30,758.38	37,964.43	228,446.57	276,433.31	47,986.74	493,537.60	46.29%
2. MATERIALS & SERVICES							
7000 RC PROVIDER PAYMENTS	197,182.12	232,659.00	1,440,732.39	1,587,495.00	146,762.61	2,781,506.00	51.80%
7030 BUS PASSES	2,270.00	1,500.00	11,522.50	10,500.00	(1,022.50)	18,000.00	64.01%
7050 DMAP/CCO Annual Adjustment	0.00	0.00	-47,696.76	-35,000.00	82,696.76	140,000.00	-34.07%
8005 AUDIT	0.00	300.00	400.00	5,940.00	5,540.00	6,540.00	6.12%
8006 ADS (HR JOB POSTING)	0.00	0.00	468.58	1,100.00	631.42	2,000.00	23.43%
8010 BANK FEES	10.00	15.00	70.00	100.00	30.00	171.00	40.94%
8020 BLDING & GROUNDS MAINT	538.10	682.00	2,867.12	4,777.00	1,909.88	8,190.00	35.01%
8025 BUS PASSES	0.00	0.00	0.00	0.00	0.00	0.00	
8030 COMP-INFO-TECH SERVICES	1,183.60	634.00	2,003.13	4,438.00	2,434.87	7,609.00	26.33%
8035 CONF TRAINING & TRAVEL	0.00	490.00	271.84	3,800.00	3,528.16	6,788.00	4.00%
8045 DRUG/ALCOHOL/BG CHECKS	268.00	100.00	1,421.25	700.00	(721.25)	1,200.00	118.44%
8050 DUES SUBSCRIPTIONS & FEES	0.00		162.66	2,170.00	2,007.34	2,170.00	7.50%
8055 DURABLE EQUIP/SMALL TOOLS	78.54	1,500.00	7,434.30	12,000.00	4,565.70	19,700.00	37.74%
8065 EDUCATION/OUTREACH	0.00	0.00	0.00	1,200.00	1,200.00	2,400.00	0.00%
8070 EMPLOYEE RECOGNITION	0.00	1,000.00	0.00	1,500.00	1,500.00	1,800.00	0.00%
8072 Election Fees	0.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00	0.00%
8080 INSURANCE	1,444.85	0.00	4,699.63	2,882.00	(1,817.63)	5,742.00	81.85%
8090 LEGAL ADS	0.00	0.00	0.00	300.00	300.00	500.00	0.00%
8095 LEGAL COUNSEL	0.00	100.00	0.00	100.00	100.00	200.00	0.00%
8100 MEETING EXPENSE	30.00	100.00	108.10	700.00	591.90	1,200.00	9.01%
8120 OFFICE SUPPLIES	490.80	337.00	2,382.11	2,359.00	(23.11)	4,050.00	58.82%
8130 PAYROLL PROCESSING FEES	142.40	40.00	331.75	300.00	(31.75)	520.00	63.80%
8135 PRINTING	55.00	250.00	132.90	1,750.00	1,617.10	3,000.00	4.43%
8139 PROFESSIONAL SERVICES	285.00	220.00	3,588.48	20,220.00	16,631.52	40,000.00	8.97%
8155 TELEPHONE/INTERNET SERVICE	2,885.13	3,265.00	22,635.67	22,857.00	221.33	39,184.00	57.77%
8165 UTILITIES	967.15	777.00	4,230.29	4,805.00	574.71	8,339.00	50.73%
Total 2. MATERIALS & SERVICES	207,830.69	244,969.00	1,457,765.94	1,727,993.00	270,227.06	3,101,809.00	47.00%
Total Expense	238,589.07	282,933.43	1,686,212.51	2,004,426.31	318,213.80	3,595,346.60	46.90%
Net Ordinary Income	2,346.54	4,876.57	3,582.00	-40,957.31	44,539.31	-154,976.60	-2.31%
Other Income/Expense							
Other Expense							
3. OTHER EXPENSES							
9611 CLATSOP BANK-LOAN INT	0.00		0.00	0.00	0.00	0.00	
Total 3. OTHER EXPENSES	0.00		0.00	0.00	0.00	0.00	
9600 DEBT SERVICE & INTERES-FEE	0.00		105.60	106.00	0.40	106.00	99.62%
9625 SDAO FLEXLEASE-PRINCIPAL	0.00		12,000.00	12,000.00	0.00	12,000.00	100.00%
9626 SDAO FLEXLEASE-INTEREST	0.00	0.00	1,386.00	1,386.00	0.00	2,772.00	50.00%
9655 DMAP REPAYMENT AGREEMENT	16,302.00	0.00	88,988.50	72,686.00	(16,302.50)	145,373.00	61.21%
9800 CONTINGENCY	0.00	0.00	0.00	0.00	0.00	200,000.00	0.00%
Total Other Expense	16,302.00	0.00	102,480.10	86,178.00	(16,302.10)	360,251.00	28.45%
Net Other Income	-16,302.00	0.00	-102,480.10	-86,178.00	(16,302.10)	-360,251.00	28.45%
Net Income	12	4,876.57	-98,898.10	-127,135.31	28,237.21	-515,227.60	19.20%

**Sunset Empire Transportation
Balance Sheet
As of January 31, 2017**

ASSETS		LIABILITIES & EQUITY	
Current Assets		Liabilities	
Checking/Savings		Current Liabilities	
1000 SETD GEN FUND BANK ACCTS	889,433.34	Accounts Payable	
1040 TILLS	300.00	2000 ACCOUNTS PAYABLES	
1050 RIDE CARE FUND BANK ACCTS	1,286,641.88	2010 SETD GENERAL FUND A/P	8,736.72
Total Checking/Savings	<u>2,176,375.22</u>	Total 2000 ACCOUNTS PAYABLES	<u>8,736.72</u>
Accounts Receivable		Total Accounts Payable	8,736.72
1200 ACCOUNTS RECEIVABLES		Other Current Liabilities	52,801.64
1210 SETD A/R	8,497.50	Total Current Liabilities	<u>61,538.36</u>
Total 1200 ACCOUNTS RECEIVABLES	8,497.50	Long Term Liabilities	
1250 PROPERTY TAX RECEIVABLES	36,439.12	2800 INTERCOMPANY DUE TO/FROM	
Total Accounts Receivable	44,936.62	2810 DUE TO RIDE CARE	435,063.82
Other Current Assets	27,071.92	2815 DUE TO/(FROM) SETD G F	(435,063.82)
Total Current Assets	<u>2,248,383.76</u>	Total 2800 INTERCOMPANY DUE TO/FROM	<u>0.00</u>
TOTAL ASSETS	<u>2,248,383.76</u>	Total Long Term Liabilities	<u>0.00</u>
LIABILITIES & EQUITY		Total Liabilities	61,538.36
		Equity	
		3000 OPENING BALANCE EQUITY	651,014.34
		3100 NWRC PRIOR PERIOD ADJUST	(136,476.00)
		3900 RETAINED EARNINGS	1,511,099.33
		Net Income	161,207.73
		Total Equity	<u>2,186,845.40</u>
		TOTAL LIABILITIES & EQUITY	<u>2,248,383.76</u>

TOTAL LIABILITIES & EQUITY

**Sunset Empire Transportation
Accounts Receivable
As of January 31, 2017**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
CCC	240.00	0.00	0.00	0.00	0.00	240.00
CITY OF CANNON BEACH - A/R	2,443.00	0.00	0.00	0.00	0.00	2,443.00
CLATSOP BEHAVIORAL HEALTHCARE	330.00	0.00	0.00	0.00	0.00	330.00
Clatsop Care Center Health District	375.00	0.00	0.00	0.00	0.00	375.00
CLATSOP COUNTY TREASURER	0.00	0.00	0.00	0.00	36,439.12	36,439.12
DHS - CHILD WELFARE-CLATSOP	657.00	0.00	0.00	0.00	0.00	657.00
ISN	0.00	0.00	0.00	0.00	-330.00	-330.00
ODOT	0.00	0.00	0.00	0.00	0.00	0.00
OR DHS-VOCATIONAL REHAB SERVICES	0.00	0.00	80.00	0.00	0.00	80.00
OR DHS - ASTORIA - SSP/0401	0.00	0.00	0.00	0.00	0.00	0.00
OR TREASURY	0.00	0.00	0.00	0.00	0.00	0.00
P-ALLSTATE INSURANCE AGENCY	0.00	142.50	0.00	0.00	0.00	142.50
P-ANDI WARREN INSURANCE AGENCY	47.50	0.00	47.50	0.00	0.00	95.00
P-CELLAR ON 10TH, THE	0.00	95.00	0.00	0.00	0.00	95.00
P-H&R Block	142.50	0.00	0.00	95.00	-47.50	190.00
P-HOMESPUN QUILTS	0.00	95.00	95.00	0.00	0.00	190.00
P-HOXIE, RONALD	0.00	47.50	0.00	0.00	0.00	47.50
P-STEINER, MICHELE	0.00	47.50	0.00	0.00	0.00	47.50
PACIFIC NW WORKS/WORKSOURCE	90.00	0.00	0.00	90.00	0.00	180.00
RC-PASSES	0.00	0.00	0.00	0.00	1,350.00	1,350.00
RC-SETD PARA	0.00	0.00	0.00	0.00	0.00	0.00
TPJCC	0.00	2,365.00	0.00	0.00	0.00	2,365.00
TOTAL	<u>4,325.00</u>	<u>2,792.50</u>	<u>222.50</u>	<u>185.00</u>	<u>37,411.62</u>	<u>44,936.62</u>

**Sunset Empire Transportation
Accounts Payable
As of January 31, 2017**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
E-BAUER, DEBRA	9.80	0.00	0.00	0.00	0.00	9.80
MTR WESTERN BUS	704.48	0.00	0.00	0.00	0.00	704.48
SDIS	7,139.64	0.00	0.00	0.00	0.00	7,139.64
VERIZON WIRELESS	763.81	0.00	0.00	0.00	0.00	763.81
Wadsworth Electric	118.99	0.00	0.00	0.00	0.00	118.99
TOTAL	<u>8,736.72</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>8,736.72</u>

Sunset Empire Transportation
Checks Over \$5,000
1/31/2017

<u>Type</u>	<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Original Amount</u>
Bill Pmt -Check	4200	01/04/2017	RC-COLUMBIA COUNTY RI	-6,180.21
Bill Pmt -Check	4201	01/04/2017	RC-ELLIOTT'S TRANSPOR'	-5,395.40
Bill Pmt -Check	4204	01/04/2017	RC-MEDIX AMBULANCE	-5,804.00
Bill Pmt -Check	4207	01/04/2017	RC-TILLAMOOK COUNTY 1	-9,281.70
Bill Pmt -Check	4208	01/04/2017	RC-WAPATO SHORES, INC	-12,304.21
Bill Pmt -Check	4217	01/10/2017	RC-OR DHS	-16,302.00
Bill Pmt -Check	4219	01/10/2017	RC-TILLAMOOK COUNTY 1	-7,120.60
Bill Pmt -Check	4220	01/10/2017	RC-WAPATO SHORES, INC	-11,383.18
Bill Pmt -Check	4224	01/10/2017	RC-METRO WEST AMBUL	-9,466.22
Bill Pmt -Check	4228	01/17/2017	RC-K & M MEDIVAN	-12,110.75
Bill Pmt -Check	4230	01/17/2017	RC-MEDIX AMBULANCE	-5,597.60
Bill Pmt -Check	4234	01/17/2017	RC-TILLAMOOK COUNTY 1	-19,852.90
Bill Pmt -Check	4235	01/17/2017	RC-WAPATO SHORES, INC	-11,928.06
Bill Pmt -Check	4236	01/25/2017	RC-COLUMBIA COUNTY RI	-8,875.30
Bill Pmt -Check	4239	01/25/2017	RC-K & M MEDIVAN	-7,802.02
Bill Pmt -Check	4244	01/25/2017	RC-WAPATO SHORES, INC	-10,094.33
Bill Pmt -Check	4249	01/31/2017	RC-K & M MEDIVAN	-13,785.64
Bill Pmt -Check	4251	01/31/2017	RC-WILCOX & FLEGEL	-5,737.30
Bill Pmt -Check	4255	01/31/2017	RC-WAPATO SHORES, INC	-12,350.05
Bill Pmt -Check	4256	01/31/2017	RC-MEDIX AMBULANCE	-5,824.80
Check	013017	01/30/2017	CLATSOP COMMUNITY BA	-6,573.50
Bill Pmt -Check	16671	01/11/2017	WILCOX & FLEGEL	-5,559.16
Bill Pmt -Check	16676	01/17/2017	SDIS	-15,291.25
Liability Check	16679	01/24/2017	SDIS	-31,449.26
Bill Pmt -Check	16698	01/25/2017	MINDSHIFT TECHNOLOGIE	-5,332.00

Bill

Sunset Empire Transportation District
 ASTORIA, OR. 97103
 900 Marine Drive

Date	Ref. No.
01/18/2017	0342 12/9-1/8

Vendor
CARD SERVICE CENTER PO BOX 569100 DALLAS TX 75356-9100

PAID

Bill Due 02/17/2017
Terms
Memo

Expenses

Account	Memo	Amount	Customer:Job	Class
8021 B&M GENERAL	0220 EARLS GRAINGER - GATE WHEELS FOR GATE REPAIR AT WARRENTON	124.31		OPER 5311
8066 EVENT SUPPLIES	FRED MEYER - DECORATIONS FOR STREETCAR	22.49		OPER 5311
8023 B&M SHELTER CLEAN & REPAI	STAPLES - SHELTER SUPPLIES	19.96		OPER 5311
8100 MEETING EXPENSE	0318 FRY HOME BAKING CO - FOOD FOR MEETING	12.90		ADMINISTRATION
8100 MEETING EXPENSE	SAFEWAY - FOOD FOR MEETING	3.69		SETD
8065 EDUCATION/OUTREACH	FRED MEYER - GIFTS FOR ADOPT A FAMILY	45.99		SETD
8065 EDUCATION/OUTREACH	FRED MEYER - GIFTS FOR ADOPT A FAMILY	9.24		SETD
8065 EDUCATION/OUTREACH	FRED MEYER - GIFTS FOR ADOPT A FAMILY	45.83		SETD
8021 B&M GENERAL	0667 HAZEN DOMYOWNPESTCONTROL.C OM - Pest Control Supplies	77.50		ADMINISTRATION
8006 ADS (HR JOB POSTING)	ASSOCIATION OF OREGON - JOB POSTING	50.00		ADMINISTRATION
8021 B&M GENERAL	0261 JONES HOME DEPOT - OFFICE REPAIR	10.97	RIDECARE ADMIN	ADMINISTRATION
8100 MEETING EXPENSE	UPTOWN CAFE - LUNCH WITH SHEM	30.00	RIDECARE ADMIN	ADMINISTRATION
8059 TELEPHONE HARDWARE	AMAZON MARKETPLACE - PHONE HEADSET	78.54	RIDECARE ADMIN	ADMINISTRATION

Bill

Sunset Empire Transportation District
 ASTORIA, OR. 97103
 900 Marine Drive

Date	Ref. No.
01/18/2017	0342 12/9-1/8

Vendor
CARD SERVICE CENTER PO BOX 569100 DALLAS TX 75356-9100

PAID

Bill Due	02/17/2017
Terms	
Memo	

Expenses

Account	Memo	Amount	Customer:Job	Class
8032 SUPPORT SERVICES/CONTRACT	0334 LAYTON ADOBE - SOFTWARE SUBSCRIPTION	34.98		ADMINISTRATION
8032 SUPPORT SERVICES/CONTRACT	MICROSOFT - SOFTWARE SUBSCRIPTOIN - EMAIL	478.00		ADMINISTRATION
8121 POSTAGE-SHIPPING	USPS - POSTAGE	94.00		ADMINISTRATION
8038 TRAVEL	0020 PARKER WEEDSB TAXI - TRANSPORTATION FOR MARY AND SHANA FOR CLASS	36.57		ADMINISTRATION
8038 TRAVEL	DESERT CAB - TRANSPORTATION FOR MARY AND SHANA FOR CLASS	31.63		ADMINISTRATION
8038 TRAVEL	STARBUCKS - FOOD FOR MARY AND SHANA FOR CLASS	44.72		ADMINISTRATION
8038 TRAVEL	GILLEY'S - FOOD FOR MARY AND SHANA FOR CLASS	22.93		ADMINISTRATION
8038 TRAVEL	UNITED - TRANSPORATION FOR SHANA FOR CLASS	25.00		MOBILITY MANAGEMENT
8038 TRAVEL	UNITED - TRANSPORTATION FOR MARY FOR CLASS	25.00		ADMINISTRATION
8038 TRAVEL	TREASURE INN - LODGING FOR MARY AND SHANA FOR CLASS	456.84		ADMINISTRATION
8050 DUES SUBSCRIPTIONS & FEES	COMMUNITY TRANSIT - FEES FOR CLASS	175.00		ADMINISTRATION
8100 MEETING EXPENSE	SAFeway - FOOD FOR BOARD SESSION	86.91		MOBILITY MANAGEMENT
8100 MEETING EXPENSE	FRED MEYER - SUPPLIES FOR BOARD SESSION	6.68		ADMINISTRATION

Bill

Sunset Empire Transportation District
ASTORIA, OR. 97103
900 Marine Drive

Date	Ref. No.
01/18/2017	0342 12/9-1/8

Vendor
CARD SERVICE CENTER PO BOX 569100 DALLAS TX 75356-9100

PAID

Bill Due	02/17/2017
Terms	
Memo	

Expenses

Account	Memo	Amount	Customer:Job	Class
8100 MEETING EXPENSE	SAFEWAY - FOOD FOR BOARD SESSION	50.91		ADMINISTRATION
8100 MEETING EXPENSE	STARBUCKS - FOOD FOR BOARD SESSION	31.90		ADMINISTRATION
8100 MEETING EXPENSE	PETER PAN - FOOD FOR BOARD SESSION	16.45		MOBILITY MANAGEMENT

Expense Total : 2,148.94

Bill Total : \$2,148.94

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 9.a Adoption of 2017-2019 SETD Strategic Plan

This is the final version of the SETD Strategic Plan that was formed during the Board's planning retreat held in early January. This plan will help guide staff as they plan for the next 2 years and assist in the development of the budget.

Staff is recommending that the Board adopts the 2017-2019 SETD Strategic Plan.

January 5, 2017

Sunset Empire Transportation District Mission Statement

“Sunset Empire Transportation District is dedicated to providing safe, reliable, relevant and sustainable transportation services to Clatsop County with professionalism, integrity and courtesy.”

The Board conducted an informal 1-10 rating on the components of the mission statement with the following results:

- Safety 5-7
- Reliability 6-7
- Sustainability 9
- Relevancy 3-6
- Professional Development 7

2017-2019 SETD Strategic Plan

Priority One

- Benchmark Services
 - Ridership increases & Decreases
 - On-time Performance
 - Fleet reliability
 - Employee Retention statistic

- Develop a SETD specific emergency plan.
 - SETD operational specific emergency operation plan
 - Medical emergencies
 - Accidents
 - Behavioral emergencies at facilities and on buses
 - Emergency contact and reporting requirements
 - Strategic county wide transportation plan that integrates into Clatsop County Emergency Plan.

Priority One (cont.)

- Complete a feasibility study including associated cost to include
 - Adding Columbia County services into SETD
 - Increasing services
 - Fixed routes
 - Para-transit
 - Dial-a-ride
 - Ridecare
 - Improving System
 - Improved lighting at bus shelters
 - Route on-time performances
 - Amenities
 - Technologies
 - Real-time bus tracking
 - Website
 - Mobile apps
 - E-fare
 - Credit cards
 - Electronic charging stations
 - On-board wi-fi
 - Improve Appearance
 - Buses
 - Shelters
 - Facilities
 - Employees

Priority Two

- Increase employee recruitment and retention
 - Develop SETD succession plan
 - Identify on-going training opportunities at all levels
 - Update job descriptions
 - Develop employee incentive programs
 - Conduct market compensation reviews
 - Employee rewards
 - Hats
 - Pins
 - Shirts

Priority Two (cont.)

- Increase District Relevancy
 - Greater awareness of the District Services
 - Who
 - What
 - When
 - Where
 - Accessibility
 - Information about all things SETD services
 - Create a positive culture
 - Define Sunset Empire Transportation District
 - Establish expectation
 - Raise the bar

Priority Three

- Develop capital replacement Plan
 - Fleet
 - Technology
 - Facilities
- Identify new funding opportunities
 - Review fares
 - Seek public/private partnerships
 - Volunteers
 - Analyze current non-emergency medical transportation services for potential increased or new revenue
 - Continue to explore new Federal/State/Local grant opportunities
- Implement current budget process

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 10.a Columbia Pacific Coordinated Care Organization Contract Amendment

This amendment is to increase our compensation from \$9.40 per member per month to \$9.90 per member per month. It also changes the contribution to the risk sharing fund. We have agreed that the risk sharing fund should have a target of \$180,000 in it. Columbia Pacific Coordinated Care Organization (CPCCO) will deposit 5% of the monthly capitation to fund the risk sharing fund until it reaches the targeted amount. If the reserve fund falls below the \$180,000, CPCCO will replenish it on a monthly basis at 5% of the capitation rate until it is back to the targeted amount. We are reimbursed out of the risk sharing fund if our expenses exceed revenues to cover 50% of the loss. We reimburse CPCCO if our revenues exceed our expenses. We reimburse them 50% of the gain. We review financials on a quarterly to make these adjustments. Since the contract began in 2015, we have been reimbursed over \$177,000 and we have reimbursed them over \$118,000.

Staff is recommending that the Board approve the fourth amendment to the Transportation Services Agreement and authorize the Board Chairperson to sign the amendment.

FOURTH AMENDMENT TO
TRANSPORTATION SERVICES AGREEMENT
BY AND BETWEEN
Columbia Pacific CCO, LLC
AND
Sunset Empire Transportation District

This amendment (the “Amendment”) is effective as of January 1, 2017 by and between COLUMBIA PACIFIC CCO, LLC an Oregon limited liability company (“Columbia Pacific”) and SUNSET EMPIRE TRANSPORTATION DISTRICT (“SETD”).

WHEREAS, Columbia Pacific and SETD have entered into a Transportation Services Agreement (the “Agreement”), effective January 1, 2015 in order to contract with one another such that SETD provides transportation services pursuant to the terms and conditions of the Agreement.

NOW, THEREFORE, in consideration of the mutual covenants and conditions set forth and in exchange for good and valuable consideration, the receipt and sufficiency of which are acknowledged, the Parties agree as follows:

- 1. The following section in Exhibit 4, “Compensation Schedule” is deleted and replaced in its entirety by the following:**

Compensation Schedule:

CPCCO will advance SETD a base payment of \$9.90 per member per month (pmpm) on a monthly basis for total CPCCO membership per the monthly 820 report from OHA by the second week of each month.

- 2. The following section in Exhibit 4, “Risk Sharing Arrangement”, Section 3, is deleted and replace in its entirety by the following:**

3. CPCCO will deposit 5% of the monthly capitation to fund the risk sharing agreement until a target balance minimum of \$180,000 is reached quarterly. CPCCO will replenish the reserve bank account at a monthly rate of 5% as needed, if the reserve amount falls below \$180,000 after quarterly review settlements.

Within 60 days following a quarter, in the event that revenue exceed expenses, SETD will reimburse CPCCO from SETD operating gains for 50% of the total gain for all on a quarterly basis. In the event that expenses exceed revenue, SETD will be reimbursed first from the reserves, then from CPCCO for 50% of the total loss.

Capital expenses will be excluded from the reconciliation process unless previously approved by CPCCO at the written request of SETD. On a quarterly basis, CPCCO and SETD will assess the financial impact of the risk sharing agreement and reserve amount to ensure the terms of this agreement are sufficient.

SIGNATURES

IN WITNESS WHEREOF, the parties have caused this Amendment to the Agreement to be executed and do each hereby warrant and represent that their respective signatory whose signature appears below has been and is on the date of this Amendment duly authorized by all necessary and appropriate corporate action to execute this Amendment.

Columbia Pacific CCO, LLC

Date: _____

By: _____
Mimi Haley
Executive Director

Sunset Empire Transportation District

Date: _____

By: _____
Jeff Hazen
Executive Director

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10.b Northwest Oregon Transit Alliance(NWOTA) Management Plan

I will be giving a presentation on Connector Management Plan. This plan has been developed with the assistance of Plangineering over the past year.

This management plan is the much-needed framework to really guide the Connector over the next several years to continue to streamline connections and increase the recognition and usage of the Connector brand.

Staff is recommending that the Board approve the NWOTA Management Plan.

INNOVATIVE, AWARD WINNING, COLLABORATIVE APPROACH

- Oregon Transit Association – 2012 Oregon Public Transportation Innovation Award
- WTS Portland Chapter – 2012 Project of the Year
- National Association of Counties – 2013 Achievement Award
- National Association of Environmental Professionals – 2014 President’s Award
- National Association of Development Organizations – 2014 Excellence in Regional Transportation Award



NWOTA MANAGEMENT PLAN, 2016

Purpose of the Management Plan

- Provide a foundational vision, mission, and long-term goals for the Connector
- Promote organizational stability and sustainability
- Set priorities
- Focus energy and resources
- Validate investment decisions



VISION

We envision a future where the Connector is a strong, resilient thread, linking the fabric of local communities together with convenient transit service.

Over the next 20 years, the Connector system will continue to grow and expand, providing innovative, user-friendly, sustainable, safe, and reliable transportation service that meets both local and regional needs.



MISSION

The North by Northwest Connector is a partnership of inspired transit agencies working together to provide convenient regional transit connections, so that everyone has an accessible, affordable way to travel and enjoy our beautiful region.

We collaborate on planning and funding for regional transit service to support the sustainability of the Connector system and the communities we serve.



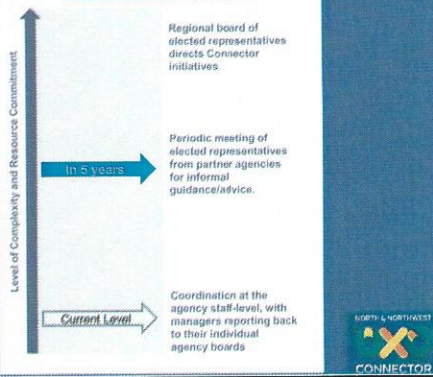
MANAGEMENT GOALS

1. Improve Rider Access and Convenience
2. Promote Connector Awareness
3. Improve Regional Service Delivery
4. Increase Organizational and Financial Stability
5. Enhance Community Livability



Where Should We Be in 5 Years?

ELECTED OVERSIGHT



Where Should We Be in 5 Years?

ORGANIZATIONAL STRUCTURE

The diagram features a vertical axis on the left labeled "Level of Complexity and Resource Commitment" with an upward-pointing arrow. A horizontal arrow labeled "Current Level" points to the bottom-most level. A horizontal arrow labeled "In 5 Years" points to the top-most level. The levels are as follows:

- Current Level:** Individual providers/ service districts for each county
- Intermediate Level:** Investigating consolidation of BETD and CCR into one service district
- Second Level:** Working toward expansion/consolidation of two or more service districts
- Top Level (5 Years):** Working toward complete integration of all Connector providers into a single large service district

CONNECTOR logo with "NORTH & NORTHWEST" text.

Where Should We Be in 5 Years?

MANAGEMENT TOOLS

The diagram features a vertical axis on the left labeled "Level of Complexity and Resource Commitment" with an upward-pointing arrow. A horizontal arrow labeled "Current Level" points to the bottom-most level. A horizontal arrow labeled "In 5 Years" points to the top-most level. The levels are as follows:

- Current Level:** Strategic plan only
- Second Level:** Set of regional policies and procedures in use by all Connector partners.
- Third Level:** One or two regional management systems in addition to individual agency programs.
- Fourth Level:** One or two regional management systems have replaced individual agency programs.
- Top Level (5 Years):** Multiple regional management systems have replaced individual agency programs.

CONNECTOR logo with "NORTH & NORTHWEST" text.

KEY ACTION ITEMS

1. Develop policies and procedures
2. Enhance the website (including a trip planning tool)
3. Install branded shelters and other amenities
4. Hire a Public Information Coordinator
5. Coordinate transfers
6. Increase frequencies on valley to coast corridors
7. Expand the connector service to Yamhill County
8. Coordinate with private providers
9. Standardize data collection and track performance

CONNECTOR logo with "NORTH & NORTHWEST" text.



NORTH *by* NORTHWEST



CONNECTOR MANAGEMENT PLAN

A Strategic Approach to Regional Transit Coordination

October, 2016



Acknowledgements

The following people made significant contributions to this plan:

Cynda Bruce, Lincoln County Transit

Jamey Dempster, Oregon Department of Transportation

Jeff Hazen, Sunset Empire Transportation District

Lee Lazaro, Benton County Rural Transit

Mary McArthur, Columbia Pacific Economic Development Council

Arla Miller, Oregon Department of Transportation

Doug Pilant, Tillamook County Transportation District

Michael Ray, Columbia County Rider

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PLANGINEERING

**PARSONS
BRINCKERHOFF**

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1

INTRODUCTION



1 Introduction

In 2010, five transit agencies in northwestern Oregon were awarded nationally-competitive funds through the US Department of Energy, to improve northwestern Oregon's livability using innovative transit strategies. The initial launch of the North by Northwest Connector system (Connector) improved transit travel between counties and set the stage for seamless, coordinated transit service across the region.

Connector members, collectively known as the Northwest Oregon Transit Alliance, include:

- Columbia County Rider (CCR)
- Sunset Empire Transportation District (SETD)
- Tillamook County Transportation District (TCTD)
- Lincoln County Transit (LCT)
- Benton County Transportation (BCT)

The initial US Department of Energy pilot program was fast-paced, focusing on immediate implementation of specific regional coordination activities under a strict grant deadline. In the three years since the startup grant was concluded in 2013, the continued energy and commitment of the Connector members has kept the Connector system in operation, providing a foundation for continued success.

As the system matures, Connector members desire to be purposeful and strategic in addressing the following critical success factors:

- Increasing Ridership: Recent ridership surveys indicate visitors to the region are learning about the Connector system after they have boarded a bus

operated by one of the individual Connector member agencies. Connector signs, website and other marketing materials are helping with brand recognition. However, additional strategies and partnerships with other travel providers such as Amtrak, POINT, Greyhound, Travel Oregon and others are needed to improve public recognition of the system and expand the Connector's reach into targeted markets.

- Extending System Routes: Recent expansion into Yamhill County and new connections between Salem and Lincoln City highlight desires by neighboring counties to be served by the Connector. Expanding the system into new service areas could enhance the Connector's market capture, but also presents technical, financial and political complexities for the current transit agency members.
- Long-Term Organizational Stability and Sustainability: Because the Connector was designed as an operational partnership between five existing transit systems, the current structure requires member agencies to balance Connector service needs with competing needs elsewhere in their own service areas. To date, the commitment of the transit agency members has ensured that the Connector's basic inter-county connections have remained intact. Over the long term, however, strategies are needed to allow for growth and to improve the Connector's

resiliency in the event of managerial, financial or political change.

Taken together, these topics represent a substantial to-do list. Addressing them will require a methodical, prioritized approach, and practical timelines that fit available staff and financial resources. It starts with this management plan.

1.1 Management Plan Purpose

The purpose of this plan is to provide a strategic foundation for:

- Setting priorities,
- Focusing energy and resources,
- Validating investment decisions, and
- Enhancing the integrity of the Northwest Oregon Transit Alliance in the eyes of funders, customers and potential partners.

The management plan provides a foundational vision, mission and long-term goals for the Connector, which are supported by specific objectives and strategic actions for the next five-years.

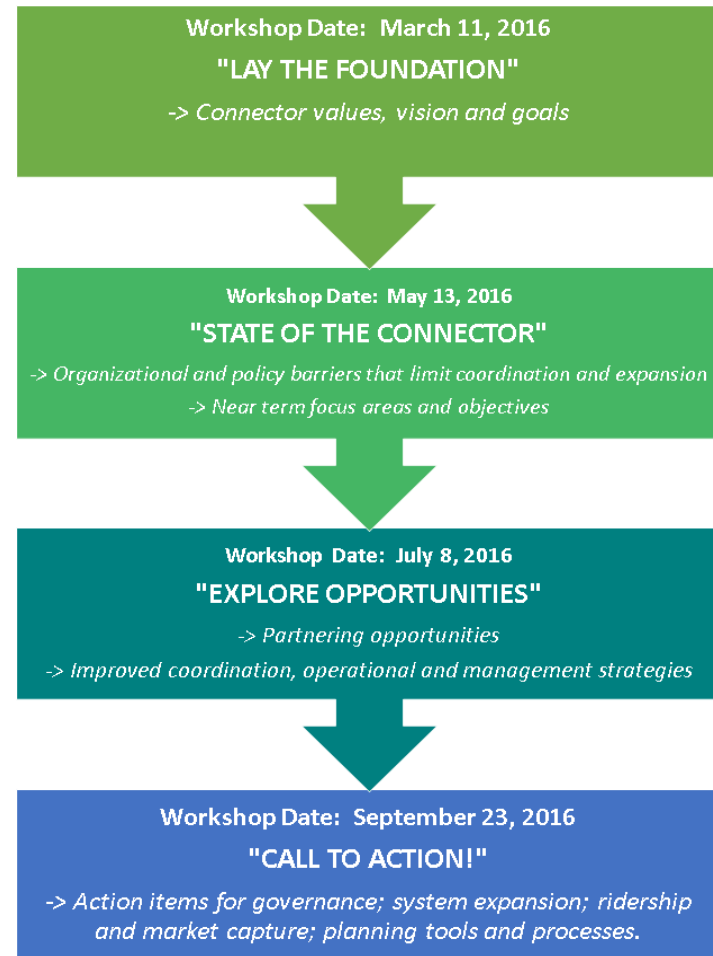
1.2 A Workshop-Based Approach

A series of facilitated workshops, each building upon the prior session, was used to develop the management plan, as shown in Figure 1.

The Connector’s current Coordinating Committee is comprised of high-level managers from each member agency plus representatives from the Oregon Department of Transportation (ODOT) and the Columbia-Pacific Economic Development District. Coordinating Committee representatives come from diverse backgrounds that include not only their present transit management positions, but also career experience in government

policy, grant writing, funding administration, land use planning, housing administration, higher education, public safety, retail business operations and international cultural exchange. To take advantage of these extensive professional strengths, workshop activities were “hands-on”, leveraging the practical knowledge and abilities of participants to make sure strategies were realistic for the Connector.

Figure 1. Management Plan Development Process



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2

LAYING THE FOUNDATION

- LEGEND
- B bus
 - T train
 - LR light rail
 - S cruise ship

2 Laying the Foundation

A strategic planning process is never more important than when an organization is in its early stages of development. Long-established organizations with existing track records may rely upon strategic planning to simply cement the values that they embody in their actions, and to refine an established approach. Newer organizations such as the Connector, however, do not have a long history from which to draw a reputation and public image, and must begin by declaring who they are and what they stand for. By preparing a strategic plan and following through on planned actions, the Connector Coordinating Committee can build trust and credibility with the communities it serves.

Strategic planning work began with an examination of the organization's central values, and development of a vision statement that communicates the collective, overarching desire of Connector members. With an established vision for where the group would like to go, we then inspected the group's mission, or what Connector members are currently doing today, and established a set of broad goals to support the long-range vision.

These foundational elements -- vision, mission and goals -- underpin the more detailed objectives and action items to be accomplished over the next five years (see Section 5).

2.1 Values

Values define what motivates us. Clarity on values is therefore essential for a successful strategic plan. Understanding values that Coordinating Committee representatives and their partners share can help lead to strategic actions that are more likely to be championed and implemented.

Each Coordinating Committee member invited one or two key stakeholders from their service area to participate in an initial values and visioning workshop for the management plan. Participants were asked to brainstorm their own personal values, considering what they value most about living in northwestern Oregon, aspects of their own jobs that are inspiring, rewarding, and fulfilling, and why participation in the Connector program matters.

WHAT WE VALUE

- Natural beauty of our region
- Clean, fresh air
- Family-friendly communities
- Unique characters of our towns
- Ability to walk, bus and bike places
- Opportunities to help people
- Ability to be creative and innovative

Northwestern Oregon's natural beauty, clean environment and unique, family-friendly towns featured prominently in the group's core values. Coordinating Committee representatives find

fulfillment in helping to solve transportation problems for people, especially vulnerable and disadvantaged individuals, and an emphasis on hospitality was seen as a core value for the Connector. Other themes from the values discussion included embracing a culture of creativity and innovation; helping the region's unique communities to achieve their own community and economic development goals; and contributing to the overall enjoyment of life in the region by facilitating active transportation.

2.2 Vision

First impressions matter. The Connector's vision is the organization's first "emissary" to the community. It outlines the Connector's guiding principles, describing a bright, hopeful, yet realistic future, with an inspirational element.

Where is Connector going? What greater good will the organization serve? What values should guide decisions made and actions taken in the years to come? The answers to these questions framed the Connector's vision statement (shown at right).

As the group contemplated the scope and reach of their vision, Coordinating Committee members discussed what "success" could look like in 20 years. Growth and expansion was a dominant topic, and the following themes were carried forward in the strategic planning process, as a basis for goals and objectives to support the Connector's vision:

- A well-known brand that people associate with safety, service and efficiency
- Expansion to new geographic areas or addition of new members
- Strong public support

VISION

Northwestern Oregon boasts magnificent natural beauty, clean air and water, and unique, friendly communities that place a high value on an enjoyable, sustainable quality of life. The North by Northwest Connector supports these values with affordable and environmentally-friendly transportation options for everyone who chooses to live, work, or visit in our region.

We envision a future where the Connector is a strong, resilient thread, linking the fabric of local communities together with convenient transit service. Over the next 20 years, the Connector system will continue to grow and expand, providing innovative, user-friendly, sustainable, safe, and reliable transportation service that meets both local and regional needs.

- Accessible, visible, and easy to understand information for riders and the public
- Increased demand for Connector services
- Synchronized schedules, seamless transfers and integration with other regional and intercity transportation providers
- Improved financial sustainability, with revenues sufficient to fund Connector programs and initiatives

2.3 Mission

While the Connector’s vision statement describes where the organization is headed in the *future*, the group’s mission statement describes *present-day* activities.

What is the Connector doing today in support of the vision? For whom, and why? What are the resulting benefits to the organization’s primary customers? The answers to these questions framed the group’s mission statement (shown at right).

MISSION

The North by Northwest Connector is a partnership of inspired transit agencies working together to provide convenient regional transit connections, so that everyone has an accessible, affordable way to travel and enjoy our beautiful region. We collaborate on planning and funding for regional transit service to support the sustainability of the Connector system and the communities we serve.

2.4 Goals and Objectives

Long-range goals support the Connector’s vision by outlining work to be done within five focus areas shown below.

GOALS

1. Improve Rider Access and Convenience
2. Promote Connector Awareness
3. Improve Regional Service Delivery
4. Increase Organizational and Financial Stability
5. Enhance Community Livability

Near-term objectives for each goal were developed using the “SMART” principle. That is, the Coordinating Committee endeavored to craft objectives for each goal that are specific, measurable, achievable, realistic, and time-bound. This approach encourages tangible, implementable solutions.

Over the next five to ten years, the following goals and objectives will help Connector members make headway toward their long-term vision:

GOAL 1: IMPROVE RIDER ACCESS AND CONVENIENCE

- Develop a trip planning tool for the Connector website.
- Agree on major stops and amenities to be installed with Enhance funding from ODOT.
- Provide branded shelters, timetables, and other amenities at each major Connector stop location.
- Develop consistent passenger comfort standards for bicycles, animals, luggage, food, and drink.
- Implement an automated phone information system specific to the Connector, with the same call-in number for all five transit agencies. Also include Connector information as an automated phone menu option on all five Connector agency telephone services.

GOAL 2: PROMOTE CONNECTOR AWARENESS

- Develop a job description and jointly fund a regional public involvement coordinator position for the Connector.
- Develop and fund a regular, ongoing marketing and public information campaign that is held simultaneously throughout the five-county region.
- Establish a driver training and customer service training program for the sale of visitor passes. Provide an annual training session for staff at all five agencies beginning in 2017.
- Connect with local visitor attractions that can offer off-season discounts.
- Provide a website that is easy and intuitive for customers to use.
- Work with Travel Oregon to include the Connector in their “Seven Wonders of Oregon” marketing program.

- Provide a presentation to update the OTC upon completion of the Management Plan

GOAL 3: IMPROVE REGIONAL SERVICE DELIVERY

- Develop coordinated timetables for Connector service by 2017.
- Coordinate transfer times between Connector service and local service.
- Increase frequencies and service levels on valley to coast corridors (Highways 6, 20 and 30).
- Expand the Connector system into Yamhill County.
- Open a dialogue with other transit providers that serve the Connector area (e.g. Amtrak, POINT). Hold a meeting to share service and visitor pass information, and discuss ways to coordinate transfer times.
- Standardize data collection practices by all Connector partners.

GOAL 4: INCREASE ORGANIZATIONAL AND FINANCIAL STABILITY

- On an ongoing basis, look for opportunities to jointly procure equipment, stop amenities, consulting services and other major purchases.
- Complete a detailed study to look for additional regional operational cost efficiencies by 2020.
- Launch a regional customer service training program.
- Develop a regional policies and procedures manual, and establish initial policies for topic areas recommended in the management plan.
- Reach out to the Oregon Transit Association for assistance in lobbying for regional coordination funding.

- Convene representatives from each partner agency's board to discuss potential management strategies and resolve barriers to executing an updated Intergovernmental Agreement.

GOAL 5: ENHANCE COMMUNITY LIVABILITY

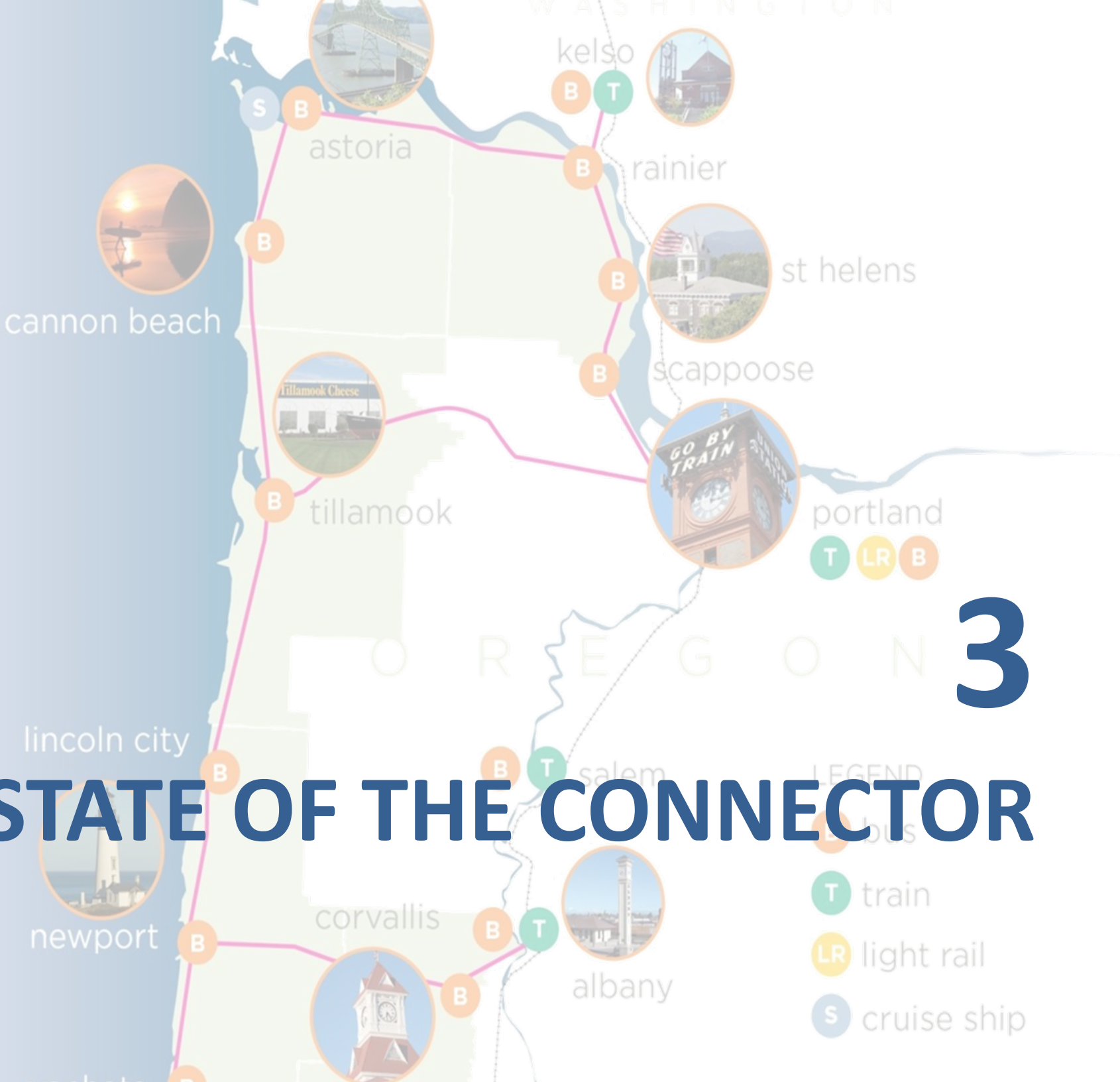
- Develop an implementation plan for a marketing concept like Sonoma County's "Transit to Trails" program, and build a page for it on the Connector website.
- On an annual basis, reach out to local community agencies, such as senior centers, to demonstrate how to ride the Connector.
- Partner with local jurisdictions to integrate the Connector into local planning and development approval processes.

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STATE OF THE CONNECTOR 3



3 State of the Connector

To gauge the effectiveness of the Connector’s current coordination practices, Interviews with transit managers at each member agency were performed, and an online survey was distributed to key stakeholders in communities served by the Connector. A “SWOT” analysis was prepared based on responses received to document current strengths, weaknesses, opportunities and threats for the current Connector alliance.

This chapter summarizes those activities, and provides an overview of key findings.

3.1 Connector Member Interviews

The following individuals were interviewed for their perspectives on things that are currently working well and aspects of their work together that they find challenging or difficult.

- Doug Pilant, General Manager, Tillamook County Transportation District
- Jeff Hazen, Executive Director, Sunset Empire Transit District
- Janet Wright, Director, Columbia County Rider
- Lee Lazaro, Benton County Rural/Special Transportation Coordinator
- Cynda Bruce, Program Director, Lincoln County Transit
- Mary McArthur, Connector Administrator

- Jamey Dempster and Arla Miller, Regional Transit Coordinators, Oregon Department of Transportation (ODOT)¹

Interview questions were tailored to capture views on current program needs, challenges and risks associated with continued participation in the Connector program, perceived policymaker knowledge and support, regional policies and procedures, current costs of participating, and available resources for expansion.

3.2 Stakeholder Survey

Coordinating Committee representatives were asked to distribute an online survey to key stakeholders and partners within their service areas, including:

- Transit agency board members
- Key staff within each transit agency
- Staff and elected officials at cities and counties
- Chamber of commerce directors and other economic professionals
- Anyone else whose perspective Coordinating Committee members felt would be valuable

The survey was also publicly available.

The purpose of the online survey was to gauge how well stakeholders perceive the Connector is currently meeting regional travel needs, and to understand current top benefits and needs from the community’s perspective. A summary of survey results is provided in Appendix D.

¹ Jamey and Arla also solicited input from other key ODOT managers and staff, including Hal Gard, Marsha Hoskins, Jean Palmateer, Terry Cole and Valerie Grigg-Devis.

3.3 “SWOT” Analysis

A workshop was held in May, 2016 to review interview and stakeholder survey findings, and to chart the organization’s current strengths, weaknesses, opportunities and threats. Table 1 provides a summary of this analysis.

Table 1. Current Strengths, Weaknesses, Opportunities and Threats

“SWOT” ANALYSIS	
<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Connector provides a great peer support network • There is open, honest communication • There is a regular forum for coordination • Good relationships • Visitor pass is easy and affordable • The Connector brand is strong • Good recognition from the state and other transit agencies around the country • Current member contributions are adequate to maintain status-quo • Individual transit agency policy boards are supportive • ODOT is supportive and engaged • Coordinating Committee’s understanding of needs matches stakeholder perceptions 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Service standards vary by agency • There is limited elected official oversight • Making schedule changes is clunky and complex • Visitor pass utilization remains low • No regional performance metrics • Lack of framework for regional policies and procedures • Standard partner contributions are inadequate to improve coordination or expand • Not always enough resources for following up on issues • Not enough staff resources to lead new initiatives • Not enough funding and resources for expansion of service
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Increased visibility and awareness through public messaging and marketing • Stronger online presence • Travel packages • New partners • Coordinated training and standards • Build more bench strength by engaging lower-tier staff at each transit agency • Provide periodic updates for the Oregon Transportation Commission • Be a resource for regional disaster planning • Increased financial contributions from partners for specific initiatives (an additional \$35K to \$70K annually may be possible) • Donations and crowd funding for special projects • Future federal, state, and private grants 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • There is a risk of instability as partner boards and budgets change • Personnel changes can lead to loss of institutional knowledge • Stable and sufficient funding is elusive • Intergovernmental Agreement update has stalled • Local needs may compete with regional needs • There is a lack of dedicated state or federal funding for regionalized service

3.4 Current Program

3.4.1 Current Program Overview

The Connector's current coordination program includes:

- A monthly forum for interagency coordination and collaboration.
- A visitor pass program that allows multi-day travel across all five service areas with a single fare.
- Coordinated routes that connect communities across county lines, either without a transfer or with reduced transfer times.
- A basic website for public information about the transit alliance.
- Official branding graphics.
- Minimal ongoing marketing and advertising.
- Joint planning and pursuit of capital funding for initiatives affecting all five service areas.

Member agencies' current time commitment is approximately 1% to 5% of each transit agency manager's time.

The Connector has an annual operating budget of \$50,000, which is funded through annual member agency contributions of \$10,000 each. This small budget pays for essential support services, including:

- Administration (approximately 30 hours per month) including meeting facilitation and support, record-keeping, grant writing, project coordination and financial management.
- Website maintenance.
- Limited advertising.
- Legal, audit and insurance services.

Larger projects and other regional initiatives are typically funded through grants. Local matching funds that may be required for project grants are paid through additional member agency contributions specific to each project. Project-specific contributions by member agencies may therefore vary from year to year.

3.4.2 Key Benefits of the Connector Program

Interview and survey respondents were asked to identify aspects of the Connector program that are currently working well and are beneficial to member agencies and customers. Participants identified the following top benefits of the current program.

ESSENTIAL REGIONAL TRAVEL LINKAGES

Prior to Connector program implementation, transit travel between communities across county lines was inconvenient and in some cases impractical, requiring long wait periods or overnight stays in remote areas to make a transfer between service providers.

Although the Connector's rural routes still lack the frequency and convenience of transit services in urban areas, coordination between Connector members has significantly improved the ability to travel between counties by reducing wait times at transfer points, and in some cases eliminating the need for a transfer altogether.

OPPORTUNITIES TO ATTRACT MORE RIDERS

By providing a larger platform from which to market transit services, and offering travel options for people who want to travel between two or more counties, Connector member

agencies have an opportunity to attract more riders together than they do on their own.

ENHANCED LOCAL TRANSIT SERVICES AT MINIMAL ADDITIONAL COST

The Connector also provides an opportunity to attract more riders on local routes, by helping to build local community awareness of transit services. The regional coordination program benefits local residents by providing inter-county connections and more diverse travel options.

TRANSIT INFRASTRUCTURE FOR A RESILIENT REGIONAL ECONOMY

The affordability of regional transit travel offers opportunities for people to reduce their household transportation costs. In addition, the Connector's multi-day visitor passes provide an opportunity to increase regional tourism.

COMPETITIVE POSITION FOR GRANT FUNDS

Due to participation in the Connector program, many projects undertaken by individual transit agencies have a greater geographic reach and benefit a larger number of people, which can help to make the case for grant funding. In addition, members can join forces to apply for funding and implement projects that address similar needs in multiple service districts, reducing redundant grant applications and making grant awards go farther.

PEER SUPPORT NETWORK

A significant benefit is improved knowledge of neighboring transit agencies' service and operations. Connector members have an enhanced network of people and professional relationships that they can leverage for problem-solving

assistance. The Connector's monthly coordination forum provides a valuable opportunity for members to share lessons learned and successful strategies with one another.

DEMONSTRATING THE VALUE OF INTER-AGENCY PARTNERSHIPS

Connector members have an opportunity to interact with a wider range of transit agencies and potential partners than they would on their own. The group has received national notoriety as a model that other regions could adopt. Connector member speaking engagements at statewide and national conferences have not only disseminated successes and lessons learned about the Connector, but have also helped to broaden the professional networks of individual Connector members themselves.

These benefits support the case for ongoing participation by current Connector members. As the program evolves over time, it will be important to preserve and build upon these current advantages.

3.4.3 Challenges and Risks for the Current Program

In reviewing interview and survey responses, the planning team identified several elements of the current program that pose challenges for member agencies and customers, or that may have the potential to jeopardize continuation of the program.

The following challenges and risks could be addressed or mitigated through regional management strategies for the Connector.

LIMITED ELECTED OVERSIGHT

The current Coordinating Committee is a staff-level committee. Each transit manager serving on the Connector Coordinating

Committee is responsible for reporting on Connector activities to his or her elected board; however, there is no forum or process for interaction between elected officials as decisions are made.

In Oregon, there is a significant public expectation that decisions affecting the people are the purview of their elected representatives. Management strategies that increase elected official participation and public transparency could help to reduce the potential for criticism of the Connector program.

LACK OF REGIONAL PERFORMANCE MEASURES

The business case for the Connector could be strengthened considerably with supporting data and performance measures. Currently, the group lacks a uniform process for collecting, recording and storing operational data, which is necessary to substantiate the Connector’s “story”, and examine the effects of future regional initiatives.

A performance management process was used for the original Connector pilot program to track the effects of the Connector on regional ridership, greenhouse gas emissions, fossil fuel use and vehicle miles travelled. This performance tracking process could be updated and adopted for future use by the group.

POLICIES, PROCEDURES AND SERVICE STANDARDS VARY BY AGENCY

Currently each agency operates under its own individual policies and procedures. From a customer perspective, this means that rider behavior expectations may vary as riders travel between adjacent counties. Inconsistent standards can affect many areas of regional travel, such as bicycle transport or service on holidays, and have the potential to strand passengers.

Written policies and procedures are an essential business practice for any large organization. By articulating requirements and expectations throughout the region, a set of regional policies and procedures could help to avoid misunderstandings and provide operational consistency for Connector members.

SCHEDULE CHANGES ARE COMPLEX

Being part of a larger regional system has complicated the process of making simple schedule changes for each member agency. Making schedule adjustments without examining partner system impacts has a ripple effect that can create problems for inter-county travelers.

A regional procedure for communicating and coordinating upcoming schedule changes, and strategies for building relationships and increasing interaction between lower tier staff at member agencies would help to mitigate these issues.

INSUFFICIENT ONLINE INFORMATION AND TOOLS

The Connector’s website was originally created to provide basic information about the original pilot program. It lacks convenient trip planning features for customers and does not currently support the online sale of visitor passes.

3.4.4 Top Regional Needs

Interview and survey participants identified the following top needs for the current regional program.

IMPROVED MARKETING AND RIDER INFORMATION

Consistent and easy to access rider information on-line and increased visibility and awareness of the system through public messaging and marketing topped the list of current needs.

INCREASED FREQUENCY AND NUMBER OF ROUTES

Stakeholder survey participants indicated an overarching desire for more frequent services and more route options. Routes connecting Connector member service areas often traverse longer distances through rural areas. As such, these routes typically have lower ridership than routes that offer local circulation through urban communities. Making the Connector's intercounty services more attractive and convenient for regional travel will require increasing frequency on these rural routes; however, this creates a dilemma for member agencies as they balance resources to serve the greatest number of people.

BUS STOP SAFETY AND AMENITIES

Consistently comfortable, clean and secure stop locations throughout the region was a need identified by stakeholders participating in the online survey.

ENHANCED REGIONAL CONNECTIONS

Connector members desire to improve connections to, and transfers with, other adjacent systems outside the Connector region. This includes Lane Transit, CARTS, Tri-Met, Northwest POINT, Greyhound and Amtrak.

3.5 Funding Considerations

Stable and sufficient funding was cited by all Connector members as a chief existing concern. Connector service providers currently rely on federal funding distributed by ODOT under FTA Section 5310 (elderly/disabled mobility) and Section 5311 (rural/intercity transit), combined with their own locally-generated funds. There are no set-asides for regional coordination efforts within the

funding programs managed by ODOT, so regional needs must currently compete with local funding requests.

An additional challenge for the Connector is that current statewide policies for allocating transportation funding favor counties with higher year-round populations. Due to significant seasonal travel within the Connector service area, portions of the system serve a larger population in the summer months. However, current ODOT funding formulas do not consider the significant seasonal influx of visitors and part-time residents to the Connector region.

For the Connector to continue to grow and expand while meeting both local and regional needs, additional funding will be needed. Effective financial management strategies rarely rely on a single funding source, and the best chance Connector has for financial stability is an organized management model capable of securing funding from multiple types of sources.

When asked about the availability of additional resources (i.e. staff time and money), each Connector member indicated that they may be able to make some additional staff resources available – perhaps 5-10% of one full time employee at each agency. None of the members felt they currently have adequate staff time to lead or manage a significant number of new initiatives for the Connector. However, all five member agencies indicated that they may be able to bring additional money to the table. Three members responded that an additional \$5,000 to \$10,000 annually may be possible to support Connector programs. Two member agencies indicated an additional \$10,000 to \$20,000 may be possible, depending on how funds would be used.

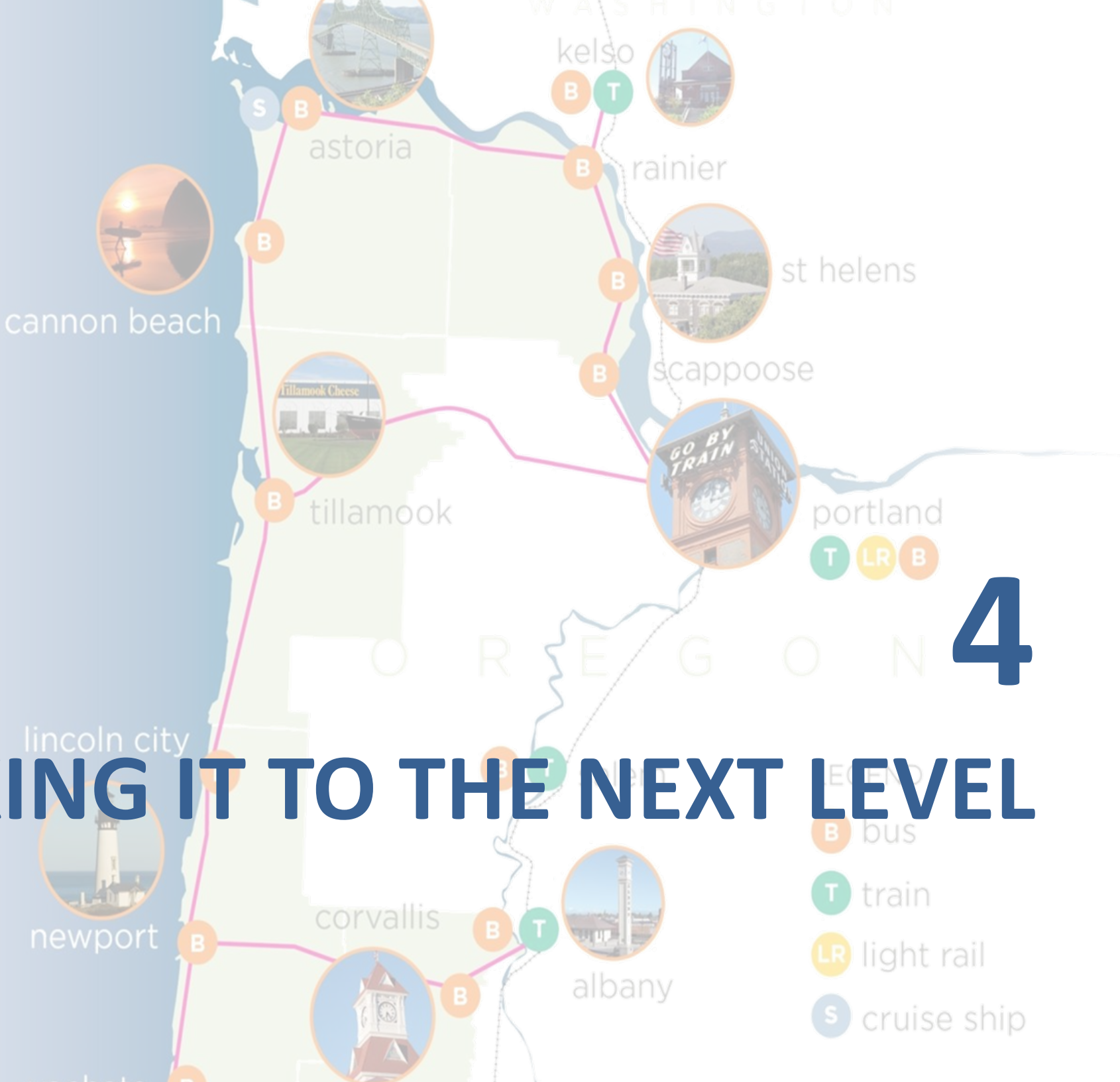
In addition to current state and federal grants and their own local coffers, other revenue sources that could be investigated include

crowdfunding for specific initiatives, increased revenues from online visitor pass sales, and non-traditional funding such as tourism-related grants and private grant sources.

PACIFIC OCEAN

WASHINGTON

OREGON



T LR B

- B bus
- T train
- LR light rail
- S cruise ship

4

TAKING IT TO THE NEXT LEVEL

4 Taking It to the Next Level

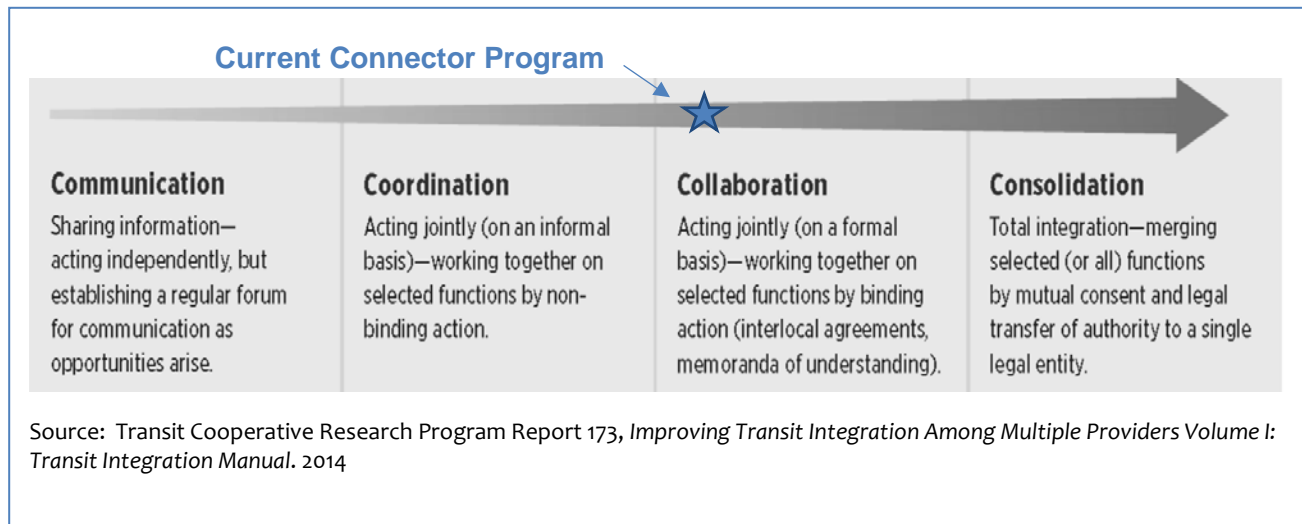
In considering ways to make progress toward the Connector’s vision, goals and objectives, the Connector Coordinating Committee explored opportunities and potential strategies in three key areas:

1. Governance
2. Organizational Structure
3. Management Tools (Including regional policies and other tools)

4.1 Connector Governance

Effective governance begins with a solid strategic plan including vision, mission, goals and objectives. Beyond those basic

Figure 2. Connector Position on the Spectrum of Transit Integration Possibilities



elements, however, Connector members have a variety of choices for oversight, accountability and organizational structure.

Regional transit integration methods range from simple information sharing practices to complete consolidation of individual entities in a new legal entity. The Connector currently represents a middle ground approach on the continuum of options (Figure 2). The following sections discuss governance strategies that are conducive to accomplishing the Connector’s vision and goals.

4.1.1 Authority to Work Together

An intergovernmental agreement (IGA) that was established for the original pilot program, still governs the disposition of investments made using US Department of Energy funds, but is no longer used for other fiduciary purposes. The group has been working on an updated IGA, which is currently pending, and in the meantime, continued collaboration is on a voluntary basis. Bylaws have been adopted by the Coordinating Committee to guide the Connector membership, officers and meeting processes. Official adoption of an updated IGA by each member agency’s governing board is an important next step, to clearly articulate member commitments and responsibilities.

4.1.2 Elected Oversight

The transit alliance currently functions as a staff-level committee. Each transit manager participating on the Coordinating Committee has assumed responsibility for keeping his or her elected policy board up to date on Connector activities. The current practice has advantages in that regional decisions affecting the individual service providers are made by agency managers and directors that are most familiar with the day to day operations of their organizations. However, the relatively low level of elected official interaction and oversight as regional decisions are made has been identified as a potential area of vulnerability for the group.

Increasing the level of engagement of elected officials would help to raise awareness of regional transit issues and build political support for Connector programs. In the future, if Connector members decide to advocate for changes to statewide policies to improve regional coordination efforts, having a core group of knowledgeable and engaged elected officials would be advantageous.

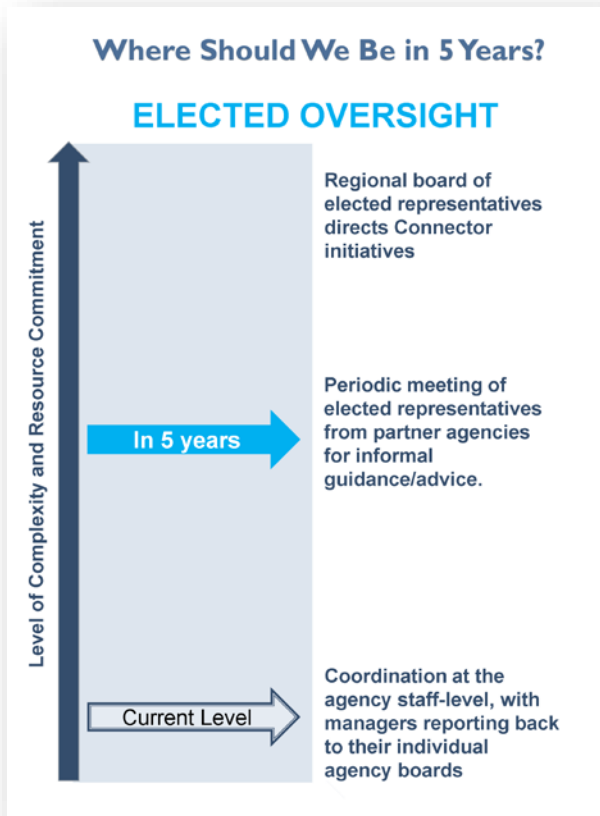
Coordinating Committee members weighed options for increasing elected oversight of Connector activities (Table 2), with the understanding that increasing oversight may also require a corresponding increase in administrative resources.

Table 2. Options for Increasing Elected Oversight

	Medium-level elected oversight	High-level elected oversight
Parties involved in decision-making process	Local politicians, transit board and commission members provide input on decisions	A governing policy board that includes elected officials makes decisions for the Connector
Features	<ul style="list-style-type: none"> • Elected officials from across the region interact with transit managers in a publicly accessible setting • Meetings held quarterly, bi-annually, or annually • Elected participants exchange ideas, provide input and guidance to the staff-level Coordinating Committee • Guidance is advisory, not directing 	<ul style="list-style-type: none"> • New Policy Board is a decision-making body with oversight of Connector activities • Current Coordinating Committee would serve as an advisory group to the elected-member board • Authority of board would extend to all regionally significant initiatives
Advantages	<ul style="list-style-type: none"> • Requires minimal additional resources to implement • Raises involvement of elected officials and increases their understanding of regional transit issues 	<ul style="list-style-type: none"> • Aligns with the public expectation that decisions affecting the people are the purview of elected representatives • Consolidates local perspectives into a single authoritative body that can speak for the region
Potential Drawbacks	<ul style="list-style-type: none"> • May be difficult to convince elected officials to participate without granting them specific authority 	<ul style="list-style-type: none"> • Would need to guard against local political biases in the decision-making process, which could prevent full realization of regional benefits

Within the next five years, the group decided to begin boosting their political support base by convening elected representatives from each member agency at least once a year (Figure 3).

Figure 3. Level of Elected Oversight in Five Years



These events could coincide with the Coordinating Committee’s annual meetings, and could include a progress report on action items included within this plan.

4.2 Organizational Structure

A key question pondered by planning participants was, “What is the end-game for the Connector?” That is, in considering the organization’s future, are there advantages to consolidation of the existing five individual agencies into a single service district for the region? And if so, is it realistic to attempt such a feat?

An in-depth analysis of the specific impacts and benefits of potential consolidation is outside the scope of this initial management plan; however, information considered by the Coordinating Committee during the planning process is documented here for future reference.

CONSOLIDATION CASE EXAMPLES

To help seed discussions, the consultant team provided case examples from other regions where multiple public service districts have been combined. For example, in the late 1990’s transit agencies in Butte County, California, were engaged in a coordination effort that mirrored the Connector’s current situation.² Following in-depth study and analysis in 1999, multiple semi-rural transit operators determined to combine their operations into a single service organization to consolidate their administrative functions. The complexity of the operational and financial transitions involved took over five years to resolve, but

² Transit Cooperative Research Program Report 173, *Improving Transit Integration Among Multiple Providers Volume I: Transit Integration Manual*. 2014

did result in a single unified system providing a mix of fixed-route bus services and paratransit operations for the region.

Closer to home in Oregon, a non-transit example in the Eugene-Springfield area was also considered. Two separate fire departments were recently merged into one to increase administrative efficiencies. Redundant processes were eliminated, resulting in savings that were then used to improve fire protection service levels in the region. Employees of both cities currently work together at all station locations.

CONSOLIDATION PROCESS

In Oregon, the process for formation of transportation service districts, including the consolidation of two or more existing districts into a new district, is governed by Chapter 198 of the Oregon Revised Statutes.

To begin the process, existing transit district boards may adopt a resolution to initiate consolidation. A vote of the people must be held on the matter in the affected counties. Then, if a consolidation proposal is voter-approved, consolidation may proceed and board members for the successor district can be appointed.

CURRENT TRANSPORTATION DISTRICT FORMATION EFFORTS IN COLUMBIA COUNTY

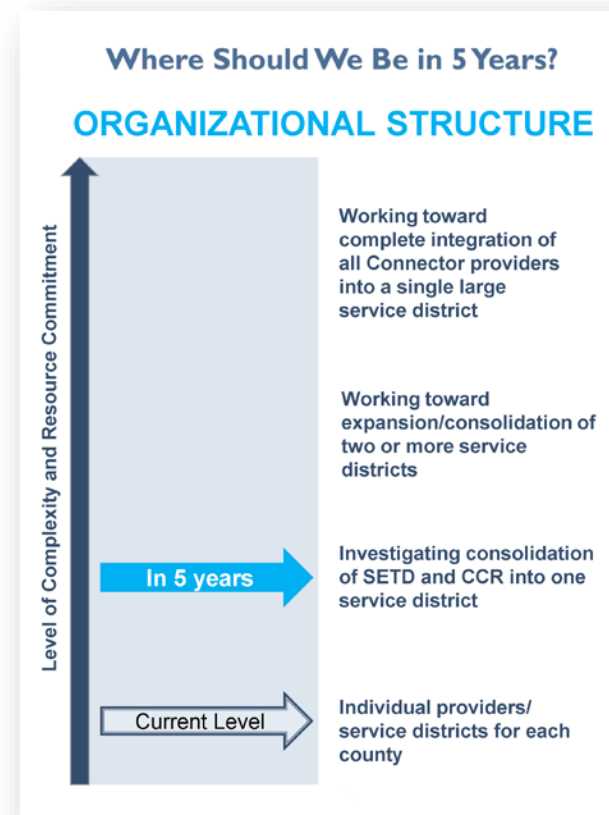
In Columbia County, CCR currently operates as a department of county government. Columbia County's board of county commissioners has placed a measure on the ballot for November 2016, requesting voter approval to form a new Columbia County Rider Transportation District. If approved, the new district would contain the area within the boundaries of Columbia County (except for the cities of Clatskanie and Prescott which have

declined to be included), and the measure would also authorize a new tax to help fund transit operations.

Columbia County has also initiated discussions with SETD in Clatsop County, to evaluate whether consolidation with SETD might offer advantages to both service areas in the future.

Given these considerations, the Coordinating Committee determined that consolidation of all five service providers is neither desirable nor feasible in the near-term. However, it may be important to keep the possibility of a consolidated district for CCR and SETD in mind as Columbia County explores formational concepts for a new transit district.

Figure 4. Consolidation Options



4.3 Management Tools and Strategies

“Management tools” is a broad category of methods and processes that can be used by Connector members to help eliminate redundancies and improve the efficiency of the regional coordination program.

Management tools could take many forms; for example:

- A regional policies and procedures manual
- Smart phone applications that enhance rider convenience
- Tools for collecting and tracking operational information
- Consolidated administrative functions, such as insurance, staff training or HR services
- Region-wide technology implementation
- Joint procurement or contracting processes
- Many other concepts for improving operational consistency region-wide

Regional management tools could allow Connector member agencies to accomplish something new together, or replace current activities of each individual agency with a more consistent regional process.

The spectrum of potential management tools is extensive, and Connector resources are limited, so it is important to take a focused, realistic approach. Considering the Connector’s goals and objectives, implementation of the following major strategies would be beneficial over the next five years:

1. Regional policies and procedures
2. Regional customer service training program
3. Public information coordinator
4. Regional performance tracking tool

5. Website enhancements, including an online trip planner
6. Periodic meetings of elected representatives

These strategies are described below, and they have also been incorporated into the Connector’s five-year action plan, presented in Section 5.

Figure 5. Regional Management Tools in Five Years



4.3.1 Regional Policies and Procedures

An initial set of regional policies and procedures should be developed within the next five years, focusing on topics that are: (a) directly related to the rider’s experience; (b) necessary to help clarify Connector member expectations; and (c) needed to make the business case for future funding and system expansion.

Table 3 outlines 8 topics for which regional policies and procedure are recommended in the near-term. To help the Coordinating Committee get started, a draft version of each recommended policy has been provided in Appendix B, and a scan of existing individual agency policies and procedures may be found in Appendix C.

Table 3. Recommended Regional Policies

Policy Topic	Purpose	Suggested Content
Public Information	To establish regional protocols for public messaging and communicating with the press	<ul style="list-style-type: none"> • A process for development and approval of public messages • Responsibilities and authorities for speaking publicly about the Connector
Rider Behavior	To provide consistent passenger behavior standards for travel throughout the region	<ul style="list-style-type: none"> • Rules and guidelines for riders regarding acceptable behavior, attire, etiquette, etc.
Pets and Service Animals	To provide standards for transport of animals on all fixed transit routes	<ul style="list-style-type: none"> • Restraint and carrier requirements • Types of permissible animals
Bicycle Transport	To provide standards for transport of bicycles on all fixed transit routes	<ul style="list-style-type: none"> • Types of bicycles permitted • Responsibility for loading and securing bicycles • Protocols for when the bicycle rack is full
Holiday Service	To provide consistent service in all five counties on holidays	<ul style="list-style-type: none"> • Designated holiday service days • Holiday operations schedules
Data Collection	To provide a uniform process for collecting, recording, storing and reporting passenger information and operational data	<ul style="list-style-type: none"> • Data collection and reporting guidelines • Data accessibility and management responsibilities
Minimum Expectations of Connector Members	To set clear expectations for each member agency	<ul style="list-style-type: none"> • Expectations for meeting attendance, co-branding, communication, and financial/operational obligations
Connector Service Area Expansion	To establish minimum requirements for expanding service into new counties, or adding new operational partners	<ul style="list-style-type: none"> • Funding plan and business case for expansion • Operational responsibilities of new members

Development of regional policies and procedures will require time and patience to fully vet the impacts of each new policy on each of the five member agencies. To accomplish this, the Coordinating Committee should not attempt to address more than one or two policies at a time. A single Coordinating Committee representative should be assigned responsibility for coordinating the effort.

Once Coordinating Committee representatives agree on the language for a regional policy, the policy should be ratified by each member agency's governing board.

Once ratified, each policy should be posted to the Connector's website for public transparency and ease of reference by member agencies.

REGIONAL POLICIES AND PROCEDURES

Anticipated Impact/Cost: Member agency staff time + \$2,000 per year additional administrative costs

Implementation Timeline: One to two policies per year over the next five years.

4.3.2 Regional Customer Service Training Program

Since the Connector's visitor pass program was first launched, TCTD has found effective ways to identify customers who may

benefit from a regional pass, and upsell passes to those candidate customers. In addition, TCTD has integrated a hospitality approach throughout their business practices that has improved both customer and employee satisfaction. Extending TCTD's approach to the other Connector service providers would be beneficial.

An annual training session on regional pass sales and customer service strategies is recommended, to be provided by TCTD for staff at all five Connector member agencies and staff at other organizations such as Travel Oregon.

REGIONAL CUSTOMER SERVICE TRAINING

Anticipated Impact/Cost: Member agency staff time only

Implementation Timeline: Annually, beginning in 2017.

4.3.3 Public Information Coordinator

An additional part-time position dedicated to managing outreach and external communication efforts for the Connector is needed.

The Connector's Public Involvement Coordinator would be responsible for:

- Working with media consultants on outreach materials and travel packages
- Managing the Connector website

- Drafting key public messages for review and approval by the Connector Committee
- Preparing periodic press releases and opinion articles
- Providing radio and television interviews to the press
- Implementing and managing an easy to use single call information service for the Connector
- Presenting to local civic groups, agency boards, and other community organizations
- Serving as the community liaison to the Connector Committee

When transit managers were interviewed about available resources, each indicated that while current staff time was limited, an additional modest financial contribution to support Connector programs may be possible. An additional annual contribution of \$5,000 to \$8,000 per member agency would provide a budget of \$25,000 to \$40,000 which could be used to contract or hire a part-time public information coordinator.

Alternatively, the consultant team has identified a potential private grant source for which the Connector is eligible and which may be used for this purpose. The Meyer Memorial Trust currently offers grants for “Building Communities” and “Healthy Environment” focus areas that align well with the Connector’s mission and goals. Government agencies are eligible to apply and operating proposals that span two to three years are considered.

PUBLIC INVOLVEMENT COORDINATOR

Anticipated Impact/Cost: \$25,000 to \$40,000 annually, to be funded through member agency contributions/or grants.

Implementation Timeline: 2017.

4.3.4 Route Coordination Subcommittee

Transit agency managers serving on the Coordinating Committee have many competing demands on their time. A key capacity-building strategy for the Connector will be to engage lower-tier staff at each member agency in the future development of the Connector system.

To begin, a Regional Route Coordination Subcommittee is recommended, which should include operations-level personnel from each agency who are responsible for day to day service planning and schedule adjustments. Responsibilities of this subcommittee could include:

- Preparation and periodic review and updating of a regional timetable
- Coordinating route and schedule changes that impact inter-county routes
- Coordinating and streamlining data collection processes
- Serving as the project advisory committee for regional studies and technology investments
- Serving as an ongoing technical advisory committee to the Coordinating Committee

ROUTE COORDINATION SUBCOMMITTEE

Anticipated Impact/Cost: 8-10 hours of staff time per agency per quarter.

Implementation Timeline: 2017.

4.3.5 Regional Performance Tracking

To be credible, the Connector’s “story” and asserted benefits should be backed by specific data. A performance monitoring process that allows the Coordinating Committee to track regional ridership and estimate the environmental benefits of transit travel in the region is needed.

A performance management spreadsheet was developed for the original Connector pilot program to help monitor changes in regional ridership, greenhouse gas emissions, fossil fuel use and vehicle miles travelled. As a first step, the consultant team for this management plan will be updating the original spreadsheet tool for the Coordinating Committee’s future use.

Performance tracking will require each member agency to provide consistent, periodic data on their ridership, routes and vehicles. The performance tracking spreadsheet will require periodic refinement to stay current with greenhouse gas emission factors and other regional travel trends that are used for spreadsheet calculation assumptions.

REGIONAL PERFORMANCE TRACKING TOOL

Anticipated Impact/Cost: Initial spreadsheet included in Management Plan contract. Additional member agency and administrative staff time to maintain.

Implementation Timeline: 2016.

4.3.6 Website Enhancements

Updates to the Connector website to improve trip planning capabilities and enhance its use as a marketing tool have been funded through an ODOT Special Transportation Fund Discretionary Grant.

WEBSITE ENHANCEMENTS

Anticipated Impact/Cost: \$125,000 to be funded through an ODOT grant.

Implementation Timeline: Beginning in 2017.

4.3.7 “Joint Board” Meetings

A key strategy for bolstering political support for the Connector includes engaging elected representatives from each individual transit agency. Beginning in 2017, each transit agency manager should bring one or two members from their elected boards to a special meeting of the Connector Coordinating Committee.

The first annual meeting should include a presentation of the goals, objectives and strategies outlined in this management plan, and a report from each transit manager on the status of assigned action items. Aligning the joint board meeting with the Coordinating Committee’s annual meeting will also allow elected representatives to better understand the annual budgeting process for the Connector.

Elected representatives should continue to be included in Coordinating Committee meetings on an annual basis, at minimum. Engaging elected representatives at more frequent intervals may be helpful when the Coordinating Committee begins working on issues requiring political support and assistance. For example, stated objectives under Goal 4 of this management plan include resolving barriers to updating the intergovernmental agreement, and working with the Oregon Transit Association to seek statutory funding changes for regional transit coordination activities. These are both areas where elected officials may be able to provide policy-level assistance.

JOINT BOARD MEETINGS

Anticipated Impact/Cost: Additional administrative and transit agency manager staff time for meeting coordination and to prepare presentations and meeting materials.

Implementation Timeline: Beginning in 2017.

PACIFIC OCEAN

N



5 CALL TO ACTION!

T LR B

- B bus
- T train
- LR light rail
- S cruise ship

5 Call to Action!

Table 4 outlines the action items and leadership responsibilities for accomplishing the Connector’s goals and objectives. An editable version of this table has been provided for the Coordinating Committee’s use as a living document. It should be reviewed at least quarterly, and kept updated as progress is made over the next five years.

At three to five year intervals, the Coordinating Committee should perform a minor update of the management plan, primarily to retire any objectives that have been accomplished and to identify new objectives and action items for the next three to five years.

Given that the organization is still in its early stages of development and could experience significant change over a short amount of time, the Coordinating Committee should consider a major plan update at 10-12 year intervals, to reconfirm or refine the organization’s overall vision, mission, goals, objectives and strategic actions.

Note that each specific objective in Table 4 needs a leader to shepherd the work and be accountable for progress. The transit manager for the agency shown in the “leader” column below is responsible for initiating and monitoring the work described. Work may be delegated to subordinate staff, or, if the Coordinating Committee approves, leadership responsibilities may be transferred to another member agency.

Table 4. Connector Action Plan and Leadership Responsibilities

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
GOAL 1: IMPROVE RIDER ACCESS AND CONVENIENCE				
1A	Develop a trip planning tool for the Connector website.	SETD	<ul style="list-style-type: none"> • Select and hire a website contractor • Provide a technical staff contact person to work closely with website developer • Collect and consolidate input from Coordinating Committee members as website is developed • Ensure perspectives of Public Involvement Coordinator and Media Consultant are included as website is developed • Review and recommend Coordinating Committee acceptance of final work products 	2017
1B	Agree on major stops and amenities to be installed with Enhance funding.	ODOT Liaison	<ul style="list-style-type: none"> • Work with Coordinating Committee to confirm the list of stops to be studied with the Enhance grant. • Coordinate with project manager assigned by ODOT to determine the improvements to be installed at each location. • Work with the Coordinating Committee to confirm study recommendations. 	2018

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
1C	Provide branded shelters, timetables, and other amenities at each major Connector stop location by 2025.	TCTD	<ul style="list-style-type: none"> • Work with Connector Administrator to identify and apply for grant funding to make stop improvements identified in 1B above. • Select and hire a design-build team to construct the improvements. 	In phases, as grant funding allows, by 2025
1D	Develop consistent passenger comfort standards for bicycles, animals, luggage, food, and drink.	BCT	<ul style="list-style-type: none"> • Use the draft policies provided in Appendix B as a starting point. • Follow actions listed under 4C below. 	2021
1E	Implement an automated phone information system specific to the Connector, with the same call-in number for all five transit agencies. Also, include Connector information as an automated phone menu option on all of the five Connector agency telephone services.	SETD	<ul style="list-style-type: none"> • Research automated phone services (such as RingCentral) and make a recommendation to the coordination committee. • Work with Marketing Consultant and/or Public Information Coordinator to develop a script for automated info about the Connector • Purchase and setup automated system to route calls to appropriate transit provider 	2018

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
GOAL 2: PROMOTE CONNECTOR AWARENESS				
2A	Develop a job description and fund a regional Public Involvement Coordinator position for the Connector.	Connector Administrator	<ul style="list-style-type: none"> • Draft a Public Involvement Coordinator job description for Coordinating Committee review • Determine appropriate budget for the position • Identify and secure grant funding, or solicit commitments from member agencies to fund the position. • Advertise the position regionally • Interview and select final candidate 	2017
2B	Develop and fund a regular, ongoing marketing and public information campaign that is done simultaneously throughout the five-county region.	Public Involvement Coordinator	<ul style="list-style-type: none"> • Coordinate with Connector Administrator to establish an annual marketing budget and secure grants or member agency contributions. • Obtain proposal(s) from marketing/media consultants • Work with Coordinating Committee to hire Media Consultant to implement the marketing plan 	Ongoing, beginning in 2017
2C	Establish a driver training and customer service training program for the sale of visitor passes. Provide an annual training session for staff at all five agencies beginning in 2017.	TCTD	<ul style="list-style-type: none"> • Provide a staff-level trainer • Prepare training program and training materials • Select training date(s), invite member agency and Travel Oregon staff, and hold training • Consider a webinar for remote participants 	Annually, beginning in 2017

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
2D	Connect with local visitor attractions that can offer off-season discounts.	Media Consultant	<ul style="list-style-type: none"> • Include strategies in annual marketing plan 	2019
2E	Provide a website that is easy and intuitive for customers to use.	SETD	<ul style="list-style-type: none"> • See actions under 1A. 	2018
2F	Work with Travel Oregon to include the Connector in their “Seven Wonders of Oregon” marketing program.	Media Consultant	<ul style="list-style-type: none"> • Include Travel Oregon in the annual marketing plan. 	2017
2G	Provide presentations to update regional and statewide groups upon completion of the Management Plan	TCTD	<ul style="list-style-type: none"> • Prepare a 10-minute powerpoint presentation. • Work with ODOT Liaison to get on the Oregon Transportation Commission agenda. • Identify speakers and schedule additional presentations to: <ul style="list-style-type: none"> ○ Public Transportation Advisory Committee ○ Northwest Area Commission on Transportation ○ Cascades West Area Commission on Transportation ○ Association of Oregon Counties ○ League of Oregon Cities. 	2017

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
GOAL 3: IMPROVE REGIONAL SERVICE DELIVERY				
3A	Develop coordinated timetables for Connector service.	CCR	<ul style="list-style-type: none"> Assemble a Route Coordination Subcommittee that includes key operations staff responsible for route and service changes at each member agency. Convene the subcommittee to review and update the original regional timetable prepared for the Connector pilot program. Create a PDF of the updated timetable and post it to the Connector website. Set a standing meeting of the subcommittee to check in quarterly on changes needed. 	2017, with quarterly review and update
3B	Coordinate transfer times between Connector service and local service.	All Coordinating Committee Reps	<ul style="list-style-type: none"> Before initiating any schedule changes, check to see if transfer times with adjoining services will be impacted. Discuss proposed service changes with Route Coordination Subcommittee, and work directly with adjoining member agency to resolve any issues. 	Ongoing
3C	Increase frequencies and service levels on valley to coast corridors (Hwy 6, 20, 30).	LCT	<ul style="list-style-type: none"> Work with Connector Administrator to identify and secure funding for a study of market potential and demand in coastal feeder corridors to determine desired headways. Hire consultant and perform the study. Secure operational funding needed to increase headways to desired levels. 	2022

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
3D	Expand the Connector system into Yamhill County.	TCTD	<ul style="list-style-type: none"> • Retain a consultant to perform a study of service expansion opportunities in Yamhill County. • Secure funding and implement service expansion recommendations. • If a new Connector member needs to be added, follow the policy for adding new members (to be developed under 4C.) 	2018
3E	Open a dialogue with other transit services such as Amtrak and POINT (starting with the Cascades POINT). Hold a meeting to share service and visitor pass information, and discuss ways to coordinate transfer times.	BCT	<ul style="list-style-type: none"> • Identify potential private operator partners and develop contact list. • Ask ODOT Liaison to identify ODOT representatives who should be involved. • Develop agenda, invite attendees and facilitate the meeting. • Circulate meeting notes to attendees and follow up on next steps. 	2017
3F	Standardize data collection practices of Connector members.	Connector Administrator	<ul style="list-style-type: none"> • Obtain monthly operational data from each member, using the data reporting template provided in Appendix A. 	2017; ongoing monthly
		CCR	<ul style="list-style-type: none"> • Ask Route Coordination Subcommittee to discuss current data collection processes, and identify opportunities for streamlining. • Work with Connector Administrator to retain a consultant to study and recommend automatic data collection technologies for the region, including equipment maintenance and data management. 	Implement by 2019; ongoing thereafter

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
			<ul style="list-style-type: none"> Work with Connector Administrator to secure funding to implement automated data collection process. 	
GOAL 4: INCREASE ORGANIZATIONAL AND FINANCIAL STABILITY				
4A	On an ongoing basis, look for opportunities to jointly procure equipment, stop amenities, consulting services, and other major purchases.	All Coordinating Committee Reps	<ul style="list-style-type: none"> As individual agency budgets are developed, discuss any upcoming capital purchases with the Coordinating Committee, and jointly procure similar items. 	Ongoing, beginning in 2017
4B	Complete a detailed study to look for additional regional operational cost efficiencies by 2020.	ODOT Liaison	<ul style="list-style-type: none"> Work with Connector Administrator to identify and secure funding for a region-wide operations analysis. Select and hire a consultant to perform the analysis. Consider using the Route Coordination Subcommittee as the advisory committee for this study. Work with Coordinating Committee members to implement study findings. 	2020
4C	Develop a regional policies and procedures manual, and establish initial policies for topic areas recommended in the management plan.	BCT	<ul style="list-style-type: none"> Use the draft policies provided in Appendix B as a starting point. Request a standing agenda item for policy development at each Coordinating Committee meeting. Take one policy at a time, facilitate Coordinating Committee discussion and 	2021

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
			<p>provide drafts and final drafts for committee approval.</p> <ul style="list-style-type: none"> • After committee approval, make sure each new policy is ratified by each transit agency's governing board. • Ensure final policies are posted to website 	
4E	Reach out to the Oregon Transit Association (OTA) for assistance in lobbying for regional coordination funding.	LCT (TCTD co-leader)	<ul style="list-style-type: none"> • Discuss funding needed for regional coordination with the OTA, and request that OTA include the issue in their legislative strategy. • Serve as a liaison between the OTA and the Coordinating Committee as OTA develops a legislative position. 	2017
4F	Convene representatives from each partner agency's board to discuss potential management strategies and resolve barriers to the IGA.	TCTD (LCT to provide current draft IGA)	<ul style="list-style-type: none"> • Prepare a list of outstanding concerns from member agencies' legal counsels on the draft IGA. • Work with the Coordinating Committee to resolve issues as possible. • At the Connector's annual meeting, provide a briefing for elected representatives. Request their assistance with resolving remaining issues. • If legal assistance is needed, coordinate with Connector Administrator to secure legal help for the Coordinating Committee, as a group. 	2017

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
GOAL 5: ENHANCE COMMUNITY LIVABILITY				
5A	Develop an implementation plan for a marketing concept similar to Sonoma County’s “Transit to Trails” program, and build a page for it on the Connector website.	Media Consultant	<ul style="list-style-type: none"> • Work with Public Involvement Coordinator to develop a proposal for Coordinating Committee review. • Work with Connector Administrator on funding applications for Federal Lands Access Program, and/or Transportation Alternatives Program 	2018
5B	On an annual basis, reach out to local community agencies, such as senior centers, to demonstrate how to ride the Connector.	Public Involvement Coordinator and All Coordinating Committee Reps	<ul style="list-style-type: none"> • Prepare a standard presentation on the Connector for use in presenting to civic groups. • Show it to the Coordinating Committee and update it annually. • Schedule speaking arrangements throughout the region. • Meet with business and travel industry leaders to introduce the Connector and its role in the region’s livability and economic vitality 	Annually
5C	Partner with local jurisdictions to integrate the Connector into local planning and development approval processes.	All Members	<ul style="list-style-type: none"> • Contact planning directors at each local agency within your service area and ask to be notified when new developments are proposed. • Review new development proposals and coordinate with local planning directors to make appropriate transit improvements a condition of development. 	2018; ongoing thereafter

APPENDICES PROVIDED UNDER SEPARATE COVER

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LEGEND

-  bus
-  train
-  light rail
-  cruise ship

B. Draft Policies and Procedures



Policy Number: XXX Policy: POLICY DEVELOPMENT
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Approval Date:

I. Purpose

This policy documents the process for developing and approving NW Connector Alliance policies.

II. Rationale

The NW Connector Alliance requires policies to ensure that the Connector service is provided in a consistent, integrated, and efficient manner.

III. Policy

1. NW Connector Alliance policies are intended to address issues that impact connector service or the management of the NW Connector Alliance.
2. NW Connector Alliance policies are in addition to and must be compatible with each member agency's internal policies.
3. Proposed policies will be discussed and acted upon at official NW Connector Alliance Management meetings.
4. Policy adoption requires unanimous approval by member agencies.



Policy Number: XXX

Policy: PUBLIC INFORMATION

Approval Date:

I. Purpose

To establish protocols and procedures for providing information to the public on NW Connector service.

II. Rationale

It is important to provide accurate, timely, and consistent information to the community.

III. Policy

1. NW Connector public information shall be made available on the Connector website, in print, and, potentially, through other media.
2. All public information material and messages shall be reviewed by the Public Involvement Coordinator to ensure consistency between messages and professionalism of content. The Public Involvement Coordinator will review proposed public information messages within two business days of receipt
3. The Public Involvement Coordinator will forward public messages, with recommended changes, as appropriate, to the Connector Committee, which will review and approve messages before they are officially released.
4. No person shall officially represent the Connector to the press unless designated to do so by the Connector Committee.
5. The Public Involvement Coordinator shall be in charge of overseeing all interaction between the Connector and the public.



Policy Number: XXX

Policy: RIDER BEHAVIOR

Approval Date:

I. Purpose

To establish rules and expectations for rider behavior on Connector service.

II. Rationale

For the comfort and safety of riders, it is important to have rules governing rider behavior and that those rules are applied consistently and equitably on NW Connector service.

III. Policy

1. These rules apply to an individual's behavior on vehicles and property managed by Connector members.
2. All laws and rules regarding behavior that exist in the cities and counties where the Connector service operates shall be in full effect.
3. No firearms, explosives, hazardous materials, or weaponry of any kind are permitted.
4. No vulgar, profane, obscene, or lewd language of any kind will be tolerated, either directed at people or in audible conversations.
5. Overtly sexual behavior, especially assault and verbal abuse, is prohibited.
6. Viewing inappropriate or objectionable content on any device is prohibited.
7. No smoking, alcohol consumption, or illegal drug use is allowed in or within ten feet of Connector vehicles and facilities. Riding under the noticeable influence of drugs or alcohol is prohibited.
8. Consumption of food or beverages on Connector vehicles is prohibited. Sealed containers of food and beverages may be brought aboard vehicles for transport purposes.

9. Appropriate clothing, including shoes, and shirts, shall be worn at all times. Indecent exposure shall not be tolerated.
10. Music players are prohibited from being used except with headphones at low volume.
11. Shouting or yelling is prohibited.
12. Cell phone conversations are prohibited.
13. Riders of recreational wheeled devices, such as roller skates, skateboards, or scooters, must remove skates or dismount the device before boarding.
14. Children age five (5) and under must be accompanied by an older rider of at least twelve (12) years of age. Children ages six (6) to eleven (11) may ride alone if an adult relative or guardian places them on the vehicle and signs a release form.
15. Standing riders must remain behind designated lines while the vehicle is in motion.
16. All sitting riders are required to wear seatbelts where seatbelts are provided while the vehicle is in motion. Standing riders must hold on to available handholds to ensure balance.
17. Children must be removed from strollers and securely held by their accompanying guardian while the stroller is stowed away.
18. All riders must yield seats designated for elderly and disabled passengers to elderly, disabled, or pregnant riders.



Policy Number: XXX
Policy: PETS AND SERVICE ANIMALS
Approval Date:

I. Purpose

To create uniform standards for transporting pets and service animals on NW Connector service.

II. Rationale

It is important for NW Connector riders to have consistent rules and procedures for transporting their pets and service animals.

III. Policy

1. Pet Transporting Policy:

- a. All pets must be securely contained within pet carriers, which must be designed for carrying pets and built of sturdy rigid material.
- b. Pet carriers shall not be opened while on the vehicle.
- c. Pet carriers must be of appropriate size for the pet(s) they carry. An unnecessarily large carrier may be rejected by the driver.
- d. Pet carriers must not allow any solid or liquid material to leak out.
- e. Pet carriers must be stored in a location that does not disrupt the normal functioning of the vehicle. They may not block aisles, doors, or emergency exits. They must be stored in designated carrier areas or immediately adjacent to the owner.
- f. Pet carriers may only occupy a seat if there are empty seats available on the vehicle. The seat must be relinquished if it is needed by a rider.
- g. Each rider is limited to one pet carrier.
- h. Loud pets, such as barking dogs, are not permitted.
- i. Unsanitary or noticeably odorous pets may be denied entry to the vehicle.
- j. Drivers possess the authority to deny access to any pet that they deem is a threat to the functional environment of the vehicle or creates discomfort for other passengers.

2. Service Animal Policy

- a. Service animals are allowed on all buses, and are exempt from the rules that apply to pets.
- b. Service animals must be on a leash or in a pet container and remain under the owner's control.
- c. Service animal owners are required to notify the driver upon boarding of the fact that their animal is necessary for performing a service. They are not, however, required to show proof that the animal is a service animal.
- d. Service animals cannot sit on a vehicle seat.
- e. Service animals must not pose a disruption to other riders. If, in the judgement of the driver, a service animal is causing a disruption or is acting dangerously, the owner will be asked to remove the service animal from the vehicle.

DRAFT

**Policy Number: XXX****Policy: BICYCLE TRANSPORT**

Approval Date:

I. Purpose

This policy establishes rules and procedures for transporting bicycles on Connector transit vehicles.

II. Rationale

Allowing bicycles on transit vehicles encourages the use of transit by facilitating “first mile/last mile” connections and supports intermodal coordination.

III. Policy

1. Only single-rider, two-wheeled, non-motorized bicycles are allowed.
2. Bicycles are to be loaded onto the bicycle racks attached to the front exterior of the vehicle.
3. If the bike rack on the vehicle front is full, a rider may bring their bicycle aboard the vehicle under the following circumstances:
 - a. In the driver’s judgment there is adequate open space in the vehicle to accommodate the bicycle without encroaching upon the occupied sitting or standing space of other riders.
 - b. The rider maintains control of the bicycle at all times.
 - c. The bicycle would be required to vacate the space as needed to accommodate riders using wheelchairs and other medical mobility devices, or if the bus becomes too crowded to safely accommodate the bicycle.
4. It is the responsibility of the rider to ensure that the bicycle is securely attached to the rack.
5. Riders are responsible for letting the driver know that they have a bicycle on the rack when they exit the vehicle.



Policy Number: XXX

Policy: HOLIDAY SERVICE

Approval Date:

I. Purpose

To establish a schedule for NW Connector service on holidays.

II. Rationale

It is important to establish a consistent schedule for holiday service that can be communicated in advance to the community.

III. Policy

1. The following holidays are to be considered for holiday service schedules:
 - a. New Year's Day
 - b. Memorial Day
 - c. Independence Day
 - d. Labor Day
 - e. Thanksgiving
 - f. Day after Thanksgiving
 - g. Christmas Day
2. Holiday service options include providing full service, a reduced service level (fewer routes or reduced frequency or span of service), or no service.
3. All Alliance members shall have the same holiday service schedule.
4. Once holiday service changes have been determined, they are to remain unchanged unless a revised version of the holiday service is adopted.
5. The public will be notified of any changes to the holiday service schedule at least one month in advance of the date when the new schedule takes effect.
6. Holiday schedules shall accompany the regular schedules that are posted online and available in print.



Policy Number: XXX
Policy: DATA COLLECTION/PERFORMANCE MEASURES
Approval Date:

I. Purpose

To establish a consistent, uniform process for collecting, recording, and storing passenger and operational data and tracking key performance indicators

II. Rationale

Tracking key performance indicators based on accurate and consistent data allows Connector managers to examine the effects of its policies and initiatives and are essential in guiding service, operational, and financial decisions.

III. Policy

1. Data to be collected on a monthly basis:

- a. Total Boardings (unlinked trips) by route and by day of week
- b. Total Fare Revenue
- c. Vehicle Miles Travelled
- d. Service Hours by route and by day of week
- e. Operating Costs
- f. Number of passes sold
- g. Number of Road Calls

2. Data to be collected on an annual basis:

- a. On-time performance by route: Buses that do not leave early or leave no more than five minutes late are considered "on time"
- b. Activities (boardings and deboardings) per stop: To be collected for a typical weekday, Saturday, and Sunday.
- c. Bicycles Transported: A week-long count during a summer month (use same month every year) of bicycles carried by route.
- d. Boardings Using the Wheelchair Lift: A week-long count (use similar period every year) of use of the lift by route.

- e. Age of the vehicle fleet.
3. Data to be collected every three years:
 - a. Rider survey documenting rider demographics, travel behavior, fare payment, and attitudes and opinions about the Connector service
 - b. An origin and destination survey to identify travel patterns within the Connector service area.
 4. Data collection is to the responsibility of each Connector Alliance agency for their routes, though the effort is to be coordinated to ensure consistency of the data.
 5. The following performance measures are to be tracked:
 - a. On a monthly basis:
 - i. Total Connector ridership (Total Boardings)
 - ii. Ridership by route (Boardings by Route)
 - iii. Ridership Productivity by Route (Boardings/Service Hour)
 - iv. Cost per Passenger Trip (Operating Cost/Boardings)
 - v. Fare Recovery Ratio (Fare Revenue/Operating Cost)
 - vi. Number of visitor passes sold
 - vii. Miles Between Road Calls (Vehicle Miles/Road Calls)
 - b. On an annual basis:
 - i. On-time performance by route: Percent of buses on time
 - ii. Activities (boardings and deboardings) per stop
 - iii. Wheelchair usage by route
 - iv. Bicycle usage by route
 - v. Average fleet age



Policy Number: XXX

Policy: MINIMUM EXPECTATIONS OF CONNECTOR MEMBERS

Approval Date:

I. Purpose

To establish minimum expectations for membership in the Connector program.

II. Rationale

Clear expectations for member agencies will help to avoid misunderstandings and allow potential new members to understand their obligations in joining the transit alliance.

III. Policy

1. Each member of the Northwest Oregon Transit Alliance shall adhere to the following minimum requirements:

- a. Designate a representative and an alternate representative to serve on the Coordinating Committee.
- b. Attend all Coordinating Committee meetings and annual meeting.
- c. Share equally with all other members in the on-going financial administration of the Alliance, as set forth in the annual budget adopted by the Coordinating Committee.
- d. Execute, and ratify as necessary to comply with ORS190, the Intergovernmental Agreement for the Alliance, Coordinating Committee Bylaws and other required documents.
- e. Pay for the costs of incorporating member agency information into the North by Northwest Connector's website and marketing materials.
- f. Incorporate the Connector brand into member agency's website and transit schedules. Proposed use of Connector branding graphics on individual agency websites and printed materials must be provided for review and approval of the Coordinating Committee prior to implementation.

- g. Actively participate in all operational planning activities. Monitor and adjust connecting service in collaboration with adjoining members on an on-going basis.
 - h. Coordinate schedule changes with neighboring member agencies.
 - i. Implement financially-feasible improvements to connecting services and schedules.
 - j. Discuss and coordinate grant funding applications with the Coordinating Committee in advance.
2. Each member of the Northwest Oregon Transit Alliance shall adhere to the following communication protocol:
- a. Communicate directly and openly on all matters affecting other members.
 - b. Raise difficult or controversial issues for discussion and resolution by members first, before engaging external parties.
 - c. Coordinate external messages and public statements with the Coordinating Committee.
 - d. Accept and publicly support decisions made per the decision-making process in the bylaws, regardless of voting position.
3. An agency's continued membership is subject to continued good standing on all items above. Member agencies not fulfilling these expectations may be removed based on a majority vote of the remaining members.



Policy Number: XXX
Policy: CONNECTOR SERVICE AREA EXPANSION
Approval Date:

I. Purpose

To establish procedures for consideration of expansion of the NW Connector service area.

II. Rationale

Expansion of the NW Connector Alliance service area should occur in a logical, orderly manner, with the decision to expand based on factors that would result in an overall benefit to the NW Connector Alliance and the communities they serve.

III. Policy

1. Expansion of the service areas requires a study that addresses the following elements:
 - a. A financial analysis to determine the impact of expansion on the finances of the NW Connector Alliance. This includes an assessment of the funding needs to address increased Connector management and administrative costs and a calculation of any potential changes in member contributions to the Alliance as a result of the expansion.
 - b. An assessment of the impact of the expansion on potential new service connections and the estimated additional ridership gained through those connections.
2. The proposed expansion must be on the agenda and discussed during at least two NW Connector Alliance meetings.
3. The process for each agency's decision whether or not to support expansion of the Connector service area, including possible outreach to the community they serve, will be determined individually by each Connector Alliance member for their jurisdiction.

4. Expansion requires approval by a majority of current Connector Alliance members.
5. New members must agree to abide by established NW Connector policies and procedures.

DRAFT

www.nwconnector.net



CONNECTOR MANAGEMENT PLAN

POLICIES AND PROCEDURES SCAN

July 28, 2016

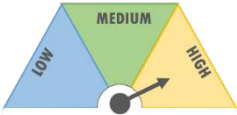
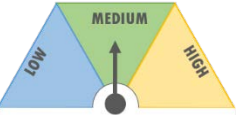
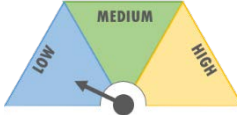
A scan of existing individual agency policies and procedures was performed for seventeen potential regional topic areas, to identify current areas of conflicting policy between Connector members, and to assess issues and opportunities related to the potential creation of regional policies and procedures.

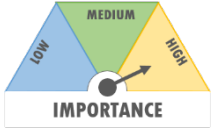
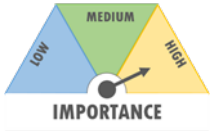
Topic areas examined included:

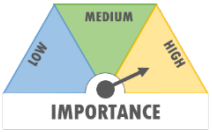
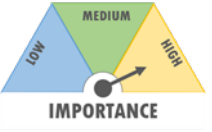
- Public Information
- Rider Behavior
- Pets and Service Animals
- Bicycle Transport
- Holiday Service
- Data Collection
- Fare Reciprocity
- Safety and Security
- Adding or Removing Stops
- Using Volunteers
- Advertising and Marketing
- Vehicle Replacement
- Mobility Management
- Emergency Management
- Sharing Equipment
- Borrowing Money
- Contracting with Private Parties to Provide Transit Service

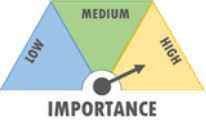
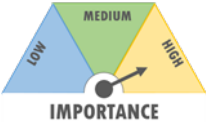
Future regional policies and procedures developed for the Connector have the potential to affect individual transit agency operations. Therefore, Connector policies will need to be ratified by each individual member agency's governing board before they can be implemented. It is important to note that because there is no separate transit district for Benton and Columbia Counties, certain policies in these two counties may apply to multiple departments of county government -- not only the transit department. This adds a layer of complexity to the development of any new regional policies proposed for the Connector, and the following recommendations are made with those considerations in mind.

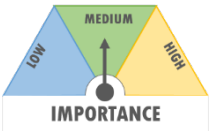
Topic areas are categorized as low, medium and high importance for near-term regional policy work. Development of regional policies and procedures that streamline and simplify the rider's experience are recommended as high importance work areas for the next five years.

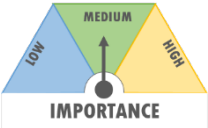
POLICY OR PROCEDURE TOPIC	Existing policy or procedure indicated during transit manager interviews					Near-Term Importance of Regional Policy Work
	SETD	TCTD	CCR	BCT	LCT	
1. Public information				√	√	 HIGH
2. Rider behavior	√	√	√	√	√	
3. Pets and service animals	√	√	√	√	√	
4. Bicycle transport		√		√	√	
5. Holiday service	√	√	√	√	√	
6. Data collection				√	√	
7. Fare reciprocity	√	√	√	√	√	 MEDIUM
8. Safety and security		√		√	√	
9. Adding or removing stops			√		√	
10. Using volunteers		√		√	√	
11. Advertising and marketing		√	√		√	 LOW
12. Vehicle replacement				√	√	
13. Mobility management				√	√	
14. Emergency management		√	√	√	√	
15. Sharing equipment			√	√	√	
16. Borrowing money	√		√	√	√	
17. Contracting with private parties to provide transit service			√	√	√	

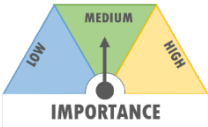
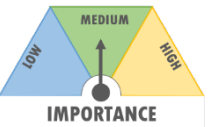
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
1. Public Information 						<p>A regional protocol for when and how information is disseminated to the public, including a process for approving public messaging, is needed.</p> <p>Standards for how the Connector will provide information to the public on service changes, delays and other information that affects regional travel could also be considered. It's important that messaging appear to be coming from a single point.</p>	<ul style="list-style-type: none"> No conflicts found. The five partners appear to have the resources to fund a public involvement coordinator position for the Connector. Benton County has a general Media Relations Policy that applies to "all Benton County employees, regardless of their department." The sizable community of people that speak a foreign language should be taken into account during the development of this policy, which has the opportunity to be more inclusive by requiring that all information be released in both English and Spanish. Opportunity to focus on and enhance senior and disabled person access to information
2. Rider Behavior 	√	√	√	√	√	<p>Establishing a uniform policy for rider behavior is important. Riders need to be aware of the standard of acceptable behavior when they travel across all of Connector services. Ensuring the ability of each agency to enforce the standard rider behavior will be critical.</p>	<p>There are some notable differences in rider behavior policies between providers:</p> <ul style="list-style-type: none"> TCTD: driver shall not engage in argument The age of a child allowed to travel alone varies between agencies: TCTD 5 years; SETD 6 years SETD does not specify that clothing (shirt, shoes) must be worn TCTD does not specify "illegal" substances Only LCTs specifies "good personal hygiene" as a requirement CCR's rider behavior policies do not apply to fixed-route service

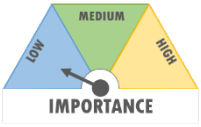
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
3. Pets and Service Animals 	✓	✓	✓	✓	✓	<p>Having a singular policy for how animals are accepted on Connector service is important as riders transfer between transit providers.</p>	<ul style="list-style-type: none"> • All agencies allow service animals. • Several agencies allow animals, other than service animals, if they are within a proper secured carrier. • Others do not specify whether other animals are allowed. Some are very specific about the definition of “service animal” which implies the agency’s policy is to only allow service animals. • Service animals, according to the BCT definition, are limited to dogs. Other species are not considered service animals
4. Bicycle Transport 	✓	✓			✓	<p>Having a singular policy for how bicycles are allowed on Connector service is important as riders transfer between transit providers.</p>	<ul style="list-style-type: none"> • SETD specifies that rack is on a first serve basis, no tricycles or tandem bicycles. LCT and TCTD also have bike racks for up to 2 bicycles. • LCT does not allow bicycles inside the bus; Sunset Empire allows up to 2 if the rack is full; TCTD allows bikes on the bus if there is room and it is secured in the designated wheelchair space - bicyclists with bikes are required to get off the bus if the wheelchair spaces needs to be occupied.

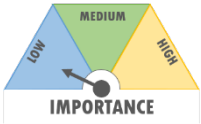
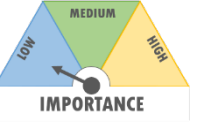
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities																																																
	SETD	TCTD	CCR	BCT	LCT																																																		
5. Holiday Service 	✓	✓	✓	✓	✓	<p>Consistent holiday service schedules between providers would reduce the risk of holiday travelers being stranded when connecting service is not available. Since the Connector’s primary target market is visitors, and since visitors are likely holiday travelers, consistent holiday service policies are important.</p>	<ul style="list-style-type: none"> Holiday service is provided in some but not all counties on New Year’s Day, Easter Sunday, Memorial Day, July 4th, and Labor Day. <table border="1" data-bbox="1362 524 1950 868"> <thead> <tr> <th>Holidays Without Service</th> <th>New Year’s Day</th> <th>Easter Sunday</th> <th>Memorial Day</th> <th>Independence Day</th> <th>Labor Day</th> <th>Thanksgiving Day</th> <th>Christmas Day</th> </tr> </thead> <tbody> <tr> <td>CCR</td> <td>x</td> <td></td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>SETD</td> <td>x</td> <td></td> <td></td> <td></td> <td></td> <td>x</td> <td>x</td> </tr> <tr> <td>TCTD</td> <td>x</td> <td></td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>LCTD</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>x</td> <td>x</td> </tr> <tr> <td>Benton County</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> </tbody> </table>	Holidays Without Service	New Year’s Day	Easter Sunday	Memorial Day	Independence Day	Labor Day	Thanksgiving Day	Christmas Day	CCR	x		x	x	x	x	x	SETD	x					x	x	TCTD	x		x	x	x	x	x	LCTD						x	x	Benton County	x	x	x	x	x	x	x
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Benton County	x	x	x	x	x	x	x																																																
6. Data Collection 						<p>Standards for data collection across Connector providers are needed. It is important to have regional data available in the same format from all providers. Regional data should tie to established performance measures (which may be a part of the data collection policy). This will help to make the case and qualify for funding.</p>	<ul style="list-style-type: none"> None of the providers have a specific policy on data collection, but they do collect ridership data. Data collection processes and formats vary by provider, making regional analysis difficult. 																																																

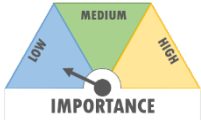
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<p>7. Fare Reciprocity</p> 						<p>A summary of existing fare structures is provided at the end of this scan document. Significant differences in individual provider fares and use of fare revenue make developing and adopting a comprehensive regional fare reciprocity policy extremely difficult.</p> <p>Prior market analysis concluded that there is limited potential for increased commuting between counties for employment purposes, but significant potential for inter-county travel by visitors.</p> <p>Fortunately, the Connector Visitor Pass already provides a uniform fare for regional travel in 3-day or 7-day increments. This partially satisfies the need for an easy fare structure for the Connector’s largest target market.</p> <p>Further work to allow single trip transfers between counties is recommended, as this would help to make transit use by visitors even more convenient. Aligning monthly passes across the region is a lower priority but could be considered in future management plan updates.</p>	<ul style="list-style-type: none"> • A table of fares by provider is appended to this policy scan. • All five providers honor Connector 3-Day and 7-Day visitor passes. • Only SETD and TCTD honor each other’s monthly passes for travel between Clatsop and Tillamook County. • Only CCR and SETD honor single trip transfers between Columbia and Clatsop County. <table border="1" data-bbox="1404 711 1850 1019"> <thead> <tr> <th colspan="6">Agency in Left Column Honors Single Trip Transfers From:</th> </tr> <tr> <th></th> <th>CCR</th> <th>SETD</th> <th>TCTD</th> <th>LCT</th> <th>BCT</th> </tr> </thead> <tbody> <tr> <th>CCR</th> <td></td> <td>x</td> <td></td> <td></td> <td></td> </tr> <tr> <th>SETD</th> <td>x</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>TCTD</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>LCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>BCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1" data-bbox="1404 1078 1850 1386"> <thead> <tr> <th colspan="6">Agency in Left Column Honors Monthly Passes From:</th> </tr> <tr> <th></th> <th>CCR</th> <th>SETD</th> <th>TCTD</th> <th>LCT</th> <th>BCT</th> </tr> </thead> <tbody> <tr> <th>CCR</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>SETD</th> <td></td> <td></td> <td>x</td> <td></td> <td></td> </tr> <tr> <th>TCTD</th> <td></td> <td>x</td> <td></td> <td></td> <td></td> </tr> <tr> <th>LCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>BCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Agency in Left Column Honors Single Trip Transfers From:							CCR	SETD	TCTD	LCT	BCT	CCR		x				SETD	x					TCTD						LCT						BCT						Agency in Left Column Honors Monthly Passes From:							CCR	SETD	TCTD	LCT	BCT	CCR						SETD			x			TCTD		x				LCT						BCT					
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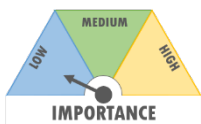
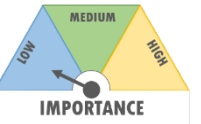
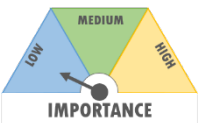
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<p>8. Safety and Security</p> 		√		√	√	<p>Although it is important for each transit provider to have a safety and security policy, there may be opportunities to address some areas of safety and security in other policy areas, which is why it is not identified as a highly important policy area in the near-term. For instance, prohibited items may be addressed in a regional policy for rider behavior or pets/service animals (weapons, required clothing, roller or in-line skates, animals, etc.)</p> <p>Safety and security policies could also address how drivers respond in the event of an accident or other incident. This would become more important if Connector bus operations were to be combined or centralized in future.</p>	<ul style="list-style-type: none"> • Safety and security seems to be a broad topic addressed in several locations in multiple provider plans. • As far as ensuring no conflicts arise across providers, this policy/procedure should address items prohibited on the buses (weapons, required clothing, roller or in-line skates, animals, etc.). • Common safety policy/procedures include interference with the driver or safe operation of the transit vehicle, no blocking movement of passengers from entering/leaving the transit vehicle, as well as the items listed in the bullet above. • Policy should take into account the different safety needs of various rider groups. Children and elderly people will have different safety requirements than middle-aged adults • SAFETEA-LU’s strategic safety planning requirements must be kept in mind during the development of this policy

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
9. Adding or Removing Stops 			√			<p>Although identified as a medium priority area in the near term, there may be some value in having a future policy for adding and removing stops when they affect Connector service travel times or destinations. A protocol for determining when a new stop should receive Connector branding, and consistent design standards for branded stops could be helpful.</p>	<ul style="list-style-type: none"> CCR requires recommendation from the Columbia County Citizens Transit Advisory Committee to the County Commission. The Commission holds a hearing to make final decision. Process for adding or removing stops is not documented for other providers.
10. Using Volunteers 		√		√	√	<p>A volunteer ambassador program for the Connector would require a dedicated volunteer coordinator, but could be a cost-effective way to move major initiatives forward when the availability of paid staff is limited.</p> <p>We've assigned a medium importance to this topic with the understanding that action should not be taken until the group can make resources available for a regional volunteer coordinator position. At that time, TCTD's guide could be used as a template for managing regional volunteers.</p>	<ul style="list-style-type: none"> TCTD has a robust volunteer guide that communicates expectations for volunteer dial-a-ride drivers and volunteer ride ambassadors. BCT has a volunteer driver hire policy for dial-a-ride, with volunteers making up the majority of the drivers for the program Volunteer policies for LCT are covered under Lincoln County's personnel rules. Lincoln County treats volunteers as unclassified service employees who are subject to all county rules and policies. Since the Connector is focused on regional fixed route service and not dial-a-ride, a regional program for volunteer drivers is not recommended.

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<p>11. Advertising and Marketing</p> 		√			√	<p>This topic area has two subtopics:</p> <ol style="list-style-type: none"> Sales of advertising space to third parties <p>The Connector partners have previously discussed a regional program for joint on-bus advertising sales and has determined few efficiencies would be gained with a combined program.</p> <ol style="list-style-type: none"> Marketing the Connector itself to increase ridership <p>Regional marketing policies for the Connector service should emphasize protection and promotion of the Connector brand, and the group has already adopted a policy on use of branding graphics. A marketing coordinator has also been hired.</p> <p>In the near term, applying money and resources to actual marketing efforts for the Connector may be more important than additional policy work.</p>	<ul style="list-style-type: none"> Existing partner policies focus on sales of advertising space to third parties rather than advertising and marketing of transit service. If the group decides to pursue joint advertising sales in the future, these conflicts would need to be resolved. <ul style="list-style-type: none"> LCT has prohibited items that they will not advertise but no written policy on the subject. Items banned for advertising are: <ul style="list-style-type: none"> Tobacco and alcohol explicit sexual content or profanity political advertising TCTD has a formal policy with similar prohibitions, plus additional restrictions on items and services that are: <ul style="list-style-type: none"> False, misleading or deceptive Unlawful or illegal Religious Misleading, distracting, conflicts with traffic control Rotating, revolving, flashing Reflect negatively on TCTD LCT has existing high-paying advertisers, and there is a concern that shifting to a combined regional advertising policy in the near term may result in decreased revenues for LCT. BCT has developed a Marketing policy outline

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
12. Vehicle Replacement 				√	√	<p>Asset management is a federal focus area for public transportation. The age and condition of the fleet has a direct bearing on the safety and reliability of the service that Connector partners are able to provide.</p> <p>Collaboration on a fleet management tools to identify vehicle replacement needs over the next 10 years may help partners understand where their greatest equipment needs are, helping to anticipate and prioritize funding requests.</p> <p>This policy area is a low priority for near-term action, but should be revisited in future management plan updates.</p>	<ul style="list-style-type: none"> LCT, BCT and TCTD have general statements in their coordinated human services plans to preserve existing vehicles and enhance fleet size as necessary to allow for growth. No partners have specific policies or procedures managing fleet replacement needs. In the policy, be sure to identify funding sources and allocation procedures for replacing vehicles Specify how priority for replacement is determined when a backlog of needed replacements throughout the Connector system has accumulated
13. Mobility Management 		√		√	√	<p>While partners have coordinated human services plans that address mobility management through service coordination, no formally documented mobility management policies were identified.</p> <p>Specific needs depend on local demographics. Since the Connector is focused on fixed route service and not dial-a-ride and paratransit, mobility management for seniors, elderly and disabled may be best managed by each</p>	<ul style="list-style-type: none"> No conflicts found Benton and Lincoln county currently do joint planning for human services transportation. Development of Connector policy presents an opportunity for acknowledging and addressing the special mobility needs of senior and disabled populations Policy must balance mobility and accessibility to ensure equity for all populations

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
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						<p>individual agency. For this reason, we have placed a “low” near-term importance on regionalization of mobility management programs.</p> <p>The exception might be a future regional program to help mobility-challenged groups understand and take advantage of Connector service. (For example, tying mobility management to informational campaigns or a regional volunteer ambassador program for the Connector.)</p>	
<p>14. Emergency Management</p> 		√		√	√	<p>It is important not to undermine or over-complicate protocols that are already in place for emergency management in each county.</p> <p>Instead of regional policies and procedures on this topic, the Connector partners simply could prepare a joint roster of transit providers who are willing to assist other counties in the event of an emergency. The roster could be provided to emergency managers in all five counties.</p>	<ul style="list-style-type: none"> • TCT, BCT and LCT are integrated into their counties’ emergency management planning process. • Clatsop County has an Emergency Operations Plan and a Natural Hazards Mitigation Plan, however SETD is not included in either. • No emergency management plan was found for Columbia County. • Transit vehicles and staff can be valuable resources during an emergency, however staff members and their families may also be personally impacted by emergencies, creating a personnel shortage when resources are most needed.

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
15. Sharing Equipment 						<p>Incidents necessitating the sharing of vehicles and equipment between Connector providers appear to be rare, and current informal coordination practices may be adequate.</p>	<ul style="list-style-type: none"> • BCT has a bus rental policy in which the Dial-a-Bus service can lease equipment from the County • LCTD has provided equipment to Siletz Tribe and Valley Retriever, but no written policy.
16. Borrowing Money 	✓					<p>If the Connector transitions toward independent entity status, loan financing for regional projects and programs could be a possibility. However, because the current partners' governing boards cannot abdicate their significant fiduciary responsibilities to stakeholders within their own service areas, borrowing funds for Connector initiatives is not likely to be a practical strategy in the near term.</p>	<ul style="list-style-type: none"> • SETD policy: BOC will approve any and all loans. • Others: No policy, but would require individual board approval. • Having all five governing boards accept a debt obligation for the Connector is unlikely.
17. Contracting with Private Parties 						<p>If the Connector transitions toward independent entity status, it may become important to have a set of regional contracting procedures. Meanwhile, the agency that serves as the group's fiduciary for each individual plan and project should use its own contracting procedures.</p>	<ul style="list-style-type: none"> • Contracting process and requirements are unique to each partner. • Policy must distinguish between contracts between Connector and private parties, and contracts between individual member agencies and private parties, in order to determine if the contracting procedures differ

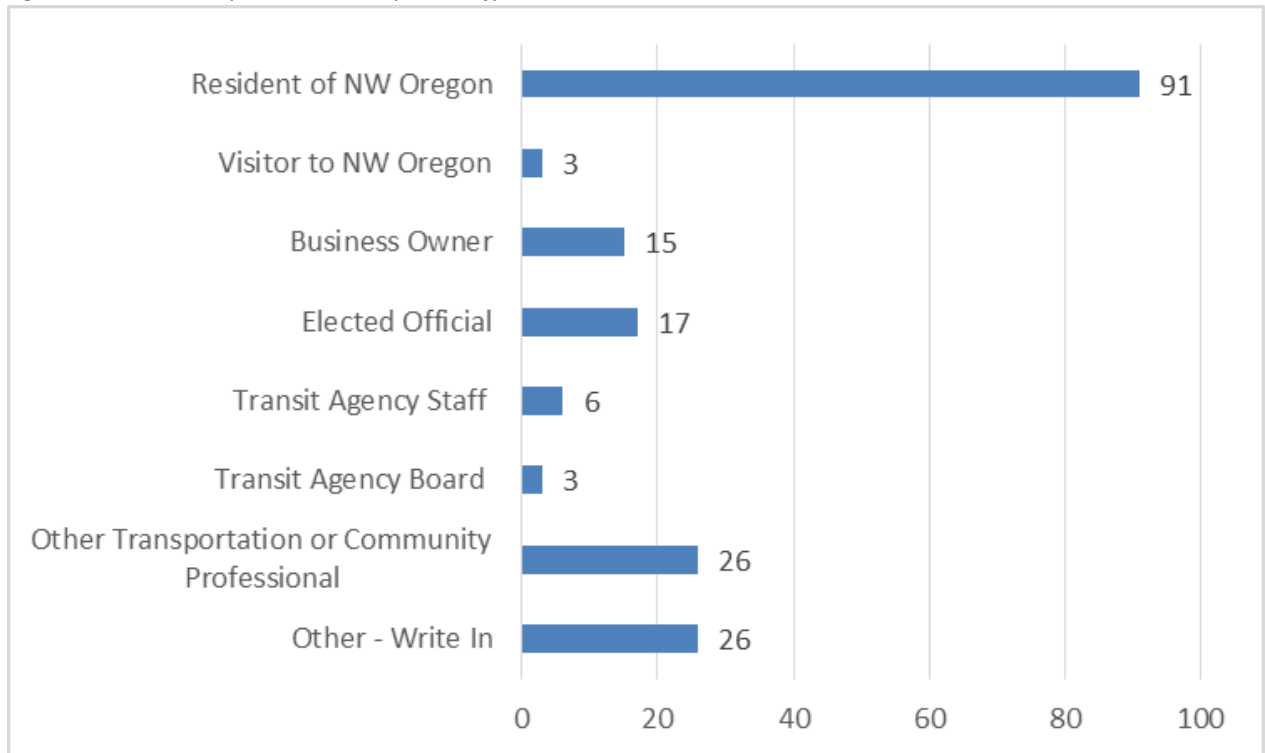
Agency / Service	Fares						Fare Reciprocity
	Zones	Single Fare	Discounted Rates	Monthly Pass	Discounted Monthly Pass	Coupon Book	
NW Oregon Transit Alliance Partner Agencies							
Columbia County Rider	Base \$5.00 per boarding, \$2.00 base for Lines 4 and 5 and Flex Route; \$1.00 for each additional zone (up to \$10.00 in total)	N/A	Base \$4.00 for seniors, disabled, students, and children; \$1.00 for every additional zone (up to \$6.00 in total)	1 zone costs \$75.00; 2 zone pass costs \$130; all zone pass costs \$150.00	For seniors, disabled passengers, students, and children: 1 zone costs \$60.00; 2 zone pass costs \$110; all zone pass costs \$130.00	N/A	Westport Route fare is valid on SETD's Yellow Sun Route 30
Sunset Empire Transportation District	Base tickets either \$1.00 (green) or \$3.00 (orange). Fares range from \$1.00 to \$7.00 depending on route. \$5.00 day pass for any bus (except service to Columbia County)	N/A	Children under 6 ride free	\$45.00	Seniors, disabled passengers, the military, and students pay \$30.00	Book of 25 \$1.00 tickets costs \$24.00; book of 10 \$3.00 tickets costs \$27.00	Yellow Sun Route 30 fare is valid on CC Rider's Westport Route
Tillamook County Transportation District	Town Loop Day Pass \$1.50; In County Fares are \$1.50 for each zone (up to \$9.00 in total); To Portland: \$15.00 one way and \$20.00 roundtrip	N/A	The first child 4 and under rides free, additional children with adults pay 1/2 fare	\$40.00	\$30.00 for seniors (60+), students, and disabled	N/A	None
Lincoln County Transit	Base \$1.00; \$1.00 for each additional zone (up to \$7.00 in total)	N/A	N/A	N/A	N/A	40 \$1 tickets can be purchased for \$30.00 (rate of \$0.75 each ticket)	None
Benton County Rural Transit	Corvallis to Newport (Coast to Valley Service) Fare: \$10.00 each way; Short Duration Trips: Toledo to Newport - \$1, Philomath to Corvallis - \$1, Corvallis to Albany Station (Amtrak, local and Portland buses) - \$2	99 Express Service: \$0.75 fare	Corvallis to Newport One-Way Fare: \$7 for seniors (60+), youth (under 12) & disabled. 99 Express Service: Seniors (60-74), Medicare and Oregon Trail card holders, and youth (6-17) pay \$0.35; seniors 75 and older, WIC card holders, and children (under 5) ride free	\$18.00	N/A	3-Day Pass with unlimited travel to, from, and on the coast - \$25; 7-Day Pass with unlimited travel to, from, and on the coast - \$30	None

Northwest Connector Alliance-Survey Summary

Introduction

An on-line stakeholder survey was conducted in December 2015 and January 2016 to help inform management planning activities for the Northwest Connector Alliance. A total of 125 individual responses were received. Of these, the majority identified themselves as residents of NW Oregon. In addition, 50 respondents identified themselves as belonging to one or more of the individual categories, such as transportation or community professional, elected official, or business owner. Figure 1 shows responses to this question. Since more than one response could be checked, the total responses are greater than the number of surveys completed.

Figure 1. Individual Responses, How People Identify



Themes by Question

Question: In what ways are transit services important to you or your organization?

Most common responses:

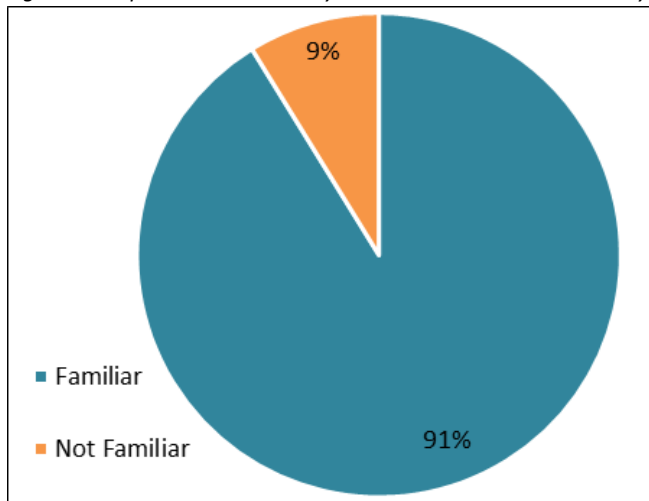
- An alternative to driving and/or vehicle ownership or to assist when a vehicle is not available or if an individual chooses to not own a personal vehicle
- Brings clients and customers to businesses

- Serves visitors
- Contributes to economic growth
- Provides connectivity
- An important option to provide access to services, particularly for low-income, disabled or elderly community members to locations such as medical facilities, grocery stores, schools, and recreational opportunities
- Important to reduce congestion, pollution, and vehicle miles traveled
- Some find it as unnecessary and/or do not use it personally

Question: Are you familiar with the public transit agency in your county?

As shown on Figure 2, a large majority (91 percent) of respondents confirmed that they are familiar with the public transit agency in their county.

Figure 2. Respondent's Familiarity with Transit in their Community

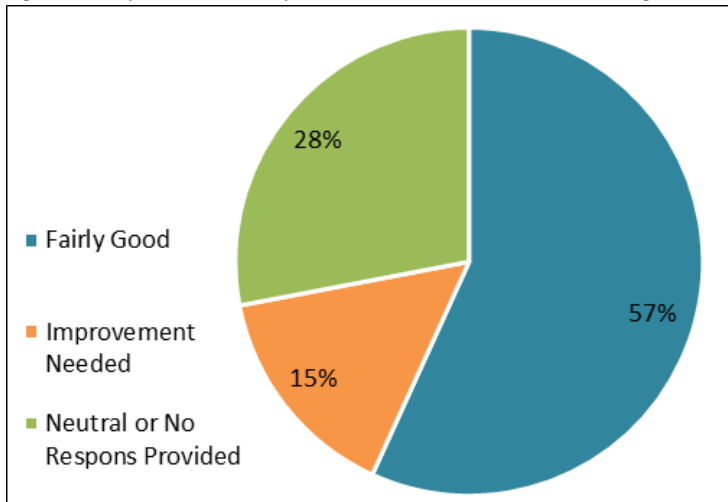


Question: What are your perceptions of how your transit agency is meeting the travel needs of your community?

Respondents generally believe the transit agency is doing a good job of meeting the travel needs of the community (see Figure 3.). Most common themes in the comments:

- Doing a good job meeting the needs of the community, especially considering the limited resources
- Need more frequent service and more routes
- Service is not needed or not well utilized

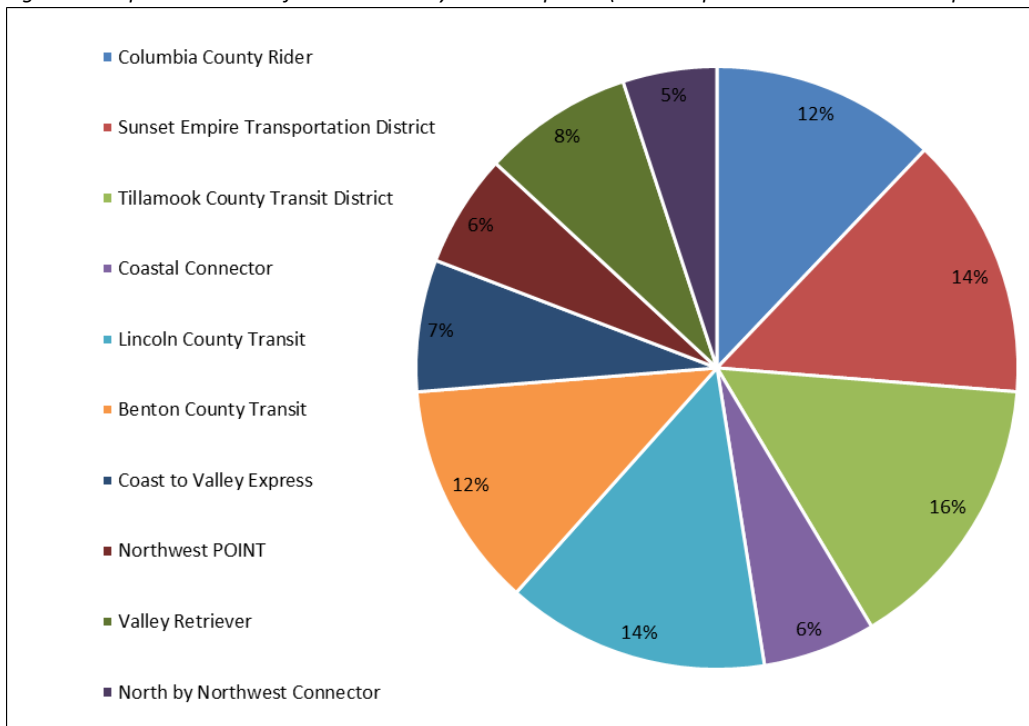
Figure 3. Respondent's Perceptions on How Well Transit is Meeting Community Needs



Question: Have you taken a trip on any of these bus services in our five-county area?

Almost half (45 percent) of the respondents have never used the bus service in the five-county area. Figure 4 shows the responses for those who have used one of the services.

Figure 4. Respondent's Use of the Five-County Transit Options (some respondents have used multiple service)



Question: Has your travel experience been good or bad, and why?

As shown in Figure 5, most respondents who expressed an opinion indicated that their travel experience was overwhelmingly positive, with only 2 percent indicating that their experience was "bad" and 4 percent "neutral". Nearly half of respondents did not provide a response.

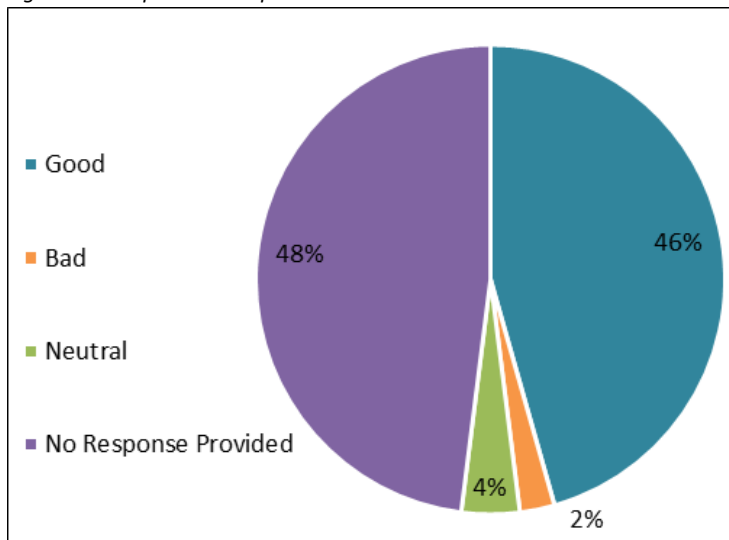
Reasons for “good” responses included:

- It’s nice just to have the service
- Good, nice and friendly drivers and customer service
- On time, clean, comfortable, and convenient

Reasons for “bad” or “neutral” responses included:

- Quality of people who ride the bus
- Inadequate signage and poor shelters
- Limited service and lack of frequency

Figure 52. Respondents Experience



Question: Before taking this survey, had you heard about the North by Northwest Connector? If so, where? And, if not, where would you expect to find information about us?

About two-thirds of respondents indicated that they had heard of the North by Northwest Connector, as shown on Figure 6.

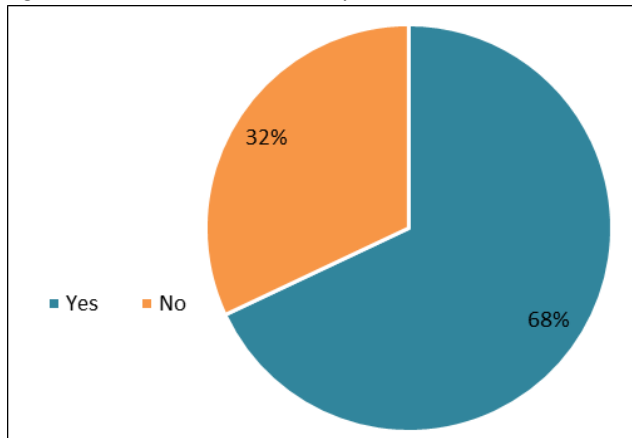
Most commonly, respondents were familiar with the service through:

- Bus stops and buses
- Online
- Co-workers
- Community/organizational meetings

Respondents who had not heard of the service expect to find information about it:

- Online
- In the media (newspapers and radio)
- At community/organizational meetings

Figure 6. Had Heard about North by Northwest Connector

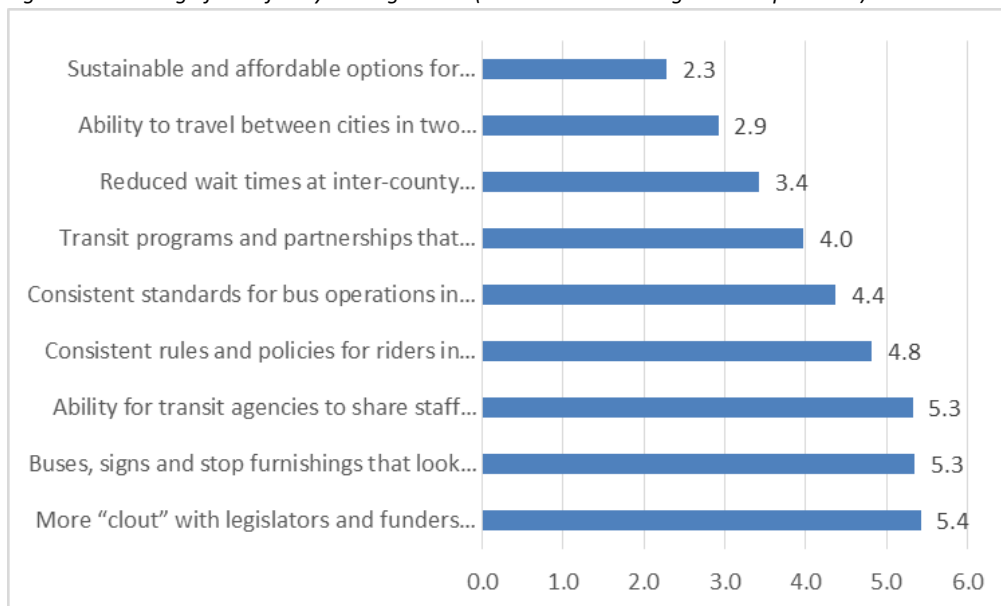


Question: Please rank these potential benefits in order of importance to you.

Responses to this question showed a wide range of opinions. Figure 7 indicates the respondents’ average rating of the importance of each potential benefit, with a lower rating indicating that the item is more important and a higher rating indicating that the item was less important. The top three potential benefits in order of importance are:

- Sustainable and affordable options for regional (long-distance) travel
- Ability to travel between cities in two different counties without changing buses
- Reduced wait times at inter-county transfer points

Figure 73. Ranking of Benefits by Average Score (low score indicates greater importance)



Question: What other benefits should regional transit coordination provide?

The top responses included:

- More service frequency, service span, stops, and easier transfers
- Comfortable, clean, and secure stations/stops
- Promotion/advertising of transit options/awareness
- Lower cost and more fare options

Question: Which agencies, businesses or individuals do you believe should have input on the Connector’s organizational structure, regional transit services and programs?

Most common responses:

- | | |
|--|---------------------------------------|
| • Public agencies (cities, counties, transit agencies, ODOT, COGs) | • Users of the service |
| • Employers, businesses | • Hotel/motels |
| • Those who pay for it | • Chambers of commerce |
| • Uniform across region | • Medical and elderly care facilities |
| | • Schools |

Question: In what ways do you believe you or your agency could be involved in efforts to coordinate regional transit services?

Most common responses:

- | | |
|---------------------------------|---------------------------------|
| • Service promotion/information | • Service planning/coordination |
| • Needs identification/surveys | • Safety/disaster planning |

Question: To wrap up, are there any final observations or insights that you would like to offer for improving regional transit service in northwestern Oregon?

Most common responses:

- | | |
|----------------------------------|---------------------------------------|
| • Keep up the good work! | • Keep the city-to-city express buses |
| • Coordinate with larger systems | • Maintain service standards |
| • Market/publicize service | • Make the service affordable |
| • Increase social media presence | • Improve service frequency |

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 10.c Budget Calendar

Attached is the fiscal year 2017-2018 draft budget calendar that was developed by staff. We are seeking input from the Board on these suggested dates.

Staff is recommending that after discussion, the Board set dates for the Budget Calendar.



BUDGET PROCESS CALENDAR

2017-2018

Appoint Budget Officer	February 23, 2017
Appoint Budget Committee	February 23, 2017
Budget Committee Training-Workshop	April 20, 2017
Budget Committee Meeting	April 26, 2017
Budget Committee Meeting (if needed)	May 4, 2017
<i>Hold Budget Hearing/ Board Meeting</i>	May 25, 2017
Make Resolutions to:	
• Adopt Budget	
• Make appropriations	
• Declare taxes	
• Categorize taxes	
Certify Taxes and submit to Assessor before:	July 15, 2017

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 10.d Appointment of Budget Officer

As part of the annual budget process, the Board needs to appoint a staff member to act as the Budget Officer. Generally, municipal agencies appoint either the Executive Director or the Finance Officer. The last few years the Executive Director has served as the Budget Officer.

Staff is asking that the Board appoint a Budget Officer.

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10.e Appointment of Budget Committee Members

There are two vacant seats on the Budget Committee. One became available when Commissioner Gaebel was appointed to the Board of Commissioners and the other became available due to the resignation of Steve Hawks. We advertised the openings and received interest from two people, Jeff Frane and Tita Montero. Both individuals are registered voters in Clatsop County.

Staff is recommending that Jeff Frane and Tita Montero be appointed to the Budget Committee for terms ending June 30, 2018.

SUNSET EMPIRE TRANSPORTATION DISTRICT BUDGET COMMITTEE

Position	Name	Address	Phone	Fiscal Years	
1.	Melinda Ward melinda@bella-espresso.net	615 Broadway Ste 212 Seaside, OR 97138	503-717-2135	2016-2018	
2.				2017-2019	
3.	Darlene Felkins dfelkins@gmail.com	308 Skipanon Drive Warrenton, OR 97146	503-861-1246	2016-2018	
4.	Linda Moreland Linda.moreland@thrivent.com	1642 Franklin Ave Astoria, OR 97103	503-780-8704	2016-2018	
5.	Barbara Blue bjblue@bulaastoria.com	610 18 th St. Astoria, OR 97103	503-325-5102	2016-2018	
6.	John Lansing jylansing@aol.com	707 5 th St Hammond, OR 97121	503-936-6591	2017-2019	
7.				2017-2019	
SETD BOARD					
1.	Kathy Kleczek, Chair kathy@ridethebus.org				
2.	Tracy MacDonald tracy@ridethebus.org				
3.	Lylla Gaebel lylla@ridethebus.org				
4.	Carol Gearin, Sec/Tres gearin@ridethebus.org				
5.	Pamela Alegria pam@ridethebus.org				
6.	Kevin Widener, Vice Chair kevin@ridethebus.org				
7.	Jim Servino jim@ridethebus.org				
	Jeff Hazen jeff@ridethebus.org	Executive Director	503-861-5399		
	Mary Parker mary@ridethebus.org	Executive Assistant	503-861-5370		
	Al Hernandez al@ridethebus.org	Finance Officer	503-861-5363		

Jeff Hazen

From: Jeff Frane <jeff.frane@gmail.com>
Sent: Tuesday, February 14, 2017 4:50 PM
To: Jeff Hazen
Subject: Budget committee

Mr Hazen,

I retired after 31 years with TriMet and moved to Astoria in 2015. The last 16 years of my employment I worked on Customer Information, primarily managing projects concerning electronic information, such as trip planning and real-time arrivals in a variety of modes (phone, text, online, on-street). I was responsible for those project budgets as well as supervising Document and Mail Services and their capital and operating budgets. I managed the Capital Budget for what was originally known as the Marketing & Customer Services Division.

Currently, I serve on the Board of Directors for Coastal Family Health Center here in Clatsop County.

If I could contribute to public transportation here on the North Coast, I would be pleased to do so. If you think I might be of assistance on the budget committee, I would be interested in hearing from you.

--Jeff Frane
Astoria

Jeff Hazen

From: Tita Montero <eifxcm@gmail.com>
Sent: Friday, January 27, 2017 2:37 PM
To: Jeff Hazen
Subject: Budget Committee
Attachments: profile montero1607.pdf

Hello Jeff,

I just read in the Daily Astorian that the Sunset Empire Transportation District Board of Commissioners is seeking candidates for the district's budget committee.

I am interested in contributing to and supporting our transportation district. I'm attaching my resume for their consideration.

Thanks!
Tita Montero
503-440-4454

Esperanzita (Tita) Montero
135 6th Avenue
Seaside, OR 97138
(503) 440-4454

Professional Profile

Education

Blanchet High School, Seattle WA	1968	
University of Washington, Seattle WA	1972	BA Recreation Administration
	1974	Master of Library Science

Work Experience

- | | |
|-----------|--|
| 2015-2016 | Seaside Downtown Development Association, Seaside, OR: Executive Director: Responsible for all aspects of running nonprofit, including mounting 6 annual events. |
| 2007-2015 | Tongue Point Job Corps Center, Astoria OR: Business & Community Liaison: Responsible for all aspects of public relations, marketing and media; customer service training; community outreach with public officials, nonprofits, employers and community members. |
| 2002-2007 | Montero Sisters <i>Fabrics & Creative Inspiration</i> , Seaside: Owner/Manager: Managed and operated successful fabric store. |
| 2005-2006 | Girl Scouts, Columbia River Council: Coast Membership Manager: Recruited and supported adult volunteers in established broad geographical area. |
| 1985-2002 | Pacific Medical Center, Seattle <ul style="list-style-type: none">• 1992 – 2002: Vice President of Federal Affairs: Functioned as CEO of the Uniformed Services Family Health Plan, a managed care plan and \$60M/y contract with Department of Defense (DoD). Responsibilities included contractual negotiations with DoD, lobbying in Congress for the program and beneficiaries as well as design/oversight of all health plan functions.• 1988 – 1992: Director of Managed Care: Established and administered the managed care department.• 1985 – 1988: Director of Admitting and Health Benefits: Managed patient appointment, registration, admission, and financial counseling functions for hospital and all clinics. |

Current Community Activities

- | | |
|--------|---|
| 2016 - | Board Member, CASA of Clatsop County |
| 2015- | Board Member, Coaster Theatre, Cannon Beach |
| 2014 - | Board Member, Seaside Museum & Historical Society |
| 2011- | Board Member, Clatsop Economic Development Resources, representing Seaside City Council |
| 2010 - | Seaside City Councilor, Ward 2 |
| 2010 - | Board Member: Clatsop Behavioral Health |
- Strong and effective customer service skills, recognizing both internal and external customers
 - Experienced and effective public speaker
 - Strong organizational analysis and needs assessment skills
 - Ability to successfully and smoothly implement change
 - Efficient in data collection and analysis
 - Ability to see the big picture while focusing on the details - and vice versa
 - Successful public relations and marketing skills and experience
 - Effective writer
 - Positive nature
 - “Outside the box” thinker
 - Service attitude

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10f Recreational Immunity

This resolution is at the request of Special Districts Association of Oregon (SDAO). You have probably read the article in the SDAO newsletters recently. It was also a topic discussed at the recent SDAO conference that was attended by Chair Kleczek, Vice Chair Widener, Tami and me.

I have included the article from the SDAO website. While our property is not recreational in nature, there are times that recreational activities like skateboarding occur. When we are, open and staffed and observe this activity, we do ask them to not do it. There is a likelihood that this activity occurs when we are closed and the parking lot has fewer vehicles parked in it.

Staff is recommending that the Board approve Resolution 2017-03.

This is a printer-friendly view of the page. [Return to the normal view.](#)

Restore Recreational Immunity

In the July/August 2016 issue of News and Risk Management Review, we brought you information about a recent Oregon Supreme Court case (Johnson v. Gibson) that has threatened recreational immunity. Recreational immunity, derived from the Public Use of Lands Act, extends immunity from liability to landowners who make their lands available to the public free of charge. It was designed to protect landowners, both public and private, from liability should a person become injured while using the land for recreational purposes.

The Oregon Supreme Court ruled that when the Legislature passed the Public Use of Lands Act, it only immunized the actual landowner and did not extend the immunity to employees, agents, and volunteers who act on behalf of the landowners.

This ruling has a significant effect on special districts. Since public employers are statutorily required to represent and indemnify their employees, agents, and volunteers, it exposes them to an increased risk of liability, it means recreational immunity no longer exists for a district when an employee, board member, or other public official is named on a lawsuit which alleges damages resulting from a recreational activity.

Every member of SDIS provides valuable services to the people of Oregon. Our success directly affects individuals throughout the state. Together we must find a way to create a safe environment for the public while protecting the dollars that taxpayers have entrusted us with.

How Your District is Affected

All 34 types of special districts are affected. More specifically, your district is affected if it owns property that you do not charge the public to access for recreational purposes. This could include areas like parks, playgrounds, recreational facilities, irrigation district easements, public docks, gifted or undeveloped property used for hiking, biking, hunting, etc., lakes/reservoirs used for boating and swimming, and more. As a result of this ruling, your district may face substantially increased insurance premiums for this new risk exposure; thereby resulting in reduced recreational opportunities or services, limiting access, or closing property to recreational use altogether.

What SDAO is Doing

SDAO is a member of a coalition of public and private property owners who worked on a legislative proposal that has been introduced for the upcoming Legislative Session and will amend the Public Use of Lands Act.

How You Can Help

We urge your board of directors to review the sample resolution we have developed and consider its adoption. After the resolution has been adopted, we would simply ask that you speak with your legislators explaining the need for fixing this decision and share the adopted resolution with them. Doing so will strengthen our voice on this important issue. If you need assistance locating your legislators, please visit the [Oregon's Legislature's website](#).

[Resolution in PDF format](#)

[Resolution in Word format](#)

Frequently Asked Questions

What is recreational immunity?

It is derived from the Public Use of Lands Act that was enacted by the Legislative Assembly in 1995. The driving policy behind this act was to provide more recreational opportunities to the citizens and visitors of Oregon. In order to accomplish this goal the Act extends immunity from liability to landowners, both public and private, who make their lands available to the public free of charge in the event a person is injured while using the land for recreational purposes.

What are recreational purposes?

According to the Public Use of Lands Act, recreational purposes "include, but are not limited to, outdoor activities such as hunting, fishing, swimming, boating, camping, picnicking, hiking, nature study, outdoor educational activities, water skiing, winter sports, viewing or enjoying historical, archaeological, scenic or scientific sites or volunteering for any public purpose project, gardening, woodcutting and for the harvest of special forest products."

What has been the outcome of the Act?

The Public Use of Lands Act has increased the availability of land for free recreation by limiting liability to cities, counties, parks, schools and a wide range of private owners, including farmers and timber companies that allow hunters, anglers, hikers, mountain bikers and other members of the public to use or traverse their lands at no charge.

What types of property does this decision impact?

This decision impacts all public and private lands in Oregon that are available to the public free of charge to recreate on. This includes areas like state forests/parks, county parks, open space, playgrounds, recreational facilities, irrigation district easements, public docks, gifted or undeveloped property used for hiking, biking, hunting etc., lakes/reservoirs used for boating and swimming, as well as farms, ranches and private forest lands.

Why is a legislative fix needed?

For more than twenty years the Public Lands Use Act had been broadly interpreted. However, a 2016 Oregon Supreme Court decision, Johnson v. Gibson, undermined the immunity by ruling that when the Legislature passed the Public Lands Act it only immunized the actual landowner and did not extend the immunity to employees, agents, volunteers and the like who act on behalf of the landowners.

What has been the result of this decision?

This ruling effectively undermines a public land-owners recreational immunity from tort liability under the Act because public employers are statutorily required to represent and indemnify their employees, agents and volunteers who are acting within the course and scope of their duties. Second, it exposes private land owners to similar liability because they will likely be ultimately found responsible for their employees' negligence.

What are the consequences of not amending the Act?

As a result of this ruling both public and private landowners will likely face substantially increased insurance premiums for this new risk exposure, thereby forcing them to reduce recreational opportunities or services or to limit access or entirely close their property to recreational use.

What about the Constitutional Remedies Clause?

Article 1, section 10 of the Oregon Constitution provides that "every man shall have remedy by due course of law for injury done him in his person, property, or reputation." Fixing recreational immunity for public and private property owners will also require modifying a landowner's duty of care toward members of the public who use land for recreational purposes. Specifically, the legislation will expressly state the landowner's duties owed to members of the public in order to satisfy the remedies clause and ensure that the immunity is not illusory.

How will the bill clarify the duties owed to the public?

The bill clarifies that a landowner does not owe a duty to inspect and maintain the land in a safe condition for entry or use by the public for recreational purposes. Therefore, the landowner does not extend any assurance that the land is safe for any purpose and does not assume responsibility or incur liability for injury, death or loss to any person or property.

Will the public still be able to sue landowners?

Yes. Landowners, both public and private, will still be liable for intentional acts.



SUNSET EMPIRE TRANSPORTATION DISTRICT
Board of Commissioners

RESOLUTION NO. 2017-03

**A RESOLUTION OF THE SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS**

RECOMMENDING RESTORING RECREATIONAL IMMUNITY RIGHTS

WHEREAS, in 1995, the Legislative Assembly declared it to be the public policy of the State of Oregon to encourage landowners to make their land available to the public for recreational purposes by limiting their liability toward persons entering thereon for such purposes, and;

WHEREAS, recreations purposes include, but are not limited to, outdoor activities such as hunting, fishing, swimming, boating, camping, picnicking, hiking, nature study, outdoor educational activities, water sports, winter sports, viewing or enjoying historical, archaeological, scenic or scientific sites or volunteering for any public purpose project, including the above aforementioned activities, as well as: gardening, woodcutting and for the harvest of special forest products, and;

WHEREAS, the Public Use of Lands Act has increased the availability of land for free recreation by citizens and visitors alike by limiting liability to cities, counties, park districts, irrigation districts, schools and private landowners, including property-owner associations, farmers and timber companies that, by virtue of this act, allow members of the public to use or traverse their lands at no charge for recreation purposes, and;

WHEREAS, for twenty years, the Public Use of Lands Act has been broadly interpreted to extend this immunity from liability to apply not only to landowners but also to the landowner's employees, agents, and volunteers, and;

WHEREAS, in *Johnson v. Gibson*, the Oregon Supreme Court held that when the Legislature passed the Public Use of Lands Act, it intended to immunize only the landowner, otherwise the Legislative Assembly would have included employees, agents and volunteers in the Act, and;

WHEREAS, this ruling effectively undermines a landowner's recreational immunity from tort liability under the Act because public employers are statutorily required to represent and indemnify their employees and most, if not all, landowners who allow access to their lands free of charge will ultimately be responsible for the negligence of their employees that results in injury to a member of the public or property, and;

WHEREAS, landowners will likely face substantially increased insurance premiums for this new risk exposure and/or have to close their property or amenities to Oregonians trying to recreate due to the result of this decision.

NOW, THEREFORE, let it be known that the Sunset Empire Transportation District supports legislation in the 2017 Oregon Legislative Assembly promulgated to restore recreational immunity to landowners and their officers, employees, agents or volunteers who are acting within the scope of their employment or duties so to allow Oregonians to access their lands for recreational use and enjoyment.

ADOPTED by the Board of Commissioners of the Sunset Empire Transportation District on February 23, 2017

MOTION OF ADOPTION

Name	Aye	Nay	Absent
Chair Kleczek			
Commissioner Gaebel			
Commissioner Gearin			
Commissioner Widener			
Commissioner MacDonald			
Commissioner Alegria			
Commissioner Servino			

PASSED BY A MAJORITY OF THE BOARD OF COMMISSIONERS WITH A QUORUM IN ATTENDANCE THIS _____ DAY OF _____ 2017.

SUNSET EMPIRE TRANSPORTATION DISTRICT, CLATSOP COUNTY, OREGON

By _____

Title: Kathy Kleczek, Board Chair

ATTEST:

By: _____

Title: Carol Gearin, Board Secretary/Treasurer

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 11. Correspondence

After the deadline for opting out of the Linn v. State of Oregon lawsuit, I read an article in the Daily Astorian and it did not report us as an agency that opted out. I had sent the letter to the attorney certified and had received the signature card back from the post office showing that they had received it. I contact the attorney and they had erred in not excluding us from the class. Attached you will see their filing with the court removing us from the class.

No action is necessary by the Board on this.

1
2
3 IN THE CIRCUIT COURT FOR THE STATE OF OREGON
4 FOR THE COUNTY OF LINN

5 COUNTY OF LINN, on behalf of itself and
6 others similarly situated,

7 Plaintiff,

8 v.

9 STATE OF OREGON; and STATE
10 FORESTRY DEPARTMENT, an Oregon
11 administrative agency,

12 Defendants.

Case No. 16CV07708

**CORRECTION TO PLAINTIFF'S
REPORT REGARDING CLASS
NOTICE**

12 Plaintiff corrects the Report Regarding Class Notice, specifically Table C of the Report
13 which listed the Class Members who timely requested exclusion, to add Sunset Empire
14 Transportation District [Clatsop County] as a Class Member who timely requested exclusion.

15 DATED this 7th day of February 2017.

16 DAVIS WRIGHT TREMAINE LLP

17 By: s/ Christopher F. McCracken

18 John A. DiLorenzo, Jr., OSB #802040

19 johndilorenzo@dwt.com

20 Gregory A. Chaimov, OSB #822180

21 gregorychaimov@dwt.com

22 Christopher F. McCracken, OSB #894002

23 chrismccracken@dwt.com

24 Aaron K. Stuckey, OSB #954322

25 aaronstuckey@dwt.com

26 Christopher Swift, OSB #154291

christopherswift@dwt.com

Telephone: (503) 241-2300

Of Attorneys for Plaintiff

1 **CERTIFICATE OF SERVICE**

2 I hereby certify that I served a copy of the foregoing **CORRECTION TO**
3 **PLAINTIFF'S REPORT REGARDING CLASS NOTICE** on:

4 G. Frank Hammond, OSB #852239
5 DOJ Trial Division
6 1162 Court Street NE
7 Salem, OR 97301
8 Email: frank.hammond@doj.state.or.us
9 Of Attorneys for Defendants

Scott J. Kaplan, OSB #913350
Sara Weston, OSB #085083
DOJ Trial Division
100 Market Street
Portland, OR 97201-5702
Email: scott.kaplan@doj.state.or.us
Email: sarah.weston@doj.state.or.us
Of Attorneys for Defendants

10 by using electronic transmission of a notice of filing by the electronic filing system provided
11 by the Oregon Judicial Department, Odyssey File and Serve.

12 Dated this 7th day of February 2017.

13 **DAVIS WRIGHT TREMAINE LLP**

14 By: s/ Christopher F. McCracken

15 John A. DiLorenzo, Jr., OSB #802040
16 Gregory A. Chaimov, OSB #822180
17 Christopher F. McCracken, OSB #894002
18 Aaron K. Stuckey, OSB #954322
19 Christopher Swift, OSB #154291
20 Of Attorneys for Plaintiff

Date: February 16, 2017

To: Board of Commissioners

From: Jeff Hazen

Re: Executive Director Report

-Low-no buses

Alison Wiley who is the ODOT Regional Transit Coordinator (RTC) in SW Oregon called me today as a follow up to the low-no webinar that I watched in January. She is continuing to look into developing a joint application involving a few agencies. She is meeting with Proterra this week. You may recall that Proterra brought up a bus to demo at Wilsonville and I went over there to check it out. At that time, the large bus was the only one that they manufactured and they told me that possibly down the road they may look at smaller vehicles. I shared with Alison that the size of the bus was going to be important to us. I let her know what Proterra had told me previously. She was going to be looking at some other manufactures as well. She also has a meeting set up with Pacific Power this week to discuss their involvement/investment in this technology. I let her know that Pacific Power has a very strong presence here and has been very supportive of the community. About an hour after we were done talking, she emailed me to let me know that Proterra now has a smaller vehicle so I'm anxious to check that out. Apparently, it is a 28 seat vehicle which would be a good fit for us. I will continue to work closely with her as we formulate a grant strategy for this.

-HOP Pass

I'm continuing to work with the consultants who are working with Trimet on their rollout of the HOP pass, a e-fare card. There is an immense amount of study that has to go into this to see if it is feasible for us. I just received word today that Rogue Valley Transportation District is going to be hosting a demo from another company. I've been invited to that demo next month which is timely so I can compare systems.

-Feasibility Study

We received one response for the feasibility study on the potential for expansion of the District. It came in much higher than anticipated. I will be working with our RTC Jamey Dempster to determine where we go from here. I'm not favoring any additional output of time/funds for match now. We may be able to scale down the scope. I'll keep you posted.

-Transportation System Plan(TSP) Guidelines

I am part of a strategic advisory committee that is updating the TSP guidelines for Oregon. I represent transit for the whole State. I was going over the literature after our first meeting and I was pleased to see that SETD was highlighted in a best practices piece on our recently completed long range plan!

Weekly Reports:

1/16/17

At the PTAC meeting last week in Salem, a lot of the discussion revolved around transportation funding and the legislature. It's going to be a challenging session once again for legislators. We finalized the Senior and Disabled Transportation Advisory Committee packet for tomorrow's meeting. They will be making recommendations to you on STF and §5310 funding. With Mary being out, I had to play lone cowboy and get the Board packet put together and sent out to you. It was actually a good exercise for me to see how the process could be improved internally to save a considerable amount of time. I also took care of the press releases for the change of meeting date for this month. On Thursday, I met with the County's head of public works as a follow up to a construction meeting that was held at the Walmart site. We discussed the safety of construction traffic and what it means for our drivers dropping riders off and picking riders up on Ensign Lane. On flag stops, we only pickup and drop off in safe locations and adjustments will have to be made as construction traffic picks up. We will communicate this to our regular riders ahead of time so they will be prepared. I reviewed the Advance Astoria Plan documents and provided some input to the City on transportation. They will be having their first open house and panel discussion this Thursday evening. I participated in a Low-no bus webinar on Friday. Low-no stands for low or no emission vehicles. ODOT is looking at the potential of submitting an application for funding of these types of vehicles on behalf of multiple rural agencies in the State. As ODOT learns more about the upcoming funding opportunity, we will be notified. This could be a good way for us to get in on this if it makes sense for us. There may be some additional funding available through Pacific Power to help build the infrastructure needed to support Low-no. Still working on the §5311 application and should have it ready to submit by Thursday. I failed to include something in my Executive Director report under the Save the Dates Section:

February 4 First day for candidates to file declaration of candidacy or nominating petition for the May 16, 2017 Special District Election

March 6 Last day for candidates to file declaration or withdrawal of candidacy of nominating petition

2/13/17

The 5311 Operating grant was finalized and submitted to ODOT ahead of schedule. I received a request from the Employment Department and Clatsop Economic Development Resources to provide transportation for the upcoming Job Fair that is being held at the fairgrounds. I sent out a notification to all the charter transportation providers for our area (36 of them). I received back 2 responses from interested parties so I sent their information on to the organizers to determine how they want to proceed. Since there were providers willing to do the service, this took us out of the picture. The NWOTA (Northwest Oregon Transit Alliance) group has been working with Trillium on the design of the new website and it is coming along very nicely. Mary was able to attend the NWOTA meeting last week since I was at the SDAO (Special Districts Association of Oregon) conference. She was able to see the latest mock up and was very impressed with it.

ODOT has a TGM (Transportation Grant Management) advisory committee and I was asked to give a presentation about our Long Range Comprehensive Plan process. The group asked a lot of questions and were very impressed with the process we had and the outcomes. Quarterly S & D and RideCare meetings were held. S & D dealt with the grants that you approved last month. RideCare meeting had lengthy discussions on challenges that providers face. I attended the eFare expansion workshop in Portland. You'll recall that TriMet is rolling out the HOP eFare program and we are looking at the potential to expand it in the region. There is a lot to it and so now I am doing some analysis to see if it would be a benefit to us and our riders. I've been working with Jean Palmeteer at ODOT to set up a meeting with a group of stakeholders in our District and Tillamook. Jean is working on the update to the Oregon Public Transportation Plan and they are having some regional meetings to gather additional input. The SDAO conference was good. Kathy, Kevin, Tami and myself attended and there was great information provided. Next year, the conference will be held in Seaside so I hope that most of the Board will be able to attend since it is in our District. We advertised for open positions on the budget committee. We have two openings and I have had two people respond that they are interested so far. The deadline is Wednesday so we can have their information for the Board packet going out this week.

“The Bus” (Fixed Route) Highlights:

- **14,887 people** used fixed routes in January for an average of **496.2 riders per day**.
- **20.4% increase** in average passengers who rode fixed routes per day from last January (412.2 to **496.2**)
- **9.2 people per hour**, on average, got on any fixed route at any time that the bus runs in January. **8.2% increase** (8.5 to 9.2) from last January.
- **14.1% decrease** in the ratio of elderly/disabled riders from last January (17.6% to **20.5%**)

RideAssist Highlights:

- **601 rides** were provided by RideAssist in January for an average of **25 rides per day**.
- **16.4% decrease** in average RideAssist passengers per day from last January (30 to **25**)
- **9.6% increase** in all ADA Paratransit rides from last January (395 to **433**)

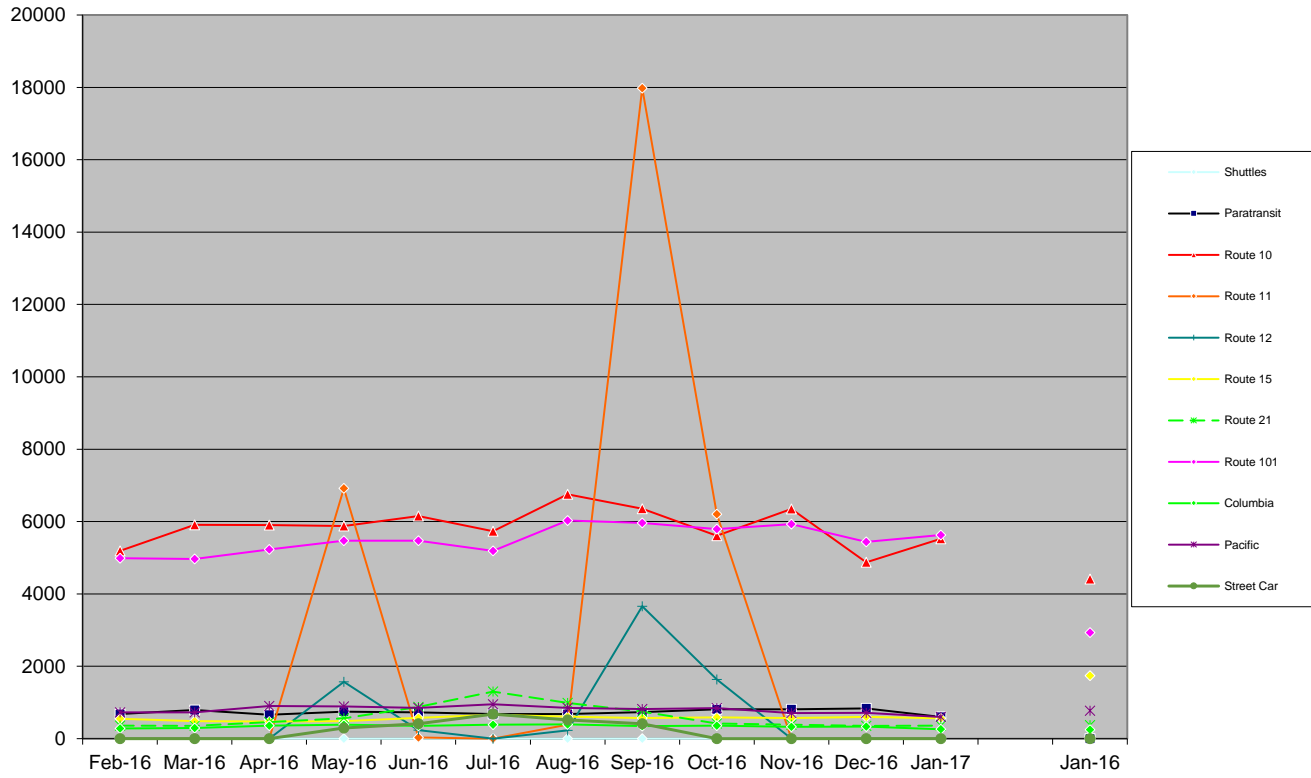
Clatsop Care Center Health District Highlights:

- **14 people** were provided by SETD in January for an average of **4.7 riders per day**.

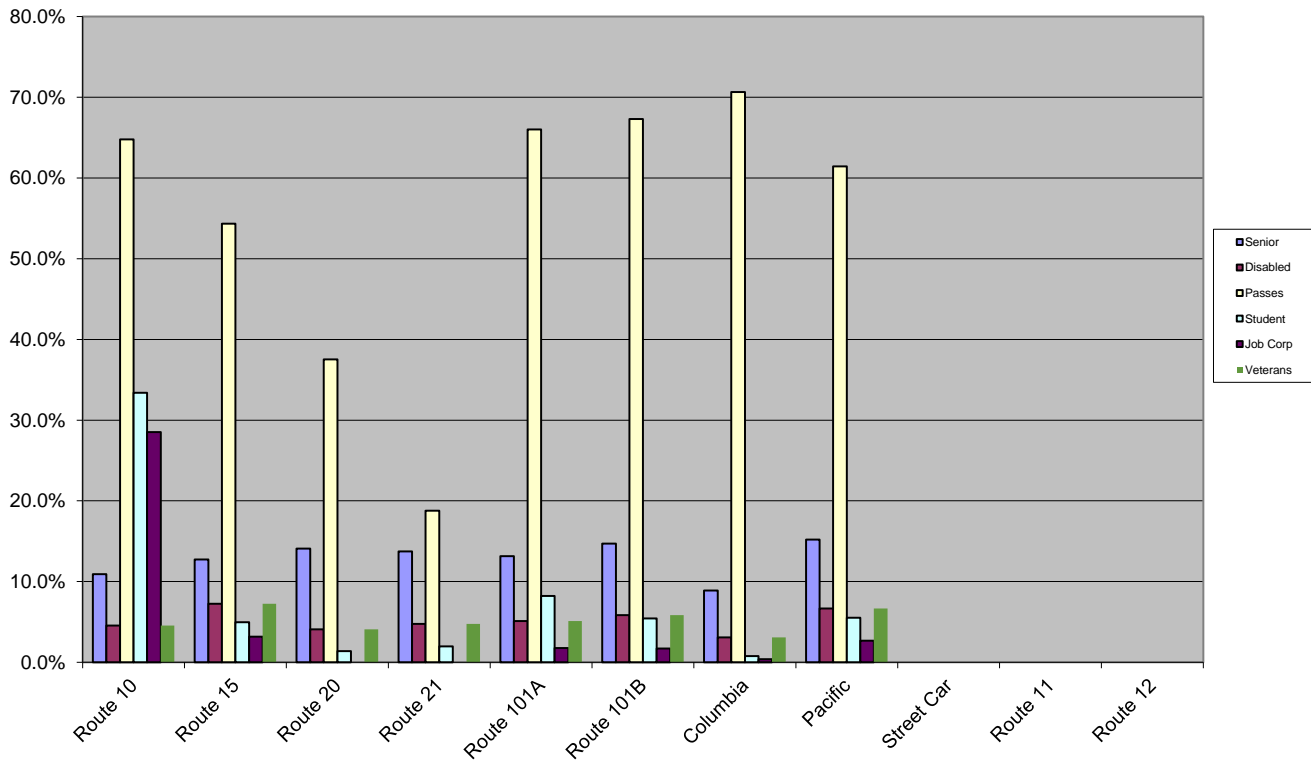
System Highlights:

- **15,502 people** used Sunset Empire Transportation in January for an average of **516.7 riders per day**.
- **22.1% increase** in all average passengers per day from last January (423.1 to **516.7**)

SETD Rides



Rider Breakdown by Route



Operations

Feb. 2017 Board Meeting Report

Scott Earls

1. Weather has been the top concern for February. Snow, ice, sideways rain coming down in buckets and flooding (Hwy 26 was closed for about 2 hrs.). Through it all I received many thank you comments from the riders that we were out there for them. Many cars were stuck at the jct. parking area and we took them to work and back to their cars after work.
2. It appears that the Ford factory is running behind again on our bus order. The chassis will not be to the manufacturer until March, that's about 4 weeks behind so we may not see the Para Transit vans until April. I'll keep Jeff informed of any changes.
3. Short drivers still 1 on Vacation, 1 out sick.

Marketing and Outreach
January 2017 Board Meeting Report
Mary Parker

I was busy in early January assisting in the setup, coordination and preparation for the Board Goal setting work session held at Fort Clatsop on January 5th. I thought it went very well.

I met with staff at Tongue Point to set up a schedule for public transit education and transit training for all new students. Tongue Point usually receives 5 to 25 new students every week. All students go through a 3 week input process which is quite involved. SETD will be part of the student input training every week. There are so many reasons for us to assist students in not just using public transportation because they have to but to encourage them to utilize public transportation to enjoy the beautiful area where they are now living. We will include information on recreational areas, parks, museums and regional biking and hiking trails in the training.

Rider Appreciation Day was held on January 31st. Rider Appreciation Day is always a great day for us and we really look forward to it, but it was very special this year because in honor of Rae Goforth it will now be Rae Goforth Rider Appreciation Day. Public notification went up well in advance and a press release was published. All bus rides are free on any of our busses all day long and we offer refreshments starting early in the morning through the evening for riders and visitors. Coffee, juice, pastry, granola bars, fruit, cheese and more was available at the Transit Center and at the Kiosk in Seaside. We also always schedule our Rider Appreciation day to coordinate with the Homeless Connect program at the Seaside Convention Center to help those needing transportation to attend. There was a drawing for 6 prize bags containing flashlights, bus passes, umbrellas and safety flashers.

Transportation Options Report
February 2017 Board Report
Shasia Fry

Safe Routes to School

We recently hosted our first Seaside Safe Routes to School Town hall meeting in Seaside. Even with bad weather we had a great turnout of 15 people. During this meeting, we learned about the status of our current SRTS program and what the next steps to creating a program are. LeeAnne Ferguson from the Street Trust out of Portland gave a presentation on how to support Safe Routes to School at a state level and how to present our case to our state representatives.

Jumpstart Program

I recently received a letter informing us, that Seaside School District has been selected out of all the school districts in the state to participate in a Bicycle Safety Jumpstart Program. This program is a yearlong program, which teaches 4th and 5th grade students bicycle safety. A group out of Portland will come with a fleet of bikes and teach Seaside teachers how to instruct their students on how to safely ride bikes.

ODOT Performance Measures

We launched our pilot performance measure survey and provider questionnaire in the last week of January. The survey was open for 1 week and we received 44 responses. This survey was to help ODOT determine how they will structure the performance measures for T.O. programs in the future.

Outreach

I have been working with a group out of Seaside call the Seaside Walking Group. I have been working on ways for them to utilize the Drive Less Connect website. I am working on creating a platform for the group to use as a calendar and carpool matching tool. I have also been distributing safety information to the group and giving them safety lights to bring on their walks.

I attended the Homeless Connect Day this year with Shana. Although numbers where way down from previous years, we gave out a lot of information about the services SETD provides and safety information about being seen at night.

Human Resource Report
February 2017 Board Meeting Report
Tami Carlson

- January 19th attended Power Breakfast in Portland. HR Answers, Inc sponsors and hosts a table each month at the Portland Business Journal Power Breakfast. In January Publisher Craig Wessel sat down with three industry experts to dive into the opportunities and challenges facing the Business of Cannabis from the grower, legal and policy perspective. Panelists included Sara Batterby, President and CEO, Hifi Farms, Donald Morse, Chairman, Oregon Cannabis Business Council and Christine Masse, Partner, Miller Nash Graham & Dunn. Presentation was very informational but was targeted towards promoting and changing the mindset of cannabis throughout the business world. It was interesting to hear how this may impact future drug testing if changes are made at a federal level. SETD has a Zero Tolerance Drug Testing Policy.
- In-house job posting for the Relief Payroll Clerk resulted in offering Mike Keller, a relief fixed route driver the back-up position for the Payroll Officer. Mike, in his previous career managed several restaurants. His responsibilities included overseeing personnel by scheduling, tracking and submitting staff hours to the payroll officer.
- An in-house posting for a full-time fixed route driver to replace the driver who partially retired and moved to relief driver status was offered to Bronn Lichnovsky. Bronn was hired in April of 2015 as a relief driver, was moved to part-time before accepting full-time status. Due to the driver changes, a part-time position became vacant and was offered to Larry Miley. Larry was hired in June of last year as a relief fixed route driver. Congratulations to them both! Recruiting and interviewing for potential drivers continue.
- Continued recruiting for RideCare staffing.
- Employee of the 4th Quarter 2016 went to Lawrence McDonald. Lawrence has been with the district since January 2012. He started as a fixed route driver before moving into his current position as a driver supervisor. Lawrence is always willing to help the district at a moment's notice filling in where ever needed including at the Seaside Kiosk as a CSR.
- Other projects – Submitted 4th quarter 2016 federal and state payroll tax forms; completed and distributed employee 2016 W2s; submitted employer federal W3 and state WR forms by the new January 31st due date; continued online SafePersonnel trainings.

Ride Care
February Board Meeting Report
Jason Jones

- In the month of January Ride Care offered a Full Time position that was accepted only to be turned down 12 days later after current job upped her offer. Ride Care will be going through the hiring process and look to start interviews after February 24th. Ride Care is also looking into a Temp Agency out of Seaside in the meantime.
- Ride Care has used MindShift on numerous occasions to solve a headset/phones issue, help in updating computers, fixing email problems and attempting to maintain server functions to fend off any crashes.
- Ride Care has maintained a very high level of alert in January due to the horrible weather not only on the coast but specifically in the Portland area. Ride Care has navigated the poor conditions on 14 work days in this month and have kept the transportations going. Thanks to strong communication and great accuracy in scheduling Ride Care was able to get most people to Portland for services that in most cases were deemed critical. Ride Care had over 50% cancelations over a three-day stretch during the worst storm. Most cancelations were members not wanting to go and calling in but a lot were also companies suspending or downsizing service due to the weather for safety.
- January was a busy month for Jason as there were 2 Clinical advisory panels that he attended via phone. In those meetings, we mainly looked back at what the group worked on in 2016 and set most of the meetings for 2017. 2017 will be a very big year in my sub-committee as we attempt to make some serious movements in reducing the Opioid dependency problems that plague our counties.
- Ride Care is busy but has been short staffed for some time. We are making every effort to find good and sustainable staff members for the future and create a work environment that keeps people here. The type of job that Ride Care does can be challenging at times and having a full work force is very important in order to even the workload for the office. We hope to see our staffing level out in the next couple of months if anything to bring some relief to our existing team.