

CONNECTOR MANAGEMENT PLAN

POLICIES AND PROCEDURES SCAN

July 28, 2016

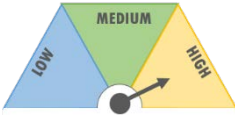
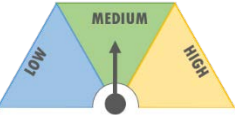

A scan of existing individual agency policies and procedures was performed for seventeen potential regional topic areas, to identify current areas of conflicting policy between Connector members, and to assess issues and opportunities related to the potential creation of regional policies and procedures.

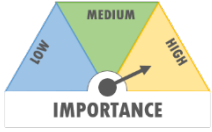
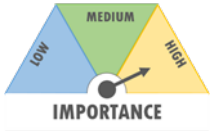
Topic areas examined included:

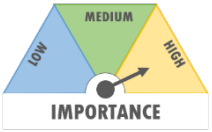
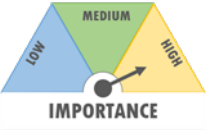
- Public Information
- Rider Behavior
- Pets and Service Animals
- Bicycle Transport
- Holiday Service
- Data Collection
- Fare Reciprocity
- Safety and Security
- Adding or Removing Stops
- Using Volunteers
- Advertising and Marketing
- Vehicle Replacement
- Mobility Management
- Emergency Management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

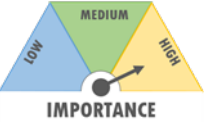
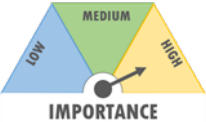
Future regional policies and procedures developed for the Connector have the potential to affect individual transit agency operations. Therefore, Connector policies will need to be ratified by each individual member agency's governing board before they can be implemented. It is important to note that 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.

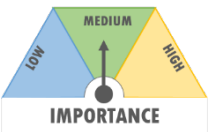
Topic areas are categorized as low, medium and high importance for near-term regional policy work. Development of regional policies and procedures that streamline and simplify the rider's experience are recommended as high importance work areas for the next five years.

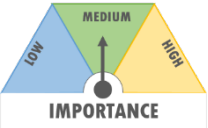
POLICY OR PROCEDURE TOPIC	Existing policy or procedure indicated during transit manager interviews					Near-Term Importance of Regional Policy Work
	SETD	TCTD	CCR	BCT	LCT	
1. Public information				√	√	 HIGH
2. Rider behavior	√	√	√	√	√	
3. Pets and service animals	√	√	√	√	√	
4. Bicycle transport		√		√	√	
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			√	√	√	

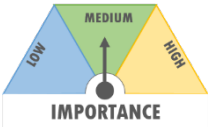
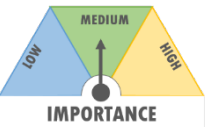
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
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<p>1. Public Information</p> 						<p>A regional protocol for when and how information 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
<p>2. Rider Behavior</p> 	√	√	√	√	√	<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

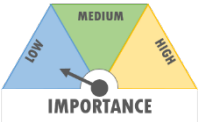
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3. Pets and Service Animals 	✓	✓	✓	✓	✓	Having a singular policy for how animals are accepted on Connector service is important as riders transfer between transit providers.	<ul style="list-style-type: none"> • All agencies allow service animals. • 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 	✓	✓			✓	Having a singular policy for how bicycles are allowed on Connector service is important as riders transfer between transit providers.	<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.

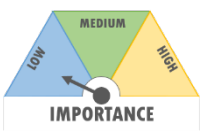
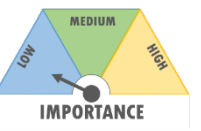
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<p>5. Holiday Service</p> 	✓	✓	✓	✓	✓	<p>Consistent holiday service schedules between providers would reduce the risk of holiday travelers being stranded when connecting service is not available. Since the Connector’s primary target market is visitors, 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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<p>6. Data Collection</p> 						<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. 																																																

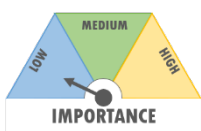
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<p>7. Fare Reciprocity</p> 						<p>A summary of existing fare structures is provided at the end of this scan document. Significant differences in individual provider fares and use of fare revenue make developing and adopting a comprehensive regional 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="1402 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="1402 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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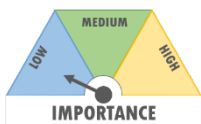
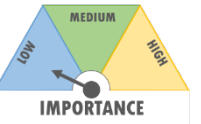
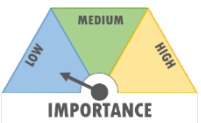
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
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<p>8. Safety and Security</p> 		√		√	√	<p>Although it is important for each transit provider 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

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<p>9. Adding or Removing Stops</p> 			√			<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.
<p>10. Using Volunteers</p> 		√		√	√	<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.

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<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 Marketing the Connector itself to increase ridership <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> <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

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<p>12. Vehicle Replacement</p> 				√	√	<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
<p>13. Mobility Management</p> 		√		√	√	<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

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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.

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15. Sharing Equipment 						Incidents necessitating the sharing of vehicles and equipment between Connector providers appear to be rare, and current informal coordination practices may be adequate.	<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 	✓					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.	<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 						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.	<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

**CONNECTOR MANAGEMENT PLAN
EXISTING FARES SUMMARY**

**FINAL POLICIES AND PROCEDURES SCAN
July 28, 2016**

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 \$27.00
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