



NORTH *by* NORTHWEST



CONNECTOR

MANAGEMENT PLAN

A Strategic Approach to Regional Transit Coordination

October, 2016



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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.

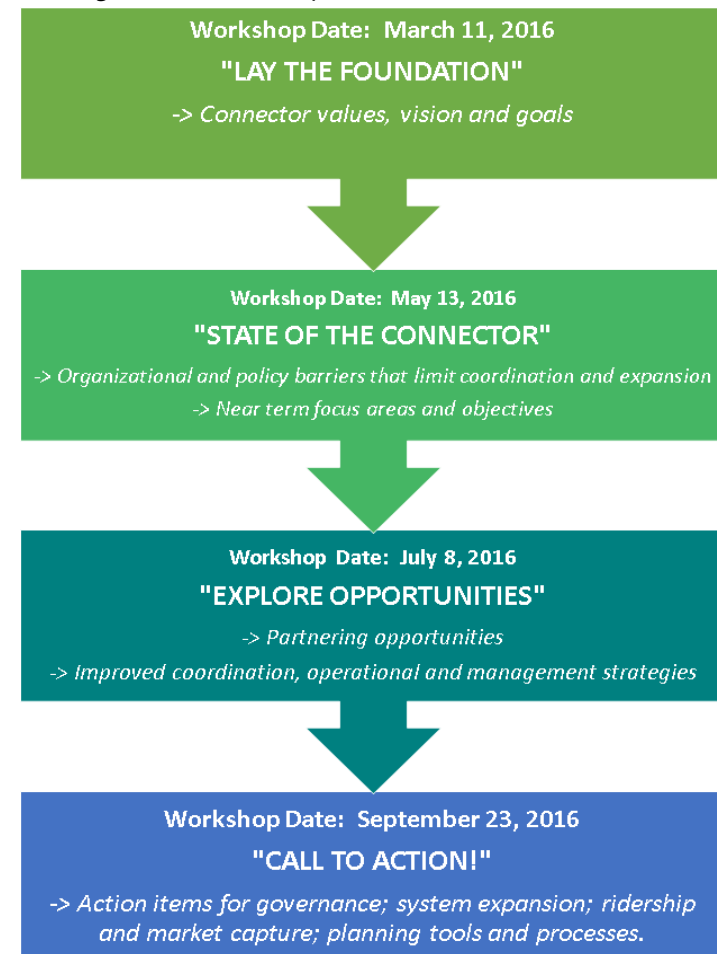
1.2 A Workshop-Based Approach

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





LAYING THE FOUNDATION²

- 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

- o Develop a trip planning tool for the Connector website.
- o Agree on major stops and amenities to be installed with Enhance funding from ODOT.
- o Provide branded shelters, timetables, and other amenities at each major Connector stop location.
- o Develop consistent passenger comfort standards for bicycles, animals, luggage, food, and drink.
- o 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

- o Develop a job description and jointly fund a regional public involvement coordinator position for the Connector.
- o Develop and fund a regular, ongoing marketing and public information campaign that is held simultaneously throughout the five-county region.
- o 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.
- o Connect with local visitor attractions that can offer off-season discounts.
- o Provide a website that is easy and intuitive for customers to use.
- o Work with Travel Oregon to include the Connector in their "Seven Wonders of Oregon" marketing program.



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

GOAL 3: IMPROVE REGIONAL SERVICE DELIVERY

- o Develop coordinated timetables for Connector service by 2017.
- o Coordinate transfer times between Connector service and local service.
- o Increase frequencies and service levels on valley to coast corridors (Highways 6, 20 and 30).
- o Expand the Connector system into Yamhill County.
- o 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.
- o Standardize data collection practices by all Connector partners.

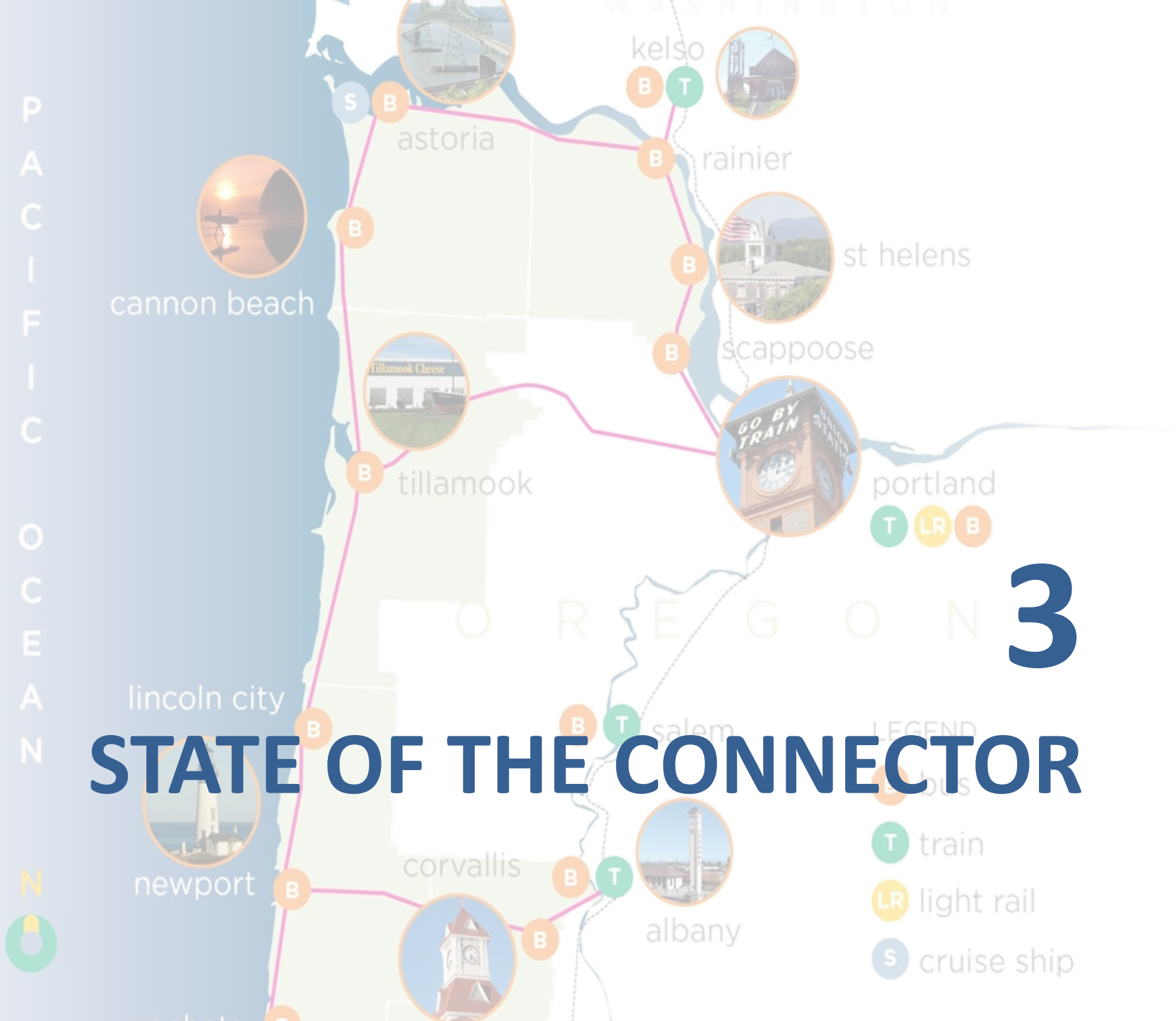
GOAL 4: INCREASE ORGANIZATIONAL AND FINANCIAL STABILITY

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

- o 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

- o 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.
- o On an annual basis, reach out to local community agencies, such as senior centers, to demonstrate how to ride the Connector.
- o Partner with local jurisdictions to integrate the Connector into local planning and development approval processes.



STATE OF THE CONNECTOR 3

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



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	
<u>STRENGTHS</u> • 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	<u>WEAKNESSES</u> • 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
<u>OPPORTUNITIES</u> • 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	<u>THREATS</u> • 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.

TAKING IT TO THE NEXT LEVEL

4



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

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

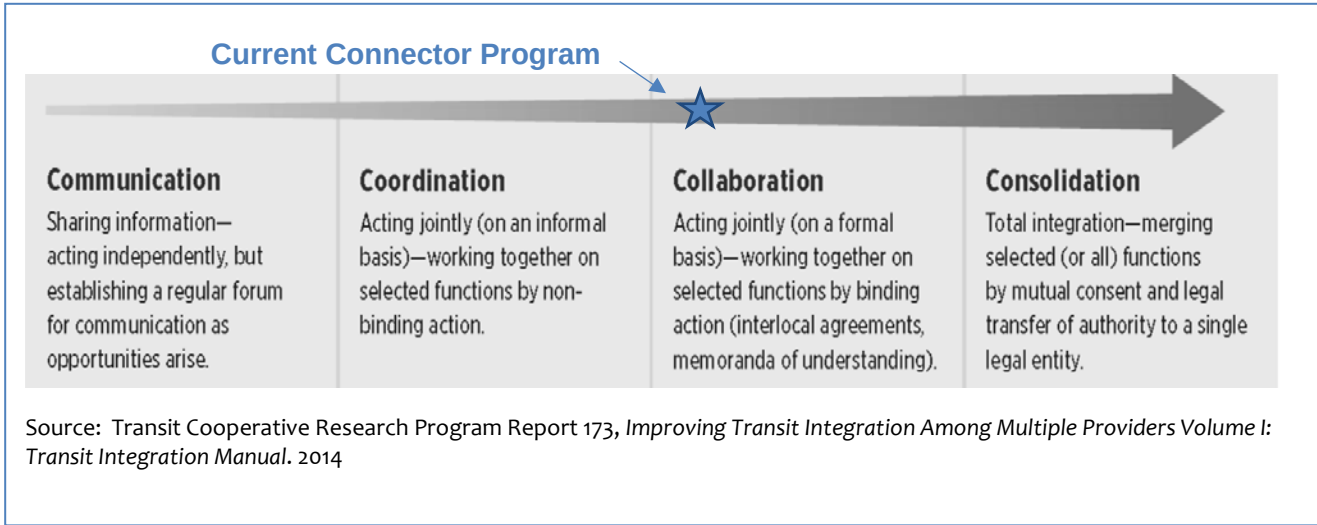
Regional transit integration methods range from simple information sharing practices to complete consolidation of individual entities in a new legal entity. The Connector currently represents a middle ground approach on the continuum of options (Figure 2). The following sections discuss governance strategies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

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





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.

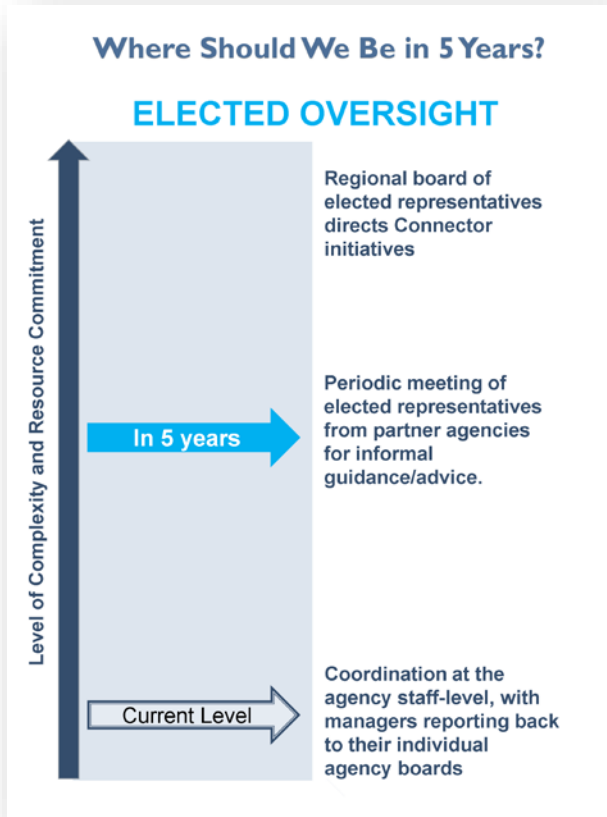
Coordinating Committee members weighed options for increasing elected oversight of Connector activities (Table 2), with the understanding that increasing oversight may also require a corresponding increase in administrative resources.

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	• 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	• 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	• Requires minimal additional resources to implement • Raises involvement of elected officials and increases their understanding of regional transit issues	• 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	• May be difficult to convince elected officials to participate without granting them specific authority	• 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

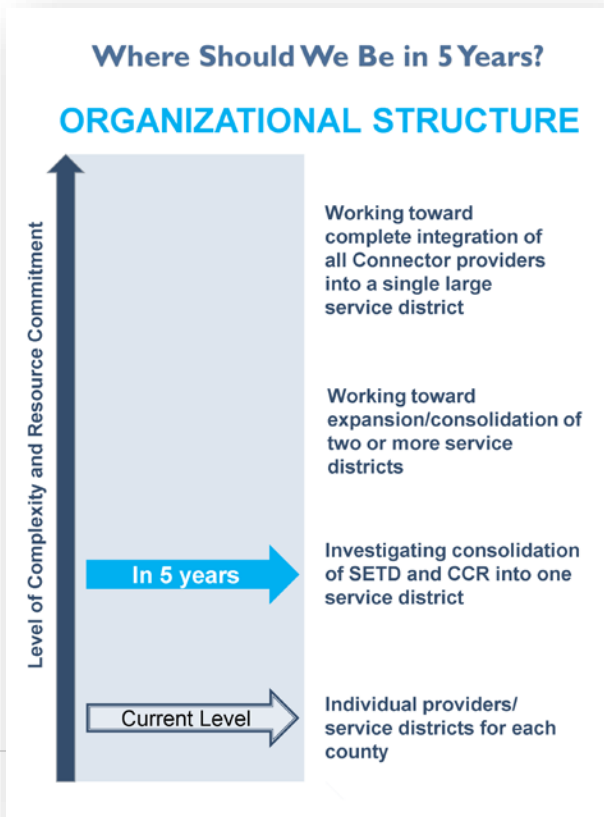
In Columbia County, CCR currently operates as a department of county government. Columbia County's board of county commissioners has placed a measure on the ballot for November 2016, requesting voter approval to form a new Columbia County Rider Transportation District. If approved, the new district would 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.

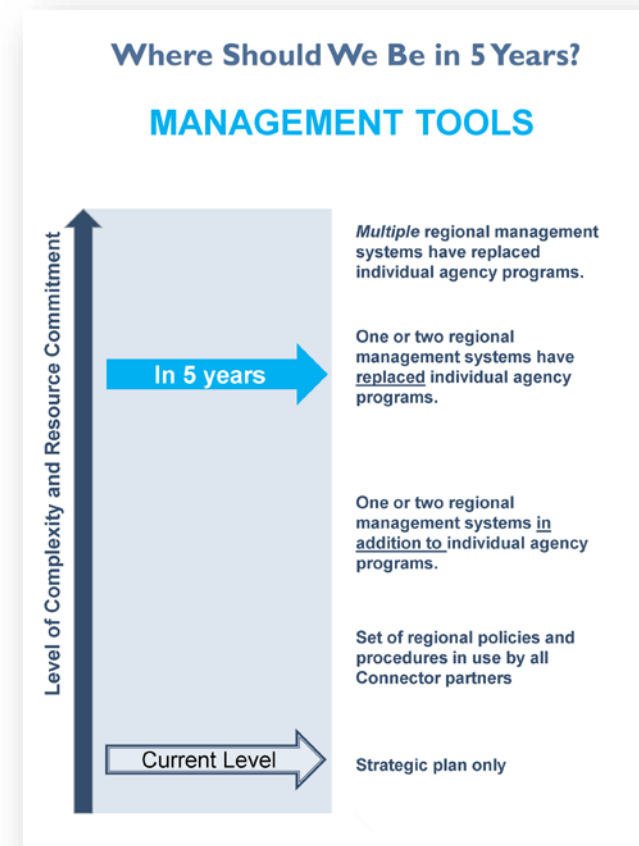
The spectrum of potential management tools is extensive, and Connector resources are limited, so it is important to take a focused, realistic approach. Considering the Connector’s goals and objectives, implementation of the following major strategies would be beneficial over the next five years:

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	• 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	• 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	• Restraint and carrier requirements • Types of permissible animals
Bicycle Transport	To provide standards for transport of bicycles on all fixed transit routes	• 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	• 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	• Data collection and reporting guidelines • Data accessibility and management responsibilities
Minimum Expectations of Connector Members	To set clear expectations for each member agency	• 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	• 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.



5
CALL TO ACTION!

- LEGEND
- 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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	• Include strategies in annual marketing plan	2019
2E	Provide a website that is easy and intuitive for customers to use.	SETD	• See actions under 1A.	2018
2F	Work with Travel Oregon to include the Connector in their “Seven Wonders of Oregon” marketing program.	Media Consultant	• 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	• 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: ○ 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	- 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	- 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	- 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	- 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	- 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	Obtain monthly operational data from each member, using the data reporting template provided in Appendix A.	2017; ongoing monthly
		CCR	- 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
			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	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	- 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	- 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
			provide drafts and final drafts for committee approval. • 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)	• 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)	• 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	• 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	• 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	• 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

