



Sunset Empire Transportation District

BOARD OF COMMISSIONERS

BOARD MEETING AGENDA

THURSDAY FEBRUARY 22nd, 2018

9:00 AM

Astoria Transit Center, 900 Marine Drive Astoria, OR

AGENDA:

1. CALL TO ORDER; PLEDGE OF ALLEGIANCE
2. ROLL CALL
3. CHANGES TO AGENDA
4. PUBLIC COMMENT (3 minute limit)
5. APPROVAL OF BOARD MEETING MINUTES
6. REPORTS FROM CHAIR AND COMMISSIONERS
7. FINANCIAL REPORTS-
8. PUBLIC HEARING – RESCINDING ORDINANCE NO. 2005-01 AND ADOPTING ORDINANCE NO. 2018-01 LOCAL GOVERNMENT PUBLIC CONTRACTING REGULATIONS
9. OLD BUSINESS
 - a. NW OREGON TRANSIT FEASIBILITY STUDY REPORT (Lylla)
 - b. MARCH MEETING LOCATION (Mary)
10. NEW BUSINESS
 - a. BUDGET CALENDAR (Paul)
 - b. SEASIDE KIOSK (Paul)
 - c. RIDE CARE PRESENTATION (Jason)
 - d. SETD 25th ANNIVERSARY (Paul)
11. CORRESPONDENCE
12. EXECUTIVE DIRECTOR REPORT
13. LEADERSHIP TEAM REPORTS
14. PUBLIC COMMENT (3 minute limit)
15. OTHER ITEMS

SUNSET EMPIRE TRANSPORTATION DISTRICT
COMMONLY USED ACRONYM LIST
FEBRUARY 2018

AASHTO	AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS
ACT	ACTUAL
ACCTS	ACCOUNTS
ADA	AMERICANS WITH DISABILITIES ACT
ADS	ADVERTISEMENTS
AP	ACCOUNTS PAYABLE
APTA	AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
AR	ACCOUNTS RECEIVABLE
ASC	ASTORIA SENIOR CENTER
BG	BACKGROUND
BLDGING	BUILDING
BOC	BOARD OF COMMISSIONERS
BS	BALANCE SHEET
BUS REG FEE	BUS REGISTRATION FEE
CCC	CLATSOP COMMUNITY COLLEGE
CCCHD	CLATSOP CARE CENTER HEALTH DISTRICT
CCO	COORDINATED CARE ORGANIZATION
CK	CHECK
COMP	COMPUTER
CONF	CONFERENCE
CPCCO	COLUMBIA PACIFIC COORDINATED CARE ORGANIZATION
CRS	CLATSOP REHABILITATION SERVICES
CSR	CUSTOMER SERVICE REPRESENTATIVE
CTAA	COMMUNITY TRANSPORTATION ASSOCIATION OF AMERICA
CTE	CENTER FOR TRANSPORTATION AND THE ENVIRONMENT
DHS	DEPARTMENT OF HUMAN SERVICES
DIST	DISTRICT
DLSM	DRIVE LESS SAVE MORE
DMAP	DIVISION OF MEDICAL ASSISTANCE PROGRAM
DOT	DEPARTMENT OF TRANSPORTATION
EQUIP	EQUIPMENT
FHWA	FEDERAL HIGHWAY ADMINISTRATION
FTA	FEDERAL TRANSIT ADMINISTRATION
GF	GENERAL FUND
HR	HUMAN RESOURCES
IGA	INTERGOVERNMENTAL AGREEMENT
INFO	INFORMATION
INT	INTEREST
IS	INCOME STATEMENT
ISN	INTEGRATED NETWORK SYSTEM
IT	INFORMATION TECHNOLOGY
LGIP	LOCAL GOVERNMENT INVESTMENT POOL
LGPI	LOCAL GOVERNMENT PERSONNEL INSTITUTE
LRCTP	LONG RANGE COMPREHENSIVE TRANSPORTATION PLAN

SUNSET EMPIRE TRANSPORTATION DISTRICT
COMMONLY USED ACRONYM LIST
FEBRUARY 2018

MAINT	MAINTENANCE
MISC	MISCELLANEOUS
MOS	MONTH
MOU	MEMORANDUM OF UNDERSTANDING
NEMT	NON-EMERGENT MEDICAL TRANSPORTATION
NRTAP	NATIONAL RURAL TRANSIT ASSISTANCE PROGRAM
NTI	NATIONAL TRANSIT INSTITUTE
NWACT	NORTHWEST AREA COMMISSION ON TRANSPORTATION
NWOTA	NORTHWEST OREGON TRANSIT ALLIANCE
NWRC	NORTHWEST RIDE CENTER (NOW KNOWN AS RIDE CARE)
ODOT	OREGON DEPARTMENT OF TRANSPORTATION
OHA	OREGON HEALTH AUTHORITY
OHP	OREGON HEALTH PLAN
OPTC	OREGON PUBLIC TRANSPORTATION CONFERENCE
OPTIS	OREGON PUBLIC TRANSIT INFORMATION SYSTEM
OR	OREGON
OTA	OREGON TRANSIT ASSOCIATION
OTC	OREGON TRANSPORTATION COMMISSION
P&L	PROFIT AND LOSS
PARA	PARA-TRANSIT
PTAC	PUBLIC TRANSPORTATION ADVISORY COMMITTEE
QTR	QUARTER
RC	RIDE CARE
REHAB	REHABILITATION
RFP	REQUEST FOR PROPOSALS
RFQ	REQUEST FOR QUOTES
RPTD	RAIL AND PUBLIC TRANSIT DIVISION
RAC	RULES ADVISORY COMMITTEE
SDAC	SENIOR AND DISABLED ADVISORY COMMITTEE
SDAO	SPECIAL DISTRICTS ASSOCIATION OF OREGON
SDIS	SPECIAL DISTRICTS INSURANCE SERVICES
SETD	SUNSET EMPIRE TRANSPORTATION DISTRICT
SETD GF	SUNSET EMPIRE TRANSPORTATION DISTRICT GENERAL FUND
SETD GEN	SUNSET EMPIRE TRANSPORTATION DISTRICT GENERAL FUND
SIP	SERVICE IMPROVEMENT PROGRAM
SSP/0401	ACCOUNT FROM OREGON DEPARTMENT OF HUMAN SERVICES
STF	SPECIAL TRANSPORTATION FUND
STIF	SPECIAL TRANSPORTATION IMPROVEMENT FUND
STIP	SPECIAL TRANSPORTATION IMPROVEMENT PROGRAM
STS	SUNSET TRANSPORTATION SERVICES (NAME CHANGE THAT DIDN'T HAPPEN)
TAC	TECHNICAL ADVISORY COMMITTEE
TECH	TECHNOLOGY
TGM	TRANSPORTATION GRANTS MANAGEMENT
TO	TRANSPORTATION OPTIONS

SUNSET EMPIRE TRANSPORTATION DISTRICT
COMMONLY USED ACRONYM LIST
FEBRUARY 2018

TPAC	TRANSPORTATION PLAN ADVISORY COMMITTEE
TPJCC	TONGUE POINT JOB CORPS CENTER
TSP	TRANSPORTATION SYSTEMS PLAN
YTD	YEAR TO DATE



**BOARD OF COMMISSIONERS
BOARD MEETING MINUTES
January 25, 2018**

1. CALL TO ORDER- Vice Chair Carol Gearin called the meeting to order at 9:00 am.
2. ROLL CALL:
Present: Vice Chair Carol Gearin, Commissioner Pamela Alegria, Commissioner Tracy MacDonald, Commissioner Kevin Widener, Secretary/Treasurer Lylla Gaebel, Commissioner Bryan Kidder
Chair Kathy Kleczek attended meeting via phone from Thailand.

Staff Present: Executive Director Jeff Hazen, Executive Assistant Mary Parker, Finance Officer Tracy Lofstrom, Operations Manager/Deputy Director Paul Lewicki, Paratransit Supervisor, Jennifer Geisler, Human Resources, Tami Carlson and Transportation Options, Matthew Weintraub,
3. CHANGES TO AGENDA- None
4. PUBLIC COMMENT- None
5. APPROVAL OF DECEMBER 2017 BOARD MEETING MINUTES-
Comments- Several typos were presented for correction and Commissioner Kidder asked that the Board's request for the Astor Street Oprey Company to recognize SETD as a sponsor be included in the minutes.
Commissioner MacDonald moved to approve the December 2017 minutes as amended
Commissioner Widener seconded the motion
Motion passed unanimously
6. REPORTS FROM CHAIR AND COMMISSIONERS
 - a. Commissioner Alegria- Requested that the SETD acronym list be included in the Board Packs each month.
 - b. Commissioner Widener- Reported attending the Clatsop County Commissioners Meeting where there was discussion about the voter's pamphlet being printed again but he will wait to discuss this later in the meeting. He also attended Indivisible North Coast Oregon (INCO) Summit on January 20th and sat at the "Yes On 101" table and spoke at the Run for Something meeting which was interesting.
 - c. Commissioner MacDonald- Commended Executive Director Hazen for attending the Seaside Advisory Board meeting and also reported that Seaside City Manager Mark Winstanley's wife, Val had passed away unexpectedly.
 - d. Secretary/Treasurer Gaebel- Reported she had responded to the auto questionnaire from the auditors and went online and completed the SDIS Sexual Harassment training and had difficulty opening other sessions but after trying again she is now midway through George Dunkel's class. John Layton clarified that the SDIS training program requires Adobe Flash which is not on the Board tablets. He advised using a desktop to access the SDIS training programs. Gaebel also reported that the Feasibility Study between SETD and Columbia County to evaluate expanding services is nearing conclusion and there were 3 recommendations made; forming a new district at Columbia County, Columbia County contracting with SETD or SETD would expand in some manner to encompass Columbia County. Gaebel said she anticipated the report will be out soon and on the February Board meeting agenda.
 - e. Commissioner Kidder- Reported he had also experienced some of the glitches with the SDIS trainings and will get with John to resolve. He also reported that as a private citizen he has been attending the

Astoria Mayor's Homelessness Task Force Committee and if anything comes up relating to transportation he will report it to the Board.

- f. Chair Kleczek- Reported while traveling she has been able to experience public transportation in other places of the world and it reminds her of how lucky we are to have the services we have.
- g. Vice Chair Gearin- Reported that she will be attending the Ride Care meeting tomorrow and that she has also completed several of the SDIS on line trainings. Vice Chair Gearin requested that staff send a sympathy card to Mark Winstanley from the District.

7. FINANCIAL REPORTS- December 2017

Commissioner Gaebel asked Tracy if the correction to the posting error of \$10,000 to fares last month would show in the current report. Tracy said yes this was corrected. Gaebel requested that if there is an error to the financials that the Board receive a copy of the corrections. Gaebel also said the motion made for the approval of the December Financials was incorrectly stated and should have been "approved as corrected" and reminded the Board that we need to be mindful of that, but it will be on the record now. Tracy said there is a correction on page 11 to the SETD Flex Lease payment which shows as a \$55,000 payment but was actually \$41,800. Gaebel requested that it would be helpful to have a sheet for the next meeting that shows these corrections. Vice Chair Gearin added that for the record, she had come in and discussed the financials with Tracy yesterday to get answers to a few questions she had. Tracy reviewed the December 2017 Exception Report. Commissioner Kidder asked about the 5001 ODOT grants saying that the year to date actual does not match up with what you had last October and November. Tracy said that she has to show what we anticipate we will receive for the grant and we have not received what was anticipated. Tracy said she will do a report that will show the changes on the grants. Tracy also said there is a \$9000 error on her part that she needs to correct on the grants. Kidder asked where the correction she has to make is. Tracy said it is under item 5000 and 5001 ODOT grants. Kidder asked about the \$21,000 bill under 8083 which has not been paid for a while. Tracy said this is insurance from the previous fiscal year and she will have to do some research to find out what this is and why we still owe it. Tracy said that Tillamook is almost 2 months behind on payments. Commissioner Gaebel asked Executive Director Hazen to speak with Tillamook as this has happened before and is happening again. Tracy passed out an updated credit card report as they were not included in the Board Pack.

Commissioner Gaebel moved to accept the January 2018 Financials as corrected.

Commissioner Widener seconded the motion

Discussion- None

Motion passed unanimously

8. OLD BUSINESS- None

9. NEW BUSINESS-

- a. Swiftly APP Presentation- Operations Manager Paul Lewicki presented information about the Swiftly App that will now be used on the busses. Paul explained that Swiftly is a program platform that will take the data from our buses using GIS for real time location of buses. Paul said Tillamook Transportation is using Swiftly and he used their program to demonstrate the real time data that Swiftly gives. Paul explained how all of the current bus locations and bus stops are shown and that the buses are color coded depending if they are early, on time, late or not operating and shows how many minutes off schedule each is. Paul reported that when Tillamook installed Swiftly it cut the number of calls from riders checking on where the buses were by 80%. Paul said what is important to us today is to have enough data to make good management decisions about the routes and have meaningful time tables and be as efficient as we can, unfortunately right now we do not know what our on time performance is and do not know what it should be because we do not have the data. This software will provide that for us. Paul said this program will drive all of our decisions in a more relevant way. Commissioner Kidder asked if you can marry this program with another program that tracks how many riders get on or off a bus. Paul said clearly we also need to know who is getting on and off the bus but to do that we would have to have automatic passenger counting software. Paul said the Swiftly app is compatible with many other apps. Kidder asked how long data would be collected before rolling it out to the riders. Paul said it should be available fairly quickly as we do not need to have any data analysis to roll this out and the processing we will be doing with the data will be in the background and done on an ongoing basis however we will probably collect data for 90

days before bringing it back to the Board. Paul said that we are turning the hardware on now said he will have an update on that at the next meeting.

- b. Transportation Options Presentation- Transportation Options Specialist Matthew Weintraub presented an overview of the Oregon Transportation Options Program. Matt explained that Transportation Options (TO) is a program that assists people in Oregon to have knowledge of and access to all Transportation Options. This is done using strategies and access to transportation choices like biking, walking, carpooling, vanpooling, public transportation or multimodal options. Transportation Options also focuses on the health benefits of multimodal transportation and the benefits of reducing CO2 emission when using single occupancy vehicles. Transportation Options is focused on improving transportation infrastructure, increasing reliability and access to transportation and reducing transportation costs. Ongoing outreach that he has been working on includes presentations specifically to larger employers in the region, social media promotions and partnering with other community programs and schools. TO has an annual Oregon Drive Less Connect program that encourages participants to track their healthy or low emission transportation choices for a week. The program offers great prizes and has been very successful. Matt covers Clatsop, Tillamook and Clatsop Counties.
- c. National Rural Transit Assistance Program (RTAP) - Executive Director Hazen explained that he has been invited to serve on the RTAP Review Board. RTAP provides training materials, tools and resources to rural and tribal transit agencies. Hazen said he has used RTAP resources many times. There is a 3 year commitment for serving on the RTAP Review Board. He will need to attend 2 meetings a year but travel time will be paid for by RTAP. Jeff said his other current committee commitments after March are NWACT, PTAC and NWOTA.

Chair Kleczek moved that the Board support Executive Director Hazen's application to be on the RTAP Review Board

Commissioner Widener seconded the motion

Discussion- Commissioner Gaebel asked if Hazen is on any sub-committees. He answered not after March. Gaebel asked about presentations he might have to do. Hazen said they do some state things like manning a booth at OTA but he will not jump into every one. Gaebel said the very first meeting falls at Budget time so will you make sure that Paul has all the knowledge he needs to manage the Budget meeting. Hazen said he plans on scheduling the budget meeting later in May to give more time to Tracy and Paul who are new to the budget process. Chair Kleczek said she wants to consider the Budget members that are not on the Board in planning the meetings as well. Hazen said that the Department of Revenue does not want to release the STIF money until July so having the Budget meeting a little later might be better. Commissioner Gearin said that she went on line and checked on the expectations of being on the Review Board and with the information she collected, knowing that Paul will have to be here and be knowledgeable and that Jeff can say no to some of the extra meetings, her personal feelings are that the District would gain a lot by this and we can work around the budget. Commissioner MacDonald said he concurred. Commissioner Widener said he also went to website and got the same information. Hazen asked Chair Kleczek to amend her motion to allow Vice Chair Gearin to sign the application as his supervisor.

Chair Kleczek changed her motion to allow the Vice Chair to sign the RTAP Review Board application.

Commissioner Widener seconded the motion

Motion passed unanimously

Vice Chair Gearin called for a 5 minute break at 10:50 AM.

The meeting was called back to order at 10:58 AM

10. CORRESPONDENCE- Two letters were handed out to the Board.

A letter sent to Jeff Hazen from the Clatsop County Elections Department was received asking for input from the District on production of a voter's pamphlet. There would be a separate \$25 fee for the candidate and a cost from \$50 and up to \$3000 for the District. Commissioner Gaebel said she thought the reason the pamphlet was stopped was because of the cost and wondered if the voter's pamphlet could be on the County website and having the

pamphlet available is very good. Commissioner Widener said his preference is to do the pamphlet online. However there are a lot of redirects to the website that can be cleared up. Widener said he believes that the public should be greater informed we are in charge of an \$8 million dollar budget but said he is not making an opinion either way. Widener also said the County Clerk stopped printing the pamphlet in 1999 because they did not think it increased voter turnout. Commissioner Kidder said he thinks the more information the better, however in a county like ours, that does not have a television station and only one newspaper, the more printed material you can get in people's hands the better and knowing we have elections I believe it is our duty to budget for it and be prepared to pay for it. Chair Kleczek said she agreed with Commissioner Kidder that a voter's pamphlet is a good idea and she would encourage the County to go forward with a printed voter's pamphlet and a virtual pamphlet. Vice Chair Gearin said she agreed with Commissioner Kidder that the more information the better. Vice Chair Gearin asked Executive Director Hazen to let the County Clerk know that the SETD Board of Commissioners supports the printing of a voter's pamphlet and also a virtual pamphlet to be available on the County website and that they will include this cost in their budget.

A letter from Lois Dupey addressed to Kevin and the Board of Directors and NW RideCare and State Senator Betsy Johnson was read by the Board.

Commissioner Alegria said we should respond to this because we have two issues in terms of having technology that moves the system forward but there is technology that does not always help you get from point A to point B if your 10 minutes late and need another bus and I agree that you have to have both together and we need to explain that. Commissioner Widener said he agrees in principle in relying on technology too fast so he thinks we should have it both ways and is in favor of having the Board Chair respond to the letter. Commissioner MacDonald said he agreed that everyone is not accessible to smart phones and it is an optimum to have routes every 15 minutes but we have to work with what we have and if the technology will make us more efficient I think the second answer will come and if we build the demand we can supply the need. Commissioner Gaebel said technology is a big part of the piece that we need to expand our ridership. Gaebel also said if we get any correspondence we should respond no matter if we have had dealings with them in the past or not. Gaebel also said that technology actually serves this person better because the buses will be on time and suggested having something in the shelters that extrapolates information from the website and puts it up on a reader board. Commissioner Kidder said yes we should respond because if someone takes the time to contact us we need to take the time to contact them. He also said you do not have to have a cell phone to ride the bus and if whatever technology we implement improves services, who could be opposed to that? Kidder said the language of the letter speaks to hidden taxes and unfairness we obviously need to address this concern but I do not think we are going down a wrong path to be doing what we are doing. This person needs to be honored with a response. Chair Kleczek said we definitely should respond and that we are not just adding bells and whistles we are adding the technology that will get us and Lois basically what she is asking for. We are adding more layers of information so we can provide better customer service. Vice Chair Gearin said the Board feels that a reply should be prepared by Executive Director Hazen that the Board Chair will sign. Hazen said he had already sent a letter to Lois acknowledging that her letter was received and was going to be presented at the January Board meeting.

Commissioner Gaebel moved that the Board send a letter of response and authorize the Board Chair to sign it

Commissioner Widener seconded the motion

Discussion- None

Motion passed unanimously

Tami Carlson presented Commissioner MacDonald with a special thank you for playing Santa for the Adopt a Family in December.

11. EXECUTIVE DIRECTOR REPORT- Executive Director Hazen went over several items in the report he submitted.
12. LEADERSHIP TEAM REPORTS- Reports submitted for January 2018: Operations- Paul Lewicki, Rider Reports- John Layton, Ride Assist- Jennifer Geisler, Marketing and Outreach- Mary Parker, RideCare- Jason Jones, Human Resources-Tami Carlson and Transportation Options- Matthew Weintraub.

13. PUBLIC COMMENT- None

14. OTHER ITEMS- Lynn Anderson stated that she had a correction to the Financial Report on page 9 under 7030. Commissioner Gaebel asked this to be added to the list of other corrections.

Lynn Anderson also said that while Paul was doing the Swiftly presentation she had dialed the Swiftly number on her regular phone and put in one of the route numbers and she received a report that the bus would arrive in 13 minutes. Vice Chair Gearin thanked Lynn for using her regular phone to check out the system.

Chair Kleczek requested randomly inviting a different staff member that is not on the Team to the Board Meetings so that the Board can meet and get to know more employees and the employee can see what the Board does and what takes place at the meetings. Executive Director Hazen said he would take the lead on this.

Commissioner Gaebel moved to adjourn the meeting
Commissioner Widener seconded the motion
Meeting was adjourned

Meeting was adjourned at 11:50 AM

Mary Parker, Recording Secretary

Secretary Treasurer Lylla Gaebel

Date_____

An audio recording of the Sunset Empire Transportation District's Board Meeting is available at: www.ridethebus.org-Board of Commissioners- Monthly Meeting Minutes- January 2018

Mission Statement

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

Sunset Empire Transportation District
JANUARY FINANCIAL EXCEPTIONS & INFORMATION REPORT

For the February 2018 Board of Commissioner's Meeting

NOTE on Reviewing Financials: Month 7 = 58.30 % of Fiscal Year Budget*

Preliminary General Fund Profit and Loss

The District's General Fund Total Year to Date (YTD) Income was \$1,586,232 (\$107,133 more than budget), 70% of annual budget and 107.3% of monthly budget. YTD Total Materials & Services was \$430,679 (\$112,134 less than budget), 47% of annual budget and 79.3% of monthly budget.

Revenue

- 4000 Fares: Revenues for the month were up \$2,571; and are better than budget year to date \$33,918.
- 4100 Contract Service-IGA: Cannon Beach was billed for the months of Aug through January. Total of \$22,201.
- 4271 Billboard Lease: Payment of \$1200 was received.
- 4272 Parking: All parking spaces are leased out.
- 4273 Charging Station: No activity
- 4260 Mass Transit Assessment: Received January 2nd into LGIP.
- 4300 Interest: January interest for General Fund was \$1,353 and \$16.25 from interest on property taxes.
- 5000 Grants: Billing for grant reimbursements for Q2 is \$184,235.
- 5080 Oregon STF Funds: Received January 10th into Clatsop Community Bank.

Expense

- 6005 Salaries & Wages: Up due to recent salary increases. Better than budget by \$101,915.
- 7000 RC Provider Payments: All Veteran provider rides. Actual for January is \$665.
- 8031 Website/On-line SW Sub: \$423 for email accounts.
- 8032 Support Services/Contracts: \$6010 to MindShift for Dec/Jan.
- 8050 Dues Subscriptions & Fees: Rotary \$106, Astoria Chamber \$272, OR DAS (Ethics Board) \$433 and QB's Annual Fee \$464.
- 8053 IGA-Dues and Fees: Q2 NWOTA \$2500.
- 8080 Insurance: Quarterly payment; \$3638 General Liability, \$1669 Property and \$9878 Auto.
- 8095 Legal Council: \$1080 from November and \$340 for December.
- 8139 Professional Services: Plangingering \$6250 (anticipated grant reimbursement).
- 8155 Telephone/Internet Service: Dec/Jan phone service for a total of \$5625.
- 8170 Vehicle Maint & Repairs: Down \$15,636 YTD.
- 9610-11 Clatsop Bank Principal/Interest: Dec payment posted Jan. 2nd, \$5846.67 prin. - \$726.83 int. Jan payment posted 1-31-18, prin - \$5874.53 and int - \$698.97.
- END

***Disclaimer:** The percentage of the year's budget cited above is just to be used as a basic benchmark for the fiscal year. Individual budget line items will vary based on expenditure time cycles. Items such as Fuel, Wages, & Bldg. Grounds and Maintenance are more consistent on a monthly basis and can be used to gauge against the percentage. However, other items such as Insurance and Legal Counsel have irregular payment cycles and therefore are not as good to judge against the percentage.

Sunset Empire Transportation District
JANUARY FINANCIAL EXCEPTIONS & INFORMATION REPORT

For the February 2018 Board of Commissioner's Meeting

Ride Care Fund Profit and Loss

Ride Care's (RC) total Income is 61% of total budget. YTD revenues of \$1,978,038 are \$236,088 more than Budget. YTD Interest Income of \$5615 is \$2465 better than budgeted YTD. Materials & Services of \$1,966,751 are \$361,590 more than budget and are 72% of YTD budget.

Income

- 4300 Interest: Interest earned is \$501.
- 4500 RC Provider Service Reimbursement: Higher than budgeted by \$166,155 for the month, thanks to a payment from CPCCO of \$144,055 for 2nd & 3rd Q of 2017. Ahead of budget by \$233,142.

Expense

- 6005 Salaries and Wages: Below budget \$51,183 for YTD.
- 7000 Contract Providers: Major providers include K & M \$41,300 - Wapato \$83,684 - Ryan \$28,502 - Elliott \$23,370 – Tillamook \$92,371 and Medix \$29,338. Several of the other provider rides were up as well. Gas Vouchers accounted for \$18,066. Provider payments is over budget by \$434,201 YTD.
- 7030 Bus Passes: Over budget YTD by \$11,595. Bus pass costs are up overall due to shortage of volunteers and the fact more folks to take the bus.
- 9655 DMAP Repayment Agreement: NEMT Cost Settlement payment of \$165,429 was made on Jan. 1st for period 7/1/14 through 6/30/15. NEMT Cost Settlement reimbursement of \$21,977 for the period 7/1/15 through 6/30/16 was received 2/1/18.
- END

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Sunset Empire Transportation District
Profit & Loss Budget Performance-SETD
January 2018

	Month Actual	Month Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Act to Budget
Ordinary Income/Expense					Better		
Income					(Worse)		
4000 FARES	25,855.00	23,284.00	195,998.07	162,080.00	33,918.07	273,000.00	72%
4090 DONATIONS/COMMISSIONS	1,325.75	1,075.00	10,216.42	7,525.00	2,691.42	12,900.00	79%
4100 CONTRACTED SERVICES-IGA	0.00	10,325.00	42,978.55	72,275.00	(29,296.45)	123,900.00	35%
4200 TAXES							
4205 PROPERTY TAXES							
4207 Prior Year Property Tax	2,139.93	2,000.00	16,562.26	15,900.00	662.26	22,000.00	75%
4205 PROPERTY TAXES - Other	10,265.45	9,300.00	874,618.03	817,200.00	57,418.03	870,000.00	101%
Total 4205 PROPERTY TAXES	12,405.38	11,300.00	891,180.29	833,100.00	58,080.29	892,000.00	100%
4210 LAND SALES	0.00		0.00				
4215 US FISH & WILDLIFE	0.00		185.76				
Total 4200 TAXES	12,405.38	11,300.00	891,366.05	833,100.00	58,266.05	892,000.00	100%
4250 TIMBER SALES	0.00	0.00	184,538.69	100,000.00	84,538.69	160,000.00	115%
4260 MASS TRANSIT ASSESSMENT	12,922.02	16,750.00	33,528.26	33,500.00	28.26	67,000.00	50%
4270 RENTAL INCOME					0.00		
4271 BILLBOARD LEASE	1,200.00		1,200.00	1,200.00	0.00	1,200.00	100%
4272 PARKING SPACES	760.00	760.00	4,512.50	5,320.00	(807.50)	9,120.00	49%
4273- Charging Station	0.00	0.00	0.00	0.00	0.00	200.00	0%
Total 4270 RENTAL INCOME	1,960.00	760.00	5,712.50	6,520.00	(807.50)	10,520.00	54%
4300 INTEREST	1,369.09	400.00	6,176.28	2,800.00	3,376.28	4,800.00	129%
4310 LAMINATING	56.00		135.00		135.00		
4500 RC PROVIDER SERVICE REIM	0.00	0.00	-830.85	0.00	(830.85)	0.00	
5000 GRANTS					0.00		
5001 ODOT GRANTS					0.00		
5002 5311 GRANT OPERATIONS	0.00	0.00	81,352.00	143,000.00	(61,648.00)	455,656.00	18%
5003 5310 MOBILITY MGT GRANT	0.00	0.00	11,740.00	23,750.00	(12,010.00)	75,133.00	16%
5004 PREV MAINTENANCE GRANT	0.00	0.00	17,269.00	19,491.00	(2,222.00)	61,473.00	28%
5005 CAPITAL PURCHASES GRANT	0.00	0.00	17,338.00	18,850.00	(1,512.00)	58,985.00	29%
5006 TRANS OPTIONS DR LESS CON	0.00		16,031.00	0.00	16,031.00	0.00	

Sunset Empire Transportation District
Profit & Loss Budget Performance-SETD
January 2018

	Month Actual	Month Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Act to Budget
5007 5305 PLANNING/FEASIBILITY	0.00		10,259.00		10,259.00		
5015 INTERCITY GRANT (Hwy 30)	0.00		-9,000.00		(9,000.00)		
Total 5001 ODOT GRANTS	0.00	0.00	144,989.00	205,091.00	(60,102.00)	651,247.00	22%
5050 MISC GRANTS	0.00	0.00	1,351.00	12,000.00	(10,649.00)	24,000.00	6%
Total 5000 GRANTS	0.00	0.00	146,340.00	217,091.00	(70,751.00)	675,247.00	22%
5080 OREGON STF FUNDS	23,310.00	14,688.00	69,930.00	44,065.00	25,865.00	58,753.00	119%
Other Types of Income							
CUSTOMER REF NOT GIVEN	0.00		26.00				
MTR WESTERN - BUS SERVICE	0.00		116.63				
Total Other Types of Income	0.00		142.63				
	79,203.24	78,582.00	1,586,231.60	1,478,956.00	107,132.97	2,278,120.00	70%
	79,203.24	78,582.00	1,586,231.60	1,478,956.00	107,132.97	2,278,120.00	70%
Expense							
1. PERSONNEL SERVICES							
6005 SALARIES & WAGES	93,383.00	93,944.00	649,645.88	704,604.00	54,958.12	1,221,315.00	53%
6200 PAYROLL EXPENSES	14,565.71	11,168.00	64,247.28	83,770.00	19,522.72	145,195.00	44%
6300 EMPLOYEE BENEFITS	27,972.29	27,540.00	179,121.32	206,555.00	27,433.68	358,025.00	50%
Total 1. PERSONNEL SERVICES	135,921.00	132,652.00	893,014.48	994,929.00	101,914.52	1,724,535.00	52%
2. MATERIALS & SERVICES							
7000 RC PROVIDER PAYMENTS	665.34	184.00	6,750.29	1,285.00	(5,465.29)	2,200.00	307%
7030 BUS PASSES	0.00	0.00	0.00	0.00	0.00	0.00	
8005 AUDIT	0.00	0.00	8,413.00	12,995.00	4,582.00	28,652.00	29%
8006 ADS (HR JOB POSTING)	0.00	350.00	3,025.07	2,450.00	(575.07)	4,200.00	72%
8010 BANK FEES	121.55	278.00	1,002.04	1,949.00	946.96	3,341.00	30%
8020 BLDING & GROUNDS MAINT	2,684.35	2,658.00	22,072.03	18,597.00	(3,475.03)	31,878.00	69%
8030 COMP-INFO-TECH SERVICES					0.00		
8031 WEBSITE/ON-LINE SW SUB	422.79		6,227.07		(6,227.07)		
8032 SUPPORT SERVICES/CONTRACTS	7,206.74		37,429.73	0.00	(37,429.73)	0.00	
8030 COMP-INFO-TECH SERVICES - Other	0.00	3,648.00	0.00	59,932.00	59,932.00	78,172.00	0%
Total 8030 COMP-INFO-TECH SERVICES	7,629.53	3,648.00	43,656.80	59,932.00	16,275.20	78,172.00	56%

Sunset Empire Transportation District
Profit & Loss Budget Performance-SETD
January 2018

	<u>Month Actual</u>	<u>Month Budget</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>YTD Budget to YTD Actual</u>	<u>Annual Budget</u>	<u>YTD Act to Budget</u>
8035 CONF TRAINING & TRAVEL	561.74	2,569.00	16,990.64	12,613.00	(4,377.64)	24,084.00	71%
8040 DONATIONS/CONTRIBUTIONS	0.00		-225.52		225.52		
8045 DRUG/ALCOHOL/BG CHECKS	90.00	416.00	2,214.40	2,917.00	702.60	5,000.00	44%
8050 DUES SUBSCRIPTIONS & FEES	1,464.91	825.00	10,121.27	14,093.00	3,971.73	19,143.00	53%
8053 IGA - DUES AND FEES	2,500.00		7,500.00	0.00	(7,500.00)	0.00	
8055 DURABLE EQUIP/SMALL TOOLS	89.99	5,369.00	11,485.46	37,570.00	26,084.54	64,400.00	18%
8061 EQUIPMENT LEASE/RENT	188.00	458.00	2,079.66	3,210.00	1,130.34	5,500.00	38%
8065 EDUCATION/OUTREACH	11.35	3,333.00	1,631.73	23,334.00	21,702.27	40,000.00	4%
8070 EMPLOYEE RECOGNITION	63.53	826.00	6,635.32	5,765.00	(870.32)	9,880.00	67%
8072 Election Fees	0.00		0.00	0.00	0.00	0.00	
8075 FUEL	2,955.28	21,038.00	84,854.03	147,275.00	62,420.97	252,472.00	34%
8080 INSURANCE	15,184.58	13,900.00	58,253.80	31,400.00	(26,853.80)	61,479.00	95%
8090 LEGAL ADS	0.00	0.00	138.10	200.00	61.90	800.00	17%
8095 LEGAL COUNSEL	1,420.00	400.00	1,997.50	3,950.00	1,952.50	6,400.00	31%
8100 MEETING EXPENSE	74.68	148.00	507.58	1,028.00	520.42	1,760.00	29%
8120 OFFICE SUPPLIES	1,173.34	1,446.00	6,836.12	10,122.00	3,285.88	17,352.00	39%
8130 PAYROLL PROCESSING FEES	113.05	164.00	805.98	1,230.00	424.02	2,128.00	38%
8135 PRINTING	0.00	2,816.00	2,472.03	19,718.00	17,245.97	33,800.00	7%
8139 PROFESSIONAL SERVICES	6,250.00	3,520.00	32,283.20	24,640.00	(7,643.20)	42,240.00	76%
8140 SUBGRANT PASS THROUGH	0.00		4,250.00	0.00	(4,250.00)	0.00	
8150 TAXES/LICENSES/BUS REG FEE	0.00	0.00	3,695.18	125.00	(3,570.18)	330.00	1120%
8155 TELEPHONE/INTERNET SERVICE	6,499.01	2,560.00	25,843.35	17,912.00	(7,931.35)	30,702.00	84%
8160 UNIFORMS	193.85	910.00	1,163.62	6,372.00	5,208.38	10,924.00	11%
8165 UTILITIES	1,603.80	1,733.00	9,862.28	12,131.00	2,268.72	20,796.00	47%
8170 VEHICLE MAINT & REPAIRS	5,044.02	10,000.00	54,363.97	70,000.00	15,636.03	120,000.00	45%
Total 2. MATERIALS & SERVICES	<u>56,581.90</u>	<u>79,549.00</u>	<u>430,678.93</u>	<u>542,813.00</u>	<u>112,134.07</u>	<u>917,633.00</u>	<u>47%</u>
	<u>192,502.90</u>	<u>212,201.00</u>	<u>1,323,693.41</u>	<u>1,537,742.00</u>	<u>214,048.59</u>	<u>2,642,168.00</u>	<u>50%</u>
Net Ordinary Income	-113,299.66	-133,619.00	262,538.19	-58,786.00	(321,324.19)	-364,048.00	-72%
Other Income/Expense							
Other Expense							

Sunset Empire Transportation District
Profit & Loss Budget Performance-SETD
January 2018

	<u>Month Actual</u>	<u>Month Budget</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>YTD Budget to YTD Actual</u>	<u>Annual Budget</u>	<u>YTD Act to Budget</u>
9610 CLATSOP BANK-PRINCIPAL	11,721.20	5,877.23	40,531.67	40,595.18	63.51	70,517.00	57%
9611 CLATSOP BANK-LOAN INT	1,425.80	696.27	5,482.83	5,419.12	(63.71)	8,365.00	66%
Total 3. OTHER EXPENSES	13,147.00	6,573.50	46,014.50	46,014.30	(0.20)	78,882.00	58%
9600 DEBT SERVICE & INTERES-FEE	0.00		182.40				
9625 SDAO FLEXLEASE-PRINCIPAL	0.00	41,800.00	41,800.00	41,800.00	0.00	41,800.00	100%
9626 SDAO FLEXLEASE-INTEREST	0.00	0.00	3,391.50	3,690.00	298.50	7,041.00	48%
9700 CAPITAL EXPENSE	0.00	0.00	0.00	0.00	0.00	28,000.00	0%
9800 CONTINGENCY	0.00	0.00	0.00	0.00	0.00	200,000.00	0%
9850 TRANSFER OUT	0.00	0.00	0.00	0.00	0.00	104,208.00	0%
	<u>13,147.00</u>	<u>48,373.50</u>	<u>91,388.40</u>	<u>91,504.30</u>	<u>298.30</u>	<u>459,931.00</u>	<u>20%</u>
Net Other Income	<u>-13,147.00</u>	<u>-48,373.50</u>	<u>-91,388.40</u>	<u>-91,504.30</u>	<u>(298.30)</u>	<u>-459,931.00</u>	<u>20%</u>
	<u>-126,446.66</u>	<u>-181,992.50</u>	<u>171,149.79</u>	<u>-150,290.30</u>	<u>-321,622.49</u>	<u>-823,979.00</u>	<u>-21%</u>

Sunset Empire Transportation District
Profit & Loss Budget Performance-RiDECARE
January 2018

	Month Actual	Month Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Act to Budget
Ordinary Income/Expense					Better		
Income					(Worse)		
4300 INTEREST	501.23	450.00	5,615.24	3,150.00	2,465.24	5,400.00	104%
4310 MISC INCOME	0.00		481.00		481.00		
4500 RC PROVIDER SERVICE REIM	414,555.46	248,400.00	1,971,941.70	1,738,800.00	233,141.70	3,230,727.00	61%
	<u>415,056.69</u>	<u>248,850.00</u>	<u>1,978,037.94</u>	<u>1,741,950.00</u>	<u>236,087.94</u>	<u>3,236,127.00</u>	<u>61%</u>
Gross Profit	415,056.69	248,850.00	1,978,037.94	1,741,950.00	236,087.94	3,236,127.00	61%
Expense							
1. PERSONNEL SERVICES							
6005 SALARIES & WAGES	26,981.74	26,667.00	182,647.14	200,009.00	17,361.86	346,677.00	53%
6200 PAYROLL EXPENSES	2,222.80	3,366.00	16,306.96	25,245.00	8,938.04	43,758.00	37%
6300 EMPLOYEE BENEFITS	770.64	8,847.00	41,479.18	66,362.00	24,882.82	115,021.00	36%
Total 1. PERSONNEL SERVICES	<u>29,975.18</u>	<u>38,880.00</u>	<u>240,433.28</u>	<u>291,616.00</u>	<u>51,182.72</u>	<u>505,456.00</u>	<u>48%</u>
2. MATERIALS & SERVICES							
7000 RC PROVIDER PAYMENTS	363,645.04	211,451.00	1,914,355.59	1,480,155.00	(434,200.59)	2,537,410.00	75%
7030 BUS PASSES	830.00	1,500.00	22,095.00	10,500.00	(11,595.00)	18,000.00	123%
7050 DMAP/CCO Annual Adjustment	0.00		0.00	0.00	0.00	0.00	
8005 AUDIT	0.00	0.00	2,047.00	7,100.00	5,053.00	9,048.00	23%
8006 ADS (HR JOB POSTING)	0.00	20.00	0.00	100.00	100.00	200.00	0%
8010 BANK FEES	0.05	15.00	34.30	101.00	66.70	171.00	20%
8020 BLDING & GROUNDS MAINT	79.84	802.00	2,571.15	5,618.00	3,046.85	9,628.00	27%
8025 BUS PASSES	0.00	0.00	0.00	0.00	0.00	0.00	
8030 COMP-INFO-TECH SERVICES					0.00		
8031 WEBSITE/ON-LINE SW SUB	0.00		1,302.02		(1,302.02)		
8032 SUPPORT SERVICES/CONTRACTS	67.18		1,757.72	0.00	(1,757.72)	0.00	
8030 COMP-INFO-TECH SERVICES - Other	0.00	1,453.00	0.00	45,173.00	45,173.00	52,438.00	0%
Total 8030 COMP-INFO-TECH SERVICES	<u>67.18</u>	<u>1,453.00</u>	<u>3,059.74</u>	<u>45,173.00</u>	<u>42,113.26</u>	<u>52,438.00</u>	<u>6%</u>
8035 CONF TRAINING & TRAVEL	0.00	696.00	965.77	3,646.00	2,680.23	8,046.00	12%
8045 DRUG/ALCOHOL/BG CHECKS	0.00	143.00	1,192.00	1,007.00	-185.00	1,725.00	69%
8050 DUES SUBSCRIPTIONS & FEES	0.00	325.00	41.80	2,325.00	2,283.20	3,698.00	1%

Sunset Empire Transportation District
Profit & Loss Budget Performance-RiDECARE
January 2018

	Month Actual	Month Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Act to Budget
8055 DURABLE EQUIP/SMALL TOOLS	229.44	1,016.00	229.44	7,118.00	6,888.56	12,200.00	2%
8065 EDUCATION/OUTREACH	0.00	166.00	0.00	1,166.00	1,166.00	2,000.00	0%
8070 EMPLOYEE RECOGNITION	0.00	343.00	771.65	2,404.00	1,632.35	4,120.00	19%
8072 Election Fees	0.00		0.00	0.00	0.00	0.00	
8080 INSURANCE	0.00	0.00	766.43	3,406.00	2,639.57	6,814.00	11%
8090 LEGAL ADS	0.00		0.00	0.00	0.00	0.00	
8095 LEGAL COUNSEL	0.00	42.00	0.00	292.00	292.00	500.00	0%
8100 MEETING EXPENSE	0.00	53.00	71.91	374.00	302.09	640.00	11%
8120 OFFICE SUPPLIES	0.00	443.00	1,694.78	3,092.00	1,397.22	5,298.00	32%
8130 PAYROLL PROCESSING FEES	35.70	34.00	254.52	256.00	1.48	444.00	57%
8135 PRINTING	0.00	134.00	30.24	935.00	904.76	1,600.00	2%
8139 PROFESSIONAL SERVICES	313.00	250.00	1,908.00	1,750.00	-158.00	3,000.00	64%
8155 TELEPHONE/INTERNET SERVICE	214.98	3,218.00	10,780.74	22,528.00	11,747.26	38,618.00	28%
8160 UNIFORMS	0.00	84.00	0.00	585.00	585.00	1,000.00	0%
8165 UTILITIES	63.08	789.00	3,881.36	5,530.00	1,648.64	9,475.00	41%
Total 2. MATERIALS & SERVICES	365,478.31	222,977.00	1,966,751.42	1,605,161.00	(361,590.42)	2,726,073.00	72%
	395,453.49	261,857.00	2,207,184.70	1,896,777.00	(310,407.70)	3,231,529.00	68%
Net Ordinary Income	19,603.20	-13,007.00	-229,146.76	-154,827.00	74,319.76	4,598.00	-4984%
Other Income/Expense					0.00		
Other Expense					0.00		
9600 DEBT SERVICE & INTERES-FEE	0.00		57.60		(57.60)		
9625 SDAO FLEXLEASE-PRINCIPAL	0.00	13,200.00	13,200.00	13,200.00	0.00	13,200.00	100%
9626 SDAO FLEXLEASE-INTEREST	0.00	1,112.00	1,071.00	2,224.00	1,153.00	3,336.00	32%
9655 DMAP REPAYMENT AGREEMENT	165,429.00	198,033.00	238,115.50	270,719.00	32,603.50	343,405.00	69%
9800 CONTINGENCY	0.00	0.00	0.00	0.00	0.00	125,546.00	0%
Total Other Expense	165,429.00	212,345.00	252,444.10	286,143.00	33,698.90	485,487.00	52%
Net Other Income	-165,429.00	-212,345.00	-252,444.10	-286,143.00	(33,698.90)	-485,487.00	52%
	-145,825.80	-225,352.00	-481,590.86	-440,970.00	40,620.86	-480,889.00	100%

Sunset Empire Transportation District
Balance Sheet
As of January 31, 2018

ASSETS

Current Assets	
Checking/Savings	1,506,806.59
Accounts Receivable	154,223.57
Other Current Assets	
1400 PREPAID EXPENSES	
1401 PREPAID INS/BENEFITS	47,773.37
1400 PREPAID EXPENSES - Other	483.44
Total 1400 PREPAID EXPENSES	<u>48,256.81</u>
1500 UNDEPOSITED FUNDS	<u>1,126.30</u>
Total Other Current Assets	<u>49,383.11</u>
Total Current Assets	<u>1,710,413.27</u>
TOTAL ASSETS	<u><u>1,710,413.27</u></u>

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	126,843.81
Other Current Liabilities	56,156.74

Total Current Liabilities	<u>183,000.55</u>
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Long Term Liabilities

2800 INTERCOMPANY DUE TO/FROM

2810 DUE TO	-220,178.82
2815 DUE TO	220,178.82

Total 2800 INTERCOMPAN	<u>0.00</u>
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Total Long Term Liabilities	<u>0.00</u>
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Total Liabilities	<u>183,000.55</u>
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Equity

3200 GF PRIOR PERIOD ADJUST	-8,891.00
3700 FUND BALANCE NWRC-RESTRICT	1,311,965.11
3800 FUND BALANCE GENERAL FUND	789,741.87
3900 RETAINED EARNINGS	-255,231.60
Net Income	<u>-310,171.66</u>

Total Equity	<u>1,527,412.72</u>
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TOTAL LIABILITIES & EQUITY	<u><u>1,710,413.27</u></u>
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Sunset Empire Transportation District
A/R Aging Summary
As of January 31, 2018

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
CLATSOP BEHAVIORAL HEALTHCARE	330.00	0.00	0.00	0.00	0.00	330.00
DHS - CHILD WELFARE-CLATSOP	792.00	801.00	0.00	0.00	0.00	1,593.00
ISN	660.00	0.00	0.00	0.00	0.00	660.00
MTR WESTERN	0.00	0.00	116.63	0.00	0.00	116.63
ODOT	0.00	0.00	0.00	0.00	0.00	0.00
OR DHS-VOCATIONAL REHAB SERVICES	0.00	30.00	0.00	0.00	0.00	30.00
RC-COLUMBIA PACIFIC	0.00	0.00	0.00	0.00	0.00	0.00
RIDECARE ADMIN	14,251.71	0.00	0.00	0.00	0.00	14,251.71
TOTAL	<u><u>16,033.71</u></u>	<u><u>831.00</u></u>	<u><u>116.63</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>16,981.34</u></u>

Sunset Empire Transportation District A/P Aging Summary As of January 31, 2018

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
ALSCO	38.77	0.00	0.00	0.00	0.00	38.77
BORLAND COASTAL ELECTRIC IN	149.52	0.00	0.00	0.00	0.00	149.52
COASTAL LOCK -N- KEY, LLC	195.00	0.00	0.00	0.00	0.00	195.00
CRS	372.67	10.11	0.00	0.00	0.00	382.78
ENGLUND MARINE SUPPLY CO, INC	0.00	2.14	0.00	0.00	-67.40	-65.26
EVERBANK	188.00	0.00	0.00	0.00	0.00	188.00
GNSA	279.90	0.00	0.00	0.00	0.00	279.90
JACKSON & SON OIL, INC.	2,955.28	0.00	0.00	0.00	0.00	2,955.28
MINDSHIFT TECHNOLOGIES	3,954.00	0.00	0.00	0.00	0.00	3,954.00
MTR WESTERN BUS	507.20	0.00	0.00	0.00	0.00	507.20
NW NATURAL	262.84	0.00	0.00	0.00	0.00	262.84
O'REILLY AUTO PARTS	32.47	0.00	-2.70	0.00	0.00	29.77
RC-AAA RIDE ASSIST LLC	2,322.54	0.00	0.00	0.00	0.00	2,322.54
RC-CHANDLER, RANDY	40.00	0.00	0.00	0.00	0.00	40.00
RC-COLUMBIA COUNTY RIDER	991.25	110.00	0.00	0.00	0.00	1,101.25
RC-COMMUNITY AMBULANCE	387.75	0.00	0.00	0.00	0.00	387.75
RC-ELLIOTT'S TRANSPORT	5,411.00	0.00	0.00	0.00	0.00	5,411.00
RC-HOT SHOT TRANSPORTATION	3,260.34	0.00	0.00	0.00	0.00	3,260.34
RC-K & M MEDIVAN	10,874.83	0.00	0.00	0.00	0.00	10,874.83
RC-LEE, RYAN	4,920.00	0.00	0.00	0.00	0.00	4,920.00
RC-MEDIX AMBULANCE	5,544.60	0.00	0.00	0.00	0.00	5,544.60
RC-MTN RETREAT SECURE TRANSPORT	644.00	0.00	0.00	0.00	0.00	644.00
RC-SETD-PARA	1,734.00	0.00	0.00	0.00	0.00	1,734.00
RC-SKINNYS TEXACO	3,115.53	0.00	0.00	0.00	0.00	3,115.53
RC-TILLAMOOK COUNTY TRANS	33,074.00	0.00	0.00	0.00	0.00	33,074.00
RC-WAPATO SHORES, INC	23,346.85	0.00	0.00	0.00	0.00	23,346.85
SDIS	3,183.80	0.00	0.00	0.00	0.00	3,183.80
SETD-Ride Care	0.00	0.00	987.50	0.00	0.00	987.50
V-CARTER, JOHN	51.30	0.00	0.00	0.00	0.00	51.30
VERIZON WIRELESS	797.72	0.00	0.00	0.00	0.00	797.72
WESTERN BUS SALES, INC.	1,282.28	0.00	0.00	0.00	0.00	1,282.28
	<u>109,917.44</u>	<u>122.25</u>	<u>984.80</u>	<u>0.00</u>	<u>-67.40</u>	<u>110,957.09</u>

Sunset Empire Transportation District Check Detail January 2018

Num	Date	Name	Paid Amount
ACH	01/31/2018	CLATSOP COMMUNITY BANK	6,573.50
ACH	01/02/2018	CLATSOP COMMUNITY BANK	6,573.50
4944	01/04/2018	RC-K & M MEDIVAN	7,164.89
4945	01/04/2018	RC-LEE, RYAN	13,330.26
4948	01/04/2018	RC-OR DHS	165,429.00
4951	01/04/2018	RC-TILLAMOOK COUNTY TRANSPORTATION	7,890.00
4952	01/04/2018	RC-WAPATO SHORES, INC	12,286.29
4957	01/08/2018	RC-K & M MEDIVAN	5,036.16
4963	01/08/2018	RC-TILLAMOOK COUNTY TRANSPORTATION	12,546.00
4964	01/08/2018	RC-WAPATO SHORES, INC	11,030.48
4973	01/14/2018	RC-K & M MEDIVAN	5,927.50
4974	01/14/2018	RC-LEE, RYAN	5,424.26
4980	01/14/2018	RC-TILLAMOOK COUNTY TRANSPORTATION	11,542.00
4982	01/14/2018	RC-WILCOX & FLEGEL	6,407.59
4988	01/23/2018	RC-ELLIOTT'S TRANSPORT	5,014.80
4989	01/23/2018	RC-K & M MEDIVAN	9,106.69
4990	01/23/2018	RC-LEE, RYAN	5,701.00
4991	01/23/2018	RC-MEDIX AMBULANCE	9,203.80
4996	01/23/2018	RC-TILLAMOOK COUNTY TRANSPORTATION	22,581.00
5002	01/31/2018	RC-ELLIOTT'S TRANSPORT	5,533.40
5003	01/31/2018	RC-HOT SHOT TRANSPORTATION	6,652.45
5004	01/31/2018	RC-K & M MEDIVAN	10,354.48
5005	01/31/2018	RC-LEE, RYAN	7,808.27
5006	01/31/2018	RC-MEDIX AMBULANCE	5,701.40
5010	01/31/2018	RC-TILLAMOOK COUNTY TRANSPORTATION	12,698.00
5012	01/31/2018	RC-WAPATO SHORES, INC	49,306.73
17606	01/04/2018	SDIS	8,178.95
17616	01/08/2018	PLANGINEERING, LLC	6,250.00
17620	01/08/2018	SDIS	15,790.50
17650	01/14/2018	WILCOX & FLEGEL	10,054.85
17670	01/31/2018	SDIS	38,313.48
Total			505,411.23

Bill

Sunset Empire Transportation District
 900 Marine Drive
 Astoria, OR 97103

Date	Ref. No.
01/17/2018	0342 12/9 to 1/8

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

PAID

Bill Due	02/16/2018
Terms	
Memo	DEC 9 TO JAN 8

Expenses

Account	Memo	Amount	Customer:Job	Class
8038 TRAVEL	0326 - HAZEN PIETROS PIZZA - FOOD FOR JEFF FOR STIF / SRTS MEETING	9.50		ADMINISTRATION
8038 TRAVEL	APPLEBEES - FOOD FOR JEFF FOR STIF / SRTS MEETING	20.88		ADMINISTRATION
8038 TRAVEL	RED LION - LODGING FOR JEFF FOR STIF / SRTS MEETING	115.51		ADMINISTRATION
8031 WEBSITE/ON-LINE SW SUB	APPLE - iCloud STORAGE PLAN	0.99		ADMINISTRATION
8120 OFFICE SUPPLIES	0284 - JONES FRED MEYER - OFFICE SUPPLIES	33.60	RIDECARE ADMIN	ADMINISTRATION ADMINISTRATION
8021 B&M GENERAL	HOME DEPOT - ITEMS FOR OFFICE REPAIR	14.97	RIDECARE ADMIN	ADMINISTRATION
8100 MEETING EXPENSE	HOME DEPOT - ITEMS FOR OFFICE REPAIR	10.97	RIDECARE ADMIN	RIDECARE
8032 SUPPORT SERVICES/CONTRACT	0334 - LAYTON ADOBE - SOFTWARE SUBSCRIPTION FOR JOHN AND MARY	34.98		ADMINISTRATION ADMINISTRATION
8032 SUPPORT SERVICES/CONTRACT	ORECX - YEARLY SUBSCRIPTION FOR CALL RECORDING FOR RIDECARE	80.00	RIDECARE ADMIN	ADMINISTRATION
8120 OFFICE SUPPLIES	SAMSUNG - CHARGER FOR CELL PHONE	12.55		ADMINISTRATION
8173 STOCK PARTS	0946 - LEWICKI SKIPANON MARINE - SEALANT - BUS 94	54.75		OPER 5311

Bill

Sunset Empire Transportation District
 900 Marine Drive
 Astoria, OR 97103

Date	Ref. No.
01/17/2018	0342 12/9 to 1/8

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

PAID

Bill Due	02/16/2018
Terms	
Memo	DEC 9 TO JAN 8

Expenses

Account	Memo	Amount	Customer:Job	Class
8070 EMPLOYEE RECOGNITION	FRED MEYER - GIFT CARD FOR EMPLOYEE OF QUARTER	30.00		ADMINISTRATION
8120 OFFICE SUPPLIES	STAPLES - USB DRIVES FOR BUS VIDEO SYSTEM	36.98		OPER 5311
8173 STOCK PARTS	AMAZON - TOWING MIRROR	119.00		OPER 5311
8070 EMPLOYEE RECOGNITION	FRED MEYER - ADOPT A FAMILY	18.43		SETD
8036 CONFERENCE/TRAINING FEES	LCHRNA - HR CLASS REGISTRATION FOR TAMI	20.00		ADMINISTRATION
8173 STOCK PARTS	WHEELS EXPRESS - RIMS FOR STUDDED TIRES	280.00		OPER 5311
8021 B&M GENERAL	GOKEYLESS - WARRENTON SECURITY LOCK	360.10		OPER 5311
8021 B&M GENERAL	AMAZON - BATTERY CHARGER	54.94		OPER 5311
8038 TRAVEL	RAM RESTAURANT - FOOD FOR PAUL, SCOTT AND STEVE W TO PICKUP BUS	32.23		OPER 5311
8100 MEETING EXPENSE	0020 - PARKER RITE AID - ITEMS FOR HOLIDAY WINDOW DISPLAY	52.93		ADMINISTRATION
8100 MEETING EXPENSE	SAFEWAY - TREATS FOR BOARD MEETING	21.75		ADMINISTRATION
8070 EMPLOYEE RECOGNITION	HOME BAKING CO - TREATS FOR BOARD MEETING	15.10		SETD
8065 EDUCATION/OUTREACH	HOME BAKING CO - TREATS FOR BOARD MEETING	11.35		ADMINISTRATION
8120 OFFICE SUPPLIES	STAPLES - OFFICE SUPPLIES	28.30		ADMINISTRATION
	0961 - WEINTRAUB			

Expense Total : 1,469.81

Bill Total : \$1,469.81

ORDINANCE NO. 2018-ORDINANCE NO. 2005-01: ADOPTION OF THE SUNSET EMPIRE TRANSPORTATION DISTRICT'S LOCAL GOVERNMENT PUBLIC CONTRACTING REGULATIONS AND REPEALING ORDINANCE NO. 2005-01.

LOCAL GOVERNMENT PUBLIC CONTRACTING REGULATIONS

1.960 Public Contracts – Sunset Empire Transportation District Policy.

- A. **Short Title.** The provisions of this Ordinance and all rules adopted under this Ordinance may be cited as the Sunset Empire Transportation District's (SETD) Public Contracting Regulations.
- B. **Purpose of Public Contracting Regulations.** It is the policy of the SETD in adopting the Public Contracting Regulations to utilize public contracting practices and methods that maximize the efficient use of public resources and the purchasing power of public funds by:
 - (1) Promoting impartial and open competition;
 - (2) Using solicitation materials that are complete and contain a clear statement of contract specifications and requirements; and
 - (3) ~~(3)~~ Taking full advantage of evolving procurement methods that suit the contracting needs of the SETD as they emerge within various industries.
 - i. SETD shall utilize the National Rural Transit Assistance Program's ProcurementPro application in order to document compliance with procurement rules including: documenting fair and open competition, independent cost estimate, and cost price analysis, and justification of sole source procurements.
- C. **Interpretation of Public Contracting Rules.** In furtherance of the purpose of the objectives set forth in subsection B, it is the SETD's intent that the SETD Public Contracting Regulations be interpreted to authorize the full use of all contracting powers and authorities described in ORS Chapters 279A, 279B and 279C.

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1.961 Application of Public Contracting Regulations. In accordance with ORS 279A.025, the SETD's public contracting regulations and the Oregon Public Contracting Code do not apply to the following classes of contracts.

- A. **Between Governments.** Contracts between the SETD and a public body or agency of the State of Oregon or its political subdivisions, or between the SETD and an agency of the federal government.

- B. **Grants.** A grant contract is an agreement under which the SETD is either a grantee or a grantor of moneys, property or other assistance, including loans, loan guarantees, credit enhancements, gifts, bequests, commodities or other assets, for the purpose of supporting or stimulating a program or activity of the grantee and in which no substantial involvement by the grantor is anticipated in the program or activity other than involvement associated with monitoring compliance with the grant conditions. The making or receiving of a grant is not a public contract subject to the Oregon Public Contracting Code; however, any grant made by SETD for the purpose of constructing a public improvement or public works project shall impose conditions on the grantee that ensure that expenditures of the grant to design or construct the public improvement or public works project are made in accordance with the Oregon Public Contracting Code and these regulations.
- C. **Legal Witnesses and Consultants.** Contracts for professional or expert witnesses or consultants to provide services or testimony relating to existing or potential litigation or legal matters in which the SETD is or may become interested.
- D. **Real Property.** Acquisitions or disposals of real property or interests in real property.
- E. **Oregon Corrections Enterprises.** Procurements from an Oregon corrections enterprises program.
- F. **Finance.** Contracts, agreements or other documents entered into, issued or established in connection with:
- (1) The incurring of debt by the SETD, including any associated contracts, agreements or other documents, regardless of whether the obligations that the contracts, agreements or other documents establish are general, special or limited;
 - (2) The making of program loans and similar extensions or advances of funds, aid or assistance by the SETD to a public or private person for the purpose of carrying out, promoting or sustaining activities or programs authorized by law other than for the construction of public works or public improvements;
 - (3) The investment of funds by the SETD as authorized by law, or
 - (4) Banking, money management or other predominantly financial transactions of the SETD that, by their character, cannot practically be established under the competitive contractor selection procedures, based upon the findings of the Purchasing Manager.

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- H. **Employee Benefits.** Contracts for employee benefit plans as provided in ORS 243.105(1), 243.125 (4), 243.221, 243.275, 243.291, 243.303 and 243.565.
- I. **Exempt Under State Laws.** Any other public contracting specifically exempted from the Oregon Public Contracting Code by another provision of law.
- J. **Federal Law.** Except as otherwise expressly provided in ORS 279C.800 to 279C.870, applicable federal statutes and regulations govern when federal funds are involved and the federal statutes or regulations conflict with any provision of the Oregon Public Contracting Code or these ~~regulations, or~~ regulations or require additional conditions in public contracts not authorized by the Oregon Public Contracting Code or these regulations.

1.962 Public Contracts – Regulation by SETD. Except as expressly delegated under these regulations, the SETD Board of Commissioners reserves to itself the exercise of all of the duties and authority of a contract review board and a contracting agency under state law, ~~including, but~~ including, but not limited to, the power and authority to:

- A. **Solicitation Methods Applicable to Contracts.** Approve the use of contracting methods and exemptions from contracting methods for a specific contract or certain classes of contracts;
- B. **Brand Name Specifications.** Exempt the use of brand name specifications for public improvement contracts;
- C. **Waiver of Performance and Payment Bonds.** Approve the partial or complete waiver of the requirement for the delivery of a performance or payment bond for construction of a public improvement, other than in cases of emergencies;
- D. **Electronic Advertisement of Public Improvement Contracts.** Authorize the use of electronic advertisements for public improvement contracts in lieu of publication in a newspaper of general circulation;
- E. **Appeals of Debarment and Prequalification Decisions.** Hear properly filed appeals of the Purchasing Manager's determination of debarment, or concerning prequalification;
- F. **Rulemaking.** Adopt contracting rules under ORS 279A.065 and ORS 279A.070 including, without limitation, rules for the procurement,

management, disposal and control of goods, services, personal services and public improvements; and

- G. **Award.** Award all contracts that exceed the authority of the Purchasing Manager.

1.963 Public Contracts – Model Rules. The Model Rules adopted by the Attorney General under ORS 279A.065 (Model Rules) are hereby adopted as the public contracting rules for the SETD, to the extent that the Model Rules do not conflict with the provisions of this Ordinance including any amendments to this Ordinance.

1.964 Public Contracts - Authority of Purchasing Manager.

- A. **General Authority.** The Executive Director shall be the purchasing manager for the SETD and is hereby authorized to issue all solicitations and to award all SETD contracts for which the contract price does not exceed \$10,000. Subject to the provisions of this Ordinance, the purchasing manager may adopt and amend all solicitation materials, contracts and forms required or permitted to be adopted by contracting agencies under the Oregon Public Contracting Code or otherwise convenient for the SETD's contracting needs. The purchasing manager shall hear all solicitation and award protests.

- B. **Solicitation Preferences.** When possible, the purchasing manager shall use solicitation documents and evaluation criteria that:

~~(1) Give preference to goods and services that have been manufactured or produced in the State of Oregon if price, fitness, availability and quality are otherwise equal; and~~

(12) Give preference to goods that are certified to be made from recycled products when such goods are available, can be substituted for non-recycled products without a loss in quality, and the cost of goods made from recycled products is not significantly more than the cost of goods made from non-recycled products.

- C. **Delegation of Purchasing Manager's Authority.** Any of the responsibilities or authorities of the purchasing manager under this Ordinance may be delegated and sub-delegated by written directive.

- D. **Mandatory Review of Rules.** Whenever the Oregon State Legislative Assembly enacts laws that cause the attorney general to modify its Model Rules, the Purchasing Manager shall review the Public Contracting Regulations, other than the Model Rules, and recommend to the SETD

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Board any modifications required to ensure compliance with statutory changes.

1.965 Public Contracts – Definitions. The following terms used in these regulations shall have the meanings set forth below.

Award means the selection of a person to provide goods, services or public improvements under a public contract. The award of a contract is not binding on the SETD until the contract is executed and delivered by SETD.

Bid means a binding, sealed, written offer to provide goods, services or public improvements for a specified price or prices.

Concession agreement means a contract that authorizes and requires a private entity or individual to promote or sell, for its own business purposes, specified types of goods or services from real property owned or managed by the SETD, and under which the concessionaire makes payments to the SETD based, at least in part, on the concessionaire's revenues or sales. The term "concession agreement" does not include a mere rental agreement, license or lease for the use of premises.

Contract price means the total amount paid or to be paid under a contract, including any approved alternates, and any fully executed change orders or amendments.

Contract review board or local contract review board means the SETD Board of Commissioners.

Cooperative procurement means a procurement conducted by or on behalf of one or more contracting agencies.

Debarment means a declaration by the Purchasing Manager under ORS 279B.130 or ORS 279C.440 that prohibits a potential contractor from competing for the SETD's public contracts for a prescribed period of time.

Disposal means any arrangement for the transfer of property and interest therein by the SETD under which the SETD relinquishes ownership or an interest therein.

Emergency means circumstances that create a substantial risk of loss, damage or interruption of services or a substantial threat to property, public health, welfare or safety; and require prompt execution of a contract to remedy the condition.

Energy savings performance contract means a contract with a qualified energy service company for the identification, evaluation, recommendation,

design and construction of energy conservation measures that guarantee energy savings or performance.

Findings are the statements of fact that provide justification for a determination. Findings may include, but are not limited to, information regarding operation, budget and financial data; public benefits; cost savings; competition in public contracts; quality and aesthetic considerations, value engineering; specialized expertise needed; public safety; market conditions; technical complexity; availability, performance and funding sources.

Goods means any item or combination of supplies, equipment, materials or other personal property, including any tangible, intangible and intellectual property and rights and licenses in relation thereto.

Informal solicitation means a solicitation made in accordance with the SETD's Public Contracting Regulations to a limited number of potential contractors, in which the Solicitation Agent attempts to obtain at least three written quotes or proposals.

Invitation to bid means a publicly advertised request for competitive sealed bids.

Model Rules means the public contracting rules adopted by the Attorney General under ORS 279A.065.

Offeror means a person who submits a bid, quote or proposal to enter into a public contract with the SETD.

Oregon Public Contracting Code means ORS chapters 279A, 279B and 279C.

Person means a natural person or any other private or governmental entity, having the legal capacity to enter into a binding contract.

Proposal means a binding offer to provide goods, services or public improvements with the understanding that acceptance will depend on the evaluation of factors other than, or in addition to, price. A Proposal may be made in response to a request for proposals or under an informal solicitation.

Personal services contract means a contract with an independent contractor predominantly for services that require special training or certification, skill, technical, creative, professional or communication skills or talents, unique and specialized knowledge, or the exercise of judgment skills, and for which the quality of the service depends on attributes that are unique to the service provider. Such services include, but are not limited to, the services of appraisers, architects, artists, attorneys, auditors, computer programmers,

consultants, designers, engineers, geologists, health care professionals, hydrologists, landscape architects, land surveyors, land use consultants, performers, property managers, realtors, urban renewal consultants, and other licensed professionals. The SETD Board of Commissioners shall have discretion to determine whether additional types of services not specifically mentioned in this paragraph fit within the definition of personal services.

Public contract means a sale or other disposal, or a purchase, lease, rental or other acquisition, by the SETD of personal property, services, including personal services, public improvements, public works, minor alterations, or ordinary repair or maintenance necessary to preserve a public improvement.

Public improvement means a project for construction, reconstruction or major renovation on real property by or for the SETD. "Public improvement" does not include:

- (1) Projects for which no funds of the SETD are directly or indirectly used, except for participation that is incidental or related primarily to project design or inspection; or
- (2) Emergency work, minor alteration, ordinary repair or maintenance necessary to preserve a public improvement.

Purchasing Manager means the Executive Director, or designee appointed by the Executive Director, to exercise the authority of the purchasing manager under these public contracting regulations.

Qualified pool means a pool of vendors who are pre-qualified to compete for the award of contracts for certain types of contracts or to provide certain types of services.

Quote means a price offer made in response to an informal or qualified pool solicitation to provide goods, services or public improvements.

Request for proposals means a publicly advertised request for sealed competitive proposals.

Services means and includes all types of services (including construction labor) other than personal services.

Solicitation means an invitation to one or more potential contractors to submit a bid, proposal, quote, statement of qualifications or letter of interest to the SETD with respect to a proposed project, procurement or other contracting opportunity. The word "solicitation" also refers to the process by which the SETD requests, receives and evaluates potential contractors and awards public contracts.

Solicitation Agent means with respect to a particular solicitation, the Executive Director, or person designated by the Executive Director, to conduct the solicitation and make an award.

Solicitation documents means all informational materials issued by the SETD for a solicitation, including, but not limited to advertisements, instructions, submission requirements and schedules, award criteria, contract terms and specifications, and all laws, regulations and documents incorporated by reference.

Standards of responsibility means the qualifications of eligibility for award of a public contract. An offeror meets the standards of responsibility if the offeror has:

- (1) Available the appropriate financial, material, equipment, facility and personnel resources and expertise, or ability to obtain the resources and expertise, necessary to indicate the capability of the offeror to meet all contractual responsibilities;
- (2) A satisfactory record of performance. The Solicitation Agent shall document the record of performance of an offeror if the Solicitation Agent finds the offeror to be not responsible under this paragraph;
- (3) A satisfactory record of integrity. The Solicitation Agent shall document the record of integrity of an offeror if the Solicitation Agent finds the offeror to be not responsible under this paragraph;
- (4) Qualified legally to contract with the SETD;
- (5) Supplied all necessary information in connection with the inquiry concerning responsibility. If an offeror fails to promptly supply information requested by the Solicitation Agent concerning responsibility, the Solicitation Agent shall base the determination of responsibility upon any available information or may find the offeror non-responsible; and
- (6) Not been debarred by the SETD, and, in the case of public improvement contracts, has not been listed by the Construction Contractors Board as a contractor who is not qualified to hold a public improvement contract.

Surplus property means personal property owned by the SETD which is no longer needed for use by the department to which such property has been assigned.

1.966 Public Contracts - Process for Approval of Special Solicitation Methods and Exemptions.

- A. **Authority of SETD.** In its capacity as contract review board for the SETD, the SETD, upon its own initiative, or upon request of the purchasing manager, may create special selection, evaluation and award procedures for, or may exempt from competition, the award of a specific contract or class of contracts as provided in this Section 1.966.
- B. **Basis for Approval.** The approval of a special solicitation method or exemption from competition must be based upon a record before the SETD that contains the following:
- (1) The nature of the contract or class of contracts for which the special solicitation or exemption is requested;
 - (2) The estimated contract price or cost of the project, if relevant;
 - (3) Findings to support the substantial cost savings, enhancement in quality or performance or other public benefit anticipated by the proposed selection method or exemption from competitive solicitation;
 - (4) Findings to support the reason that approval of the request would be unlikely to encourage favoritism or diminish competition for the public contract or class of public contracts, or would otherwise substantially promote the public interest in a manner that could not practicably be realized by complying with the solicitation requirements that would otherwise be applicable under these regulations;
 - (5) A description of the proposed alternative contracting methods to be employed; and
 - (6) The estimated date by which it would be necessary to let the contract(s).

In making a determination regarding a special selection method, the SETD Board of Commissioners may consider the type, cost, amount of the contract or class of contracts, number of persons available to make offers, and such other factors as it may deem appropriate.

D. **Hearing.**

- (1) The SETD shall approve the special solicitation or exemption after a public hearing before the SETD Board of Commissioners following notice by publication in at least one newspaper of general circulation in the SETD area.

- (2) At the public hearing, the SETD shall offer an opportunity for any interested party to appear and present comment.
- (3) The SETD Board of Commissioners will consider the findings and may approve the exemption as proposed or as modified by the SETD Board of Commissioners after providing an opportunity for public comment.

E. Special Requirements for Public Improvement Contracts.

- (1) Notification of the public hearing for exemption of a public improvement contract, or class of public improvement contracts, shall be published in a trade newspaper of general statewide circulation at least 14 days prior to the hearing.
- (2) The notice shall state that the public hearing is for the purpose of taking comments on the SETD's draft findings for an exemption from the standard solicitation method. At the time of the notice, copies of the draft findings shall be made available to the public.

E. **Commencement of Solicitation Prior to Approval.** A solicitation may be issued prior to the approval of a special exemption under this Section 1.966, provided that the closing of the solicitation may not be earlier than five days after the date of the hearing at which the SETD Board of Commissioners approves the exemption. If the SETD Board of Commissioners fails to approve a requested ~~exemption, or exemption or~~ requires the use of a solicitation procedure other than the procedures described in the issued solicitation documents, the issued solicitation may either be modified by addendum, or cancelled.

1.967 Public Contracts - Solicitation Methods for Classes of Contracts. The following classes of public contracts and the method(s) that are approved for the award of each of the classes are hereby established by the SETD Board of Commissioners.

A. **Purchases from Nonprofit Agencies for Disabled Individuals.** The SETD shall give a preference to goods, services and public improvements available from qualified nonprofit agencies for disabled individuals in accordance with the provisions of ORS 279.835 through 279.85~~50~~.

B. **Public Improvement Contracts.**

- (1) **Any Public Improvement.** Unless otherwise provided in these regulations or approved for a special exemption, public

improvement contracts in any amount may be issued only under an invitation to bid.

- (2) **Non-Transportation Public Improvements Up to \$100,000.** Public improvement contracts for which the estimated contract price does not exceed \$100,000 may be awarded using an informal solicitation for quotes.
- (3) **SETD-Funded Privately-Constructed Public Improvements.** The SETD may contribute funding to a privately-constructed public improvement project without subjecting the project to competitive solicitation requirements if all of the following conditions are met with respect to the entire public improvement project:
 - (a) The SETD's contribution to the project may not exceed 25% of the total cost of the project;
 - (b) The SETD must comply with all applicable laws, if any, concerning the reporting of the project to the Bureau of Labor and Industries as a public works project;
 - (c) The general contractor for the project must agree in writing to comply with all applicable laws, if any, concerning reporting and payment of prevailing wages for the project;
 - (d) The funds contributed to the project may not provide a pecuniary benefit to the owner of the development for which the project is being constructed, other than benefits that are shared by all members of the community;
 - (e) The performance of the general contractor and the payment of labor for the project must be secured by performance and payment bonds or other cash-equivalent security that is acceptable to the Purchasing Manager to protect the SETD against defective performance and claims for payment; and
 - (f) The contract for construction of the project must be amended, as necessary, to require the general contractor to maintain adequate workers compensation and liability insurance and to protect and provide indemnification to the SETD for all claims for payment, injury or property damage arising from or related to the construction of the project.

C. **Personal Services Contracts.** Except as otherwise provided in these regulations, personal services contracts may be awarded in the same

manner as contracts for services under ORS 279B.050, and 279B.060 to 279B.085.

- (1) **Any Personal Services Contract.** Personal services contracts in any amount may be awarded under a publicly advertised request for competitive sealed proposals.
- (2) **Personal Service Contracts Not Exceeding \$1500,000.** Contracts for personal services for which the estimated contract price does not exceed \$1500,000 may be awarded using an informal solicitation for proposals.
- (3) **\$75,000 Award from Qualified Pool.** Contracts for personal services for which the estimated contract price does not exceed \$75,000 may be awarded by direct appointment without competition from a Qualified Pool.
- (4) **Personal Service Contracts Not Exceeding \$20,000 Per Year.** Contracts for which the Solicitation Agent estimates that payments will not exceed \$20,000 in any fiscal year or \$1500,000 over the full term, including optional renewals, may be awarded under any method deemed in the SETD's best interest by the Solicitation Agent, including by direct appointment.
- (5) **Personal Service Contracts for Continuation of Work.** Contracts of not more than \$1500,000 for the continuation of work by a contractor who performed preliminary studies, analysis or planning for the work under a prior contract may be awarded without competition if the prior contract was awarded under a competitive process and the Solicitation Agent determines that use of the original contractor will significantly reduce the costs of, or risks associated with, the work.
- (6) **Criteria for Selection of Personal Service Contractors.** In the selection of a personal services contractor under this section, the following criteria shall be used in evaluation and selection:
 - (a) Specialized experience in the type of work to be performed.
 - (b) Capacity and capability to perform the work, including any specialized services within the time limitations for the work.
 - (c) Educational and professional record, including past record of performance on contracts with governmental agencies and private parties with respect to cost control, quality of work,

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ability to meet schedules, and contract administration, where applicable; and

- (d) Availability to perform the assignment and familiarity with the area in which the specific work is located, including knowledge of design or techniques peculiar to it, where application.
- (e) Any other factors relevant to the particular contract.

D. **Hybrid Contracts.** The following classes of contracts include elements of construction of public improvements as well as personal services and may be awarded under a request for proposals, unless exempt from competitive solicitation.

- (1) **Design/Build and CM/GC Contracts.** Contracts for the construction of public improvements using a design/build or construction manager/general contractor construction method shall be awarded under a request for proposals. The determination to construct a project using a design/build or construction manager/general contractor construction method must be approved by the SETD Board of Commissioners or designee, upon application of the Solicitation Agent, in which the Solicitation Agent submits facts that support a finding that the construction of the improvement under the proposed method is likely to result in cost savings, higher quality, reduced errors, or other benefits to the SETD.
- (2) **Energy Savings Performance Contracts.** Unless the contract qualifies for award under another classification in this Section 1.967, contractors for energy savings performance contracts shall be selected under a request for proposals in accordance with the SETD's Public Contracting Regulations.

E. **Contracts for Goods and Services.**

- (1) **Any Procurement.** The procurement of goods or services, or goods and services in any amount may be made under either an invitation to bid or a request for proposals.
- (2) **Procurements Up to \$1500,000.** The procurement of goods or services, or goods and services, for which the estimated contract price does not exceed \$1500,000 may be made under an informal solicitation for either quotes or proposals.

F. **Contracts Subject to Award at Solicitation Agent's Discretion.** The following classes of contracts may be awarded in any manner which the Solicitation Agent deems appropriate to the SETD's needs, including by direct appointment or purchase. Except where otherwise provided the Solicitation Agent shall make a record of the method of award.

- (1) **Advertising.** Contracts for the placing of notice or advertisements in any medium.
- (2) **Amendments.** Contract amendments shall not be considered to be separate contracts if made in accordance with the Public Contracting Regulations.
- (3) **Contracts Up to \$10,000,000.** Contracts of any type for which the contract price does not exceed \$10,000,000 without a record of the method of award.
- (4) **Equipment Repair.** Contracts for equipment repair or overhauling, provided the service or parts required are unknown and the cost cannot be determined without extensive preliminary dismantling or testing.
- (5) **Government Regulated Items.** Contracts for the purchase of items for which prices or selection of suppliers are regulated by a governmental authority.
- (6) **Insurance.** Insurance and service contracts as provided for under ORS 414.115, 414.125, 414.135 and 414.145.
- (7) **Non-Owned Property.** Contracts or arrangements for the sale or other disposal of abandoned property or other personal property not owned by the SETD.
- (8) **Sole Source Contracts.** Contracts for goods or services which are available from a single source may be awarded without competition. The Purchasing Manager is authorized to determine which goods or services are only available from a single source.
- (9) **Specialty Goods for Resale.** Contracts for the purchase of specialty goods by SETD for resale to consumers.
- (10) **Sponsor Agreements.** Sponsorship agreements, under which the SETD receives a gift or donation in exchange for recognition of the donor.

Commented [JH4]: \$3,000 and under is considered a micro purchase by the FTA. Small purchases are \$3,001-\$149,999.

- (11) **Structures.** Contracts for the disposal of structures located on SETD owned property.
- (12) **Renewals.** Contracts that are being renewed in accordance with their terms are not considered to be newly issued Contracts and are not subject to competitive procurement procedures.
- (13) **Temporary Extensions or Renewals.** Contracts for a single period of one year or less, for the temporary extension or renewal of an expiring and non-renewable, or recently expired, contract, other than a contract for public improvements.
- (14) **Temporary Use of SETD Owned Property.** The SETD may negotiate and enter into a license, permit or other contract for the temporary use of SETD owned property without using a competitive selection process if:
 - (a) The contract results from an unsolicited proposal to the SETD based on the unique attributes of the property or the unique needs of the proposer;
 - (b) The proposed use of the property is consistent with the SETD's use of the property and the public interest; and
 - (c) The SETD reserves the right to terminate the contract without penalty, in the event that the SETD determines that the contract is no longer consistent with the SETD's present or planned use of the property or the public interest.
- (15) **Used Property.** A Solicitation Agent, for procurements up to \$20,000, and the Purchasing Manager, for procurements in excess of \$20,000 may contract for the purchase of used property by negotiation if such property is suitable for the SETD's needs and can be purchased for a lower cost than substantially similarly new property. For this ~~purpose~~ purpose, the cost of used property shall be based upon the life-cycle cost of the property over the period for which the property will be used by the SETD. The Purchasing Manager shall record the findings that support the purchase.
- (16) **Utilities.** Contracts for the purchase of steam, power, heat, water, telecommunications services, and other utilities.

G. Contracts Required by Emergency Circumstances.

- (1) **In General.** When an official with authority to enter into a contract on behalf of SETD determines that immediate execution of a

contract within the official's authority is necessary to prevent substantial damage or injury to persons or property, the official may execute the contract without competitive selection and award or SETD approval, but, where time permits, the official shall attempt to use competitive price and quality evaluation before selecting an emergency contractor.

(2) **Reporting.** An official who enters into an emergency contract shall, as soon as possible, in light of the emergency circumstances, (1) document the nature of the emergency; the method used for selection of the particular contractor and the reason why the selection method was deemed in the best interest of the SETD and the public, and (2) notify the SETD Board of Commissioners of the facts and circumstances surrounding the emergency execution of the contract.

(3) **Emergency Public Improvement Contracts.** A public improvement contract may only be awarded under emergency circumstances if the SETD Board of Commissioners has made a written declaration of emergency. Any Public Improvement Contract award under emergency conditions must be awarded within 60 Days following the declaration of an emergency unless the SETD Board of Commissioners grants an extension of the emergency period. Where the time delay needed to obtain a payment or performance bond for the contract could result in injury or substantial property damage, the SETD Board of Commissioners may waive the requirement for all or a portion of required performance and payment bonds.

H. **Federal Purchasing Programs.** Goods and services may be purchased without competitive procedures under a local government purchasing program administered by the United States General Services Administration ("GSA") as provided in this subsection.

(1) The procurement must be made in accordance with procedures established by GSA for procurements by local governments, and under purchase orders or contracts submitted to and approved by the Purchasing Manager. The Solicitation Agent shall provide the Purchasing Manager with a copy of the letter, memorandum or other documentation from GSA establishing permission to the city to purchase under the federal program.

(2) The price of the goods or services must be established under price agreements between the federally approved vendor and GSA.

(3) The price of the goods or services must be less than the price at which such goods or services are available under state or local cooperative purchasing programs that are available to the SETD.

(4) If a single purchase of goods or services exceeds \$100,000, the Solicitation Agent must obtain informal written quotes or proposals from at least two additional vendors (if reasonably available) and find, in writing, that the goods or services offered by GSA represent the best value for the SETD. This paragraph does not apply to the purchase of equipment manufactured or sold solely for military or law enforcement purposes.

I. **Cooperative Procurement Contracts.** Cooperative procurements may be made without competitive solicitation as provided in the Oregon Public Contracting Code.

J. **Surplus Property.**

(1) **General Methods.** Surplus property may be disposed of by any of the following methods upon a determination by the Solicitation Agent that the method of disposal is in the best interest of the SETD. Factors that may be considered by the Solicitation Agent include costs of sale, administrative costs, and public benefits to the SETD. The Solicitation Agent shall maintain a record of the reason for the disposal method selected, and the manner of disposal, including the name of the person to whom the surplus property was transferred.

(a) **Governments.** Without competition, by transfer or sale to another SETD department or public agency.

(b) **Auction.** By publicly advertised auction to the highest bidder.

(c) **Bids.** By public advertised invitation to bid.

(d) **Liquidation Sale.** By liquidation sale using a commercially recognized third-party liquidator selected in accordance with rules for the award of personal services contracts.

(e) **Fixed Price Sale.** The Solicitation Agent may establish a selling price based upon an independent appraisal or published schedule of values generally accepted by the insurance industry, schedule and advertise a sale date, and sell to the first buyer meeting the sales terms.

- (f) **Trade-In.** By trade-in, in conjunction with acquisition of other price-based items under a competitive solicitation. The solicitation shall require the offer to state the total value assigned to the surplus property to be traded.
 - (g) **Donation.** By donation to any organization operating within or providing a service to residents of the SETD which is recognized by the Internal Revenue Service as an organization described in section 501(c)(3) of the Internal Revenue Code of 1986, as amended.
- (2) **Disposal of Property with Minimal Value.** Surplus property which has a value of less than \$500, or for which the costs of sale are likely to exceed sale proceeds may be disposed of by any means determined to be cost-effective, including by disposal as waste. The official making the disposal shall make a record of the value of the item and the manner of disposal.
 - (3) **Personal-Use Items.** An item (or indivisible set) of specialized and personal use, with a current value of less than \$100 may be sold to the employee or retired or terminated employee for whose use it was purchased. These items may be sold for fair market value without bid and by a process deemed most efficient by the Purchasing Manager.
 - (4) **Restriction on Sale to SETD Employees.** SETD employees shall not be restricted from competing, as members of the public, for the purchase of publicly sold surplus property, but shall not be permitted to offer to purchase property to be sold to the first qualifying bidder until at least three days after the first date on which notice of the sale is first publicly advertised.
 - (5) **Conveyance to Purchaser.** Upon the consummation of a sale of surplus personal property, the SETD shall make, execute and deliver, a bill of sale signed on behalf of the SETD, conveying the property in question to the purchaser and delivering possession, or the right to take possession, of the property to the purchaser.

K. **Concession Agreements.**

- (1) **General.** No part of a Concession Agreement shall contain or constitute a waiver of any generally applicable rules, code provisions or requirements of the SETD concerning regulation, registration, licensing, inspection, or permit requirements for any construction, rental or business activity.

(2) **Classes of Contracts Eligible for Award Without Competition.** The following concession agreements may be awarded by any method deemed appropriate by the Solicitation Agent, including without limitation, by direct appointment, private negotiation, from a qualified pool, or using a competitive process.

(a) **Contracts Under \$5,000.** Contracts under which the Solicitation Agent estimates that receipts by the SETD will not exceed \$5,000 in any fiscal year and \$50,000 in the aggregate.

(b) **Single Event Concessions.** Concessions to sell or promote food, beverages, merchandise or services at a single public event shall be awarded based on any method determined by the Purchasing Manager to provide a fair opportunity to all persons desiring to operate a concession, but in which the promotion of the public interest and success of the event shall be of predominant importance.

(3) **Competitive Award.** Concession agreements solicited by the SETD for the use of designated public premises for a term greater than a single event shall be awarded as follows:

(a) **Small Concessions.** For Concession Agreements for which the concessionaire's projected annual gross revenues are estimated to be \$500,000 or less, the Purchasing Manager has discretion to use either an informal solicitation or formal request for proposals process applicable to contracts for personal services. If the proposals received indicate a probability that the concessionaire's annual gross revenues will exceed \$500,000, the Solicitation Agent may, but shall not be required to, reissue the solicitation as a request for proposals.

(b) **Major Concessions.** Concession agreements for which the concessionaire's projected annual gross revenues under the contract are estimated to exceed \$500,000 annually shall be awarded using a request for proposals.

1.968 Public Contracts – Informal Solicitation Procedures. The SETD may use the following procedure for informal solicitations in lieu of the procedures set forth in the Model Rules.

A. **Informally Solicited Quotes and Proposals.**

- (1) **Solicitation of Offers.** When authorized by these regulations, an informal solicitation may be made by general or limited advertisement to a certain group of vendors, by direct inquiry to persons selected by the Solicitation Agent, or in any other manner which the Solicitation Agent deems suitable for obtaining competitive quotes or proposals. The Solicitation Agent shall deliver or otherwise make available to potential offerors, a written scope of work, a description of how quotes or proposals are to be submitted and description of the criteria for award.
- (2) **Award.** The Solicitation Agent shall attempt to obtain a minimum of three written quotes or proposals before making an award. If the award is made solely on the basis of price, the Solicitation Agent shall award the contract to the responsible offeror that submits the lowest responsive quote. If the award is based on criteria other than, or in addition to, price, the Solicitation Agent shall award the contract to the responsible offeror that will best serve the interest of the SETD, based on the criteria for award.
- (3) **Records.** A written record of all persons solicited and offers received shall be maintained. If three offers cannot be obtained, a lesser number will suffice, provided that a written record is made of the effort to obtain the quotes.

B. **Qualified Pools.**

- (1) **General.** To create a qualified pool, the Purchasing Manager may invite prospective contractors to submit their qualifications to the SETD for inclusion as participants in a pool of contractors qualified to provide certain types of goods, services, or projects including personal services, and public improvements.
- (2) **Advertisement.** The invitation to participate in a qualified pool shall be advertised in the manner provided for advertisements of invitations to bid and requests for proposals by publication in at least one newspaper of general statewide circulation. If qualification will be for a term that exceeds one year or allows open entry on a continuous basis, the invitation to participate in the pool must be re-published at least once per year and shall be posted at the SETD's main office and on its website.
- (3) **Contents of Solicitation.** Requests for participation in a qualified pool shall describe the scope of goods or services or projects for which the pool will be maintained, and the minimum qualifications for participation in the pool, which may include, but shall not be limited to qualifications related to financial stability, contracts with

manufacturers or distributors, certification as an emerging small business, insurance, licensure, education, training, experience and demonstrated skills of key personnel, access to equipment, and other relevant qualifications that are important to the contracting needs of the SETD.

- (4) **Contract.** The operation of each qualified pool may be governed by the provisions of a pool contract to which the SETD and all pool participants are parties. The Contract shall contain all terms required by the SETD, including, without limitation, terms related to price, performance, business registration or licensure, continuing education, insurance, and requirements for the submission, on an annual or other periodic basis, of evidence of continuing qualification. The qualified pool contract shall describe the selection procedures that the SETD may use to issue contract job orders. The selection procedures shall be objective and open to all pool participants and afford all participants the opportunity to compete for or receive job awards. Unless expressly provided in the contract, participation in a qualified pool will not entitle a participant to the award of any SETD contract.
- (5) **Use of Qualified Pools.** Subject to the provisions of these regulations concerning methods of solicitation for classes of contracts, the SETD Board of Commissioners shall award all contracts for goods or services of the type for which a qualified pool is created from among the pool's participants, unless the Solicitation Agent determines that best interests of the SETD require solicitation by public advertisement, in which case, pool participants shall be notified of the solicitation and invited to submit competitive proposals.
- (6) **Amendment and Termination.** The Purchasing Manager may discontinue a qualified pool at any ~~time, overtime or~~ may change the requirements for eligibility as a participant in the pool at any time, by giving notice to all participants in the qualified pool.
- (7) **Protest of Failure to Qualify.** The Purchasing Manager shall notify any applicant who fails to qualify for participation in a pool that it may appeal a qualified pool decision to the SETD Board of Commissioners in the manner described in Section 1.973.

1.969 Public Contract – Use of Brand Name Specifications for Public Improvements.

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- A. **In General.** Specifications for contracts shall not expressly or implicitly require any product by one brand name or mark, nor the product of one particular manufacturer or seller, except for the following reasons:
- (1) It is unlikely that such exemption will encourage favoritism in the awarding of Public ~~improvement~~**Improvement** Contracts or substantially diminish competition for Public ~~i~~improvement Contracts; or
 - (2) The specification of a product by brand name or mark, or the product of a particular manufacturer or seller, would result in substantial cost savings to the SETD or
 - (3) There is only one manufacturer or seller of the product of the quality required; or
 - (4) Efficient utilization of existing equipment, systems or supplies requires the acquisition of compatible equipment or supplies.
- B. **Authority to Determine Brand Name Exemption.** The SETD Board of Commissioners shall have authority to determine whether an exemption for the use of a specific brand name specification should be granted by recording findings that support the exemption based on the provisions of subsection A.
- C. **Brand Name or Equivalent.** Nothing in this Section 1.969 prohibits the use of a “brand name or equivalent” specification, from specifying one or more comparable products as examples of the quality, performance, functionality or other characteristics of the product needed by the SETD, or from establishing a qualified product list.

1.970 Notice of Intent to Award Bid.

- A. At least three days before the award of a public contract, the Executive Director or his designee shall post or provide to each proposer or bidder, a notice of intent to award. The District may provide a shorter notice period if the Executive Director determines that circumstances require prompt execution of the contract.
- B. This Section does not apply to a contract awarded as a small procurement under ORS 279B.065, an intermediate procurement under ORS 279B.070, a sole-source procurement under ORS 279B.075, an emergency procurement under ORS 279B.080 or a special procurement under ORS 279B.085.

- C. **Procedure.** A Notice of Intent to award may be posted or provided to each proposer or bidder by e-mail, fax, US mail, or any method designed to provide actual notice that is reasonable under the circumstances. Posting may be via the District's website.

1.971 Public Contracts – Bid, Performance and Payment Bonds.

- A. **Solicitation Agent May Require Bonds.** The Solicitation Agent may require bid security and a good and sufficient performance and payment bond even though the contract is of a class that is exempt from the requirement.
- B. **Bid Security.** Except as otherwise exempted, the solicitations for all contracts that include the construction of a public improvement and for which the estimated contract price will exceed \$50,000 shall require bid security. Bid security for a request for proposal may be based on the SETD's estimated contract price.
- C. **Performance Bonds.**
 - (1) **General.** Except as provided in these regulations, all public contracts are exempt from the requirement for the furnishing of a performance bond.
 - (2) **Contracts Involving Public Improvements.** Prior to executing a contract for more than \$50,000 that includes the construction of a public improvement, the contractor must deliver a performance bond in an amount equal to the full contract price conditioned on the faithful performance of the contract in accordance with the plans, specifications and conditions of the contract. The performance bond must be solely for the protection of the SETD and any public agency that is providing funding for the project for which the contract was awarded.
 - (3) **Cash-in-Lieu.** The SETD may permit the successful offeror to submit a cashier's check in lieu of all or a portion of the required performance bond.
- D. **Payment Bonds.**
 - (1) **General.** Except as provided in these regulations, all public contracts are exempt from the requirement for the furnishing of a payment bond.
 - (2) **Contracts Involving Public Improvements.** Prior to executing a contract for more than \$50,000 that includes the construction of a

public improvement, the contractor must deliver a payment bond equal to the full contract price, solely for the protection of claimants under ORS 279C.600.

- E. **Design/Build Contracts.** If the public improvement contract is with a single person to provide both design and construction of a public improvement, the obligation of the performance bond for the faithful performance of the contract must also be for the preparation and completion of the design and related services covered under the contract. Notwithstanding when a cause of action, claim or demand accrues or arises, the surety is not liable after final completion of the contract, or longer if provided for in the contract, for damages of any nature, economic or otherwise and including corrective work, attributable to the design aspect of a design-build project, or for the costs of design revisions needed to implement corrective work.
- F. **Construction Manager/General Contractor Contracts.** If the public improvement contract is with a single person to provide construction manager and general contractor services, in which a guaranteed maximum price may be established by an amendment authorizing construction period services following preconstruction period services, the contractor shall provide the bonds required by subsection A. of this section upon execution of an amendment establishing the guaranteed maximum price. The SETD shall also require the contractor to provide bonds equal to the value of construction services authorized by any early work amendment in advance of the guaranteed maximum price amendment. Such bonds must be provided before construction starts.
- G. **Surety; Obligation.** Each performance bond and each payment bond must be executed solely by a surety company or companies holding a certificate of authority to transact surety business in Oregon. The bonds may not constitute the surety obligation of an individual or individuals. The performance and payment bonds must be payable to the SETD or to the public agency or agencies for whose benefit the bond is issued, as specified in the solicitation documents, and shall be in a form approved by the Purchasing Manager.
- H. **Emergencies.** In cases of emergency, or when the interest or property of the SETD probably would suffer material injury by delay or other cause, the requirement of furnishing a good and sufficient performance bond and a good and sufficient payment bond for the faithful performance of any public improvement contract may be excused, if a declaration of such emergency is made in accordance with the provisions of section 1.967 G, unless the SETD Board of Commissioners requires otherwise.

1.972 Public Contracts – Electronic Advertisement of Public Improvement Contracts. In lieu of publication in a newspaper of general circulation in the SETD metropolitan area, the advertisement for an invitation to bid or request for proposals for a contract involving a public improvement may be published electronically by posting on the SETD’s website, provided that the following conditions are met:

- A. The placement of the advertisement is on a location within the website that is maintained on a regular basis for the posting of information concerning solicitations for projects of the type for which the invitation to bid or request for proposals is issued; and
- B. The Solicitation Agent determines that the use of electronic publication will be at least as effective in encouraging meaningful competition as publication in a newspaper of general circulation in the SETD metropolitan area and will provide costs savings for the SETD, or that the use of electronic publication will be more effective than publication in a newspaper of general circulation in the SETD metropolitan area in encouraging meaningful competition.

1.973 Appeal of Debarment or Prequalification Decision.

- A. **Right to Hearing.** Any person who has been debarred from competing for SETD contracts or for whom prequalification has been denied, revoked or revised may appeal the SETD’s decision to the SETD Board of Commissioners as provided in this Section 1.973.
- B. **Filing of Appeal.** The person must file a written notice of appeal with the SETD’s Purchasing Manager within three business days after the prospective contractor’s receipt of notice of the determination of debarment, or denial of prequalification.
- C. **Notification of SETD Board of Commissioners.** Immediately upon receipt of such notice of appeal, the Purchasing Manager shall notify the SETD Board of Commissioners of the appeal.
- D. **Hearing.** The procedure for appeal from a debarment or denial, revocation or revision of prequalification shall be as follows:
 - (1) Promptly upon receipt of notice of appeal, the SETD shall notify the appellant of the time and place of the hearing;
 - (2) The SETD Board of Commissioners shall conduct the hearing and decide the appeal within 30 days after receiving notice of the appeal from the Purchasing Manager; and

(3) At the hearing, the SETD Board of Commissioners shall consider de novo the notice of debarment, or the notice of denial, revocation or revision of prequalification, the standards of responsibility upon which the decision on prequalification was based, or the reasons listed for debarment, and any evidence provided by the parties.

E. **Decision.** The SETD Board of Commissioners shall set forth in writing the reasons for the decision.

F. **Costs.** The SETD Board of Commissioners may allocate the District costs for the hearing between the appellant and the SETD. The allocation shall be based upon facts found by the SETD Board of Commissioners and stated in the SETD Board of Commissioner's decision that, in the SETD Board of Commissioner's opinion, warrant such allocation of costs. If the SETD does not allocate costs, the costs shall be paid by the appellant, if the decision is upheld, or by the SETD, if the decision is overturned.

F. **Judicial Review.** The decision of the SETD Board of Commissioners may be reviewed only upon a petition in the circuit court of Clatsop County filed within 15 days after the date of the SETD Board of Commissioner's decision."

APPROVED AND ADOPTED on ~~October 18, 2005~~ February 22, 2018.

~~Jack Harris~~ Kathy Kleczek, Chair

Attest:

~~Rae Goforth~~ Lylla Gaebel, Secretary/Treasurer

VOTE:	YES	NO	ABSENT
Chair Jack Harris <u>Kathy Kleczek</u>		X	
Vice-Chair Bob Gannaway <u>Carol Gearin</u>		X	
Secretary/Treasurer Rae Goforth <u>Lylla Gaebel</u>		X	
Commissioner Kee <u>Alegria</u>			X
Commissioner Fenske <u>Widener</u>		X	
Commissioner Mendenhall <u>MacDonald</u>			X
Commissioner Shannon <u>Kidder</u>	X		

Date: February 15, 2018

To: Board of Commissioners

From: Jeff Hazen and Commissioner Gaebel

Re: Agenda Item 9.a NW Oregon Transit Feasibility Study Final Report

We received a planning grant from ODOT to study the feasibility of expanding our District to encompass Columbia County. CC Rider, Columbia County's transit provider, is a county department and does not have a tax base dedicated to public transit. This has limited their ability to provide public transit services throughout the county. Our consultant, through guidance of our advisory committee, was tasked with coming up with options for public transit in Columbia County including our District expanding.

Commissioner Gaebel was the Board's representative on the advisory committee and will be sharing the results of the feasibility study. We both agree that our consultant, Carole Richardson, did a fantastic job on this project.

We are recommending that the Board accept the final report for the Northwest Oregon Transit Feasibility Study.



northwest oregon transit feasibility study

a study of organizational scenarios for



and



**SUNSET EMPIRE
TRANSPORTATION
DISTRICT**

February 2018

Acknowledgments

The following people participated on the study advisory committee, serving as a sounding board as findings were developed:

Jeff Hazen, Sunset Empire Transportation District

Lylla Gaebel, SETD Board of Directors

Michael Ray, Columbia County Rider

Henry Heimuller, Columbia County Commission

Arla Miller, ODOT

Mary Parker, SETD

Margie Chenoweth, SETD Citizens Advisory Committee

Sharon Evinger, Columbia County Rider Citizens Advisory Committee

Bill Eagle, Columbia County Rider Citizens Advisory Committee

Claudia Eagle, Columbia County Rider Citizens Advisory Committee

Consultant Services By:

plengineering

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1 Introduction

1.1 Study Purpose

Plangineering was retained to assist Sunset Empire Transportation District (SETD) and Columbia County Rider (CC Rider) with evaluation of several future organizational scenarios. The primary purpose of the study was to examine potential new districting alternatives for the two transit systems, and assess the financial feasibility of those alternatives. Options of interest to both parties at the outset of the study included joint operation through an interagency agreement or consolidation of both agencies into a two-county district, as well as the possibility of a new district for Columbia County only.

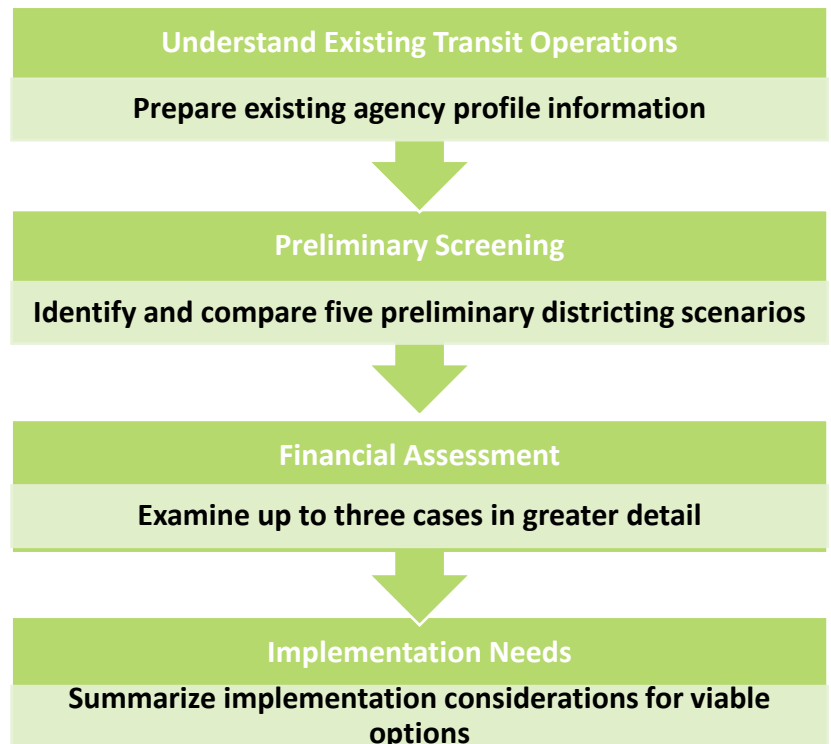
The intent of this study was not to recommend any single alternative for implementation. Rather, the intent was to provide comparative information on potential districting alternatives, so that policymakers can determine whether a case can be made to move forward. The analysis summarized in this report focuses primarily on financial feasibility; however, political and other subjective considerations may ultimately be as important as making the financial case. This study identifies some of the issues and complexities associated with various districting options; however, the potential political feasibility of any option must ultimately be left for policymakers in the affected counties to determine.

1.2 Study Process

Figure 1 shows the study process. A phased approach was used, with input at key milestones from an advisory group that consisted of transit agency staff, citizen stakeholders, one board member from each county, and a representative from the Oregon Department of Transportation. A smaller project management team consisting of the two transit agency managers and the consultant project manager directed the course of the study.

A two-stage analysis process included initial screening of five preliminary scenarios, followed by a closer look at

FIGURE 1. STUDY PROCESS



three options. The advisory committee provided feedback as preliminary scenarios were screened, and a short-list of three alternatives for financial assessment was identified by the project management team based on advisory committee feedback. Preliminary findings from the financial assessment phase were shared with the advisory committee, and were refined based on reactions and questions from the group.

1.3 General Assumptions, Information Sources and Analysis Limitations

Analysis of all scenarios and cases describe in this report, assumed **no change to existing service levels in either county**. This assumption was necessary to limit the number of variables so that a clear comparison of potential financial impacts and/or benefits of different districting strategies could be drawn.

Recently, Oregon enacted legislation to provide funding for future transit system expansion; however, those future funds are excluded from consideration in this analysis, since the new legislation is not intended to supplant funding to maintain existing service levels.

Data used for this study was drawn from a variety of sources, including:

- Detailed budgets for the most recent past five years from SETD and CC Rider
- Existing staffing levels and wage scale information provided by SETD
- Existing service contractor staffing levels provided by CC Rider
- 2015 county-wide household, income and payroll estimates obtained online from the U.S. Census Bureau’s American Community Survey
- Taxing district information from the Summary of Assessments and Levies for each county and 2017-2018 tax rolls for Columbia County obtained online
- 2015 Information reported to the National Transit Database (NTD) by both agencies.

The study also relied upon the current Oregon Revised Statutes, obtained online in June 2017, including:

- ORS Chapter 198 – Special Districts Generally
- ORS Chapter 267 - Mass Transit Districts and Transportation Districts
- ORS Chapter 280 – Financing of Local Public Projects
- ORS Chapter 451 – County Service Facilities

While a concerted attempt was made to obtain the most recent information available, it is important to note that data ultimately used for the analysis does not represent a single year, but rather spans several years. In addition, variations from year to year in local, state and national economic factors and various transit funding programs can cause operational costs and revenues to fluctuate. Financial findings presented in this report should therefore be considered estimates, rather than an exact prediction of anticipated costs and revenues for the cases examined.

2 Existing Agency Profiles

2.1 General Service Area Information

Table 1 shows general service area statistics for each existing transit system.

TABLE 1. GENERAL SERVICE AREA INFORMATION

	SETD	CC Rider
County	Clatsop	Columbia
County Population (2016)	38,632	50,785
County Area (Sq. Mi)	1,084	688
Service Types	Commuter Bus Fixed Route Paratransit	Commuter Bus Fixed Route Dial-a-Ride
Number of Active Vehicles	28	25

Both transit agencies provide fixed route and demand-response types of service. Some fixed route services are characterized as “commuter bus”, meaning that they focus on trips that are predominantly in one direction during peak periods, and may have limited stops.

Figure 2 shows existing service areas, routes, and service levels across both counties.

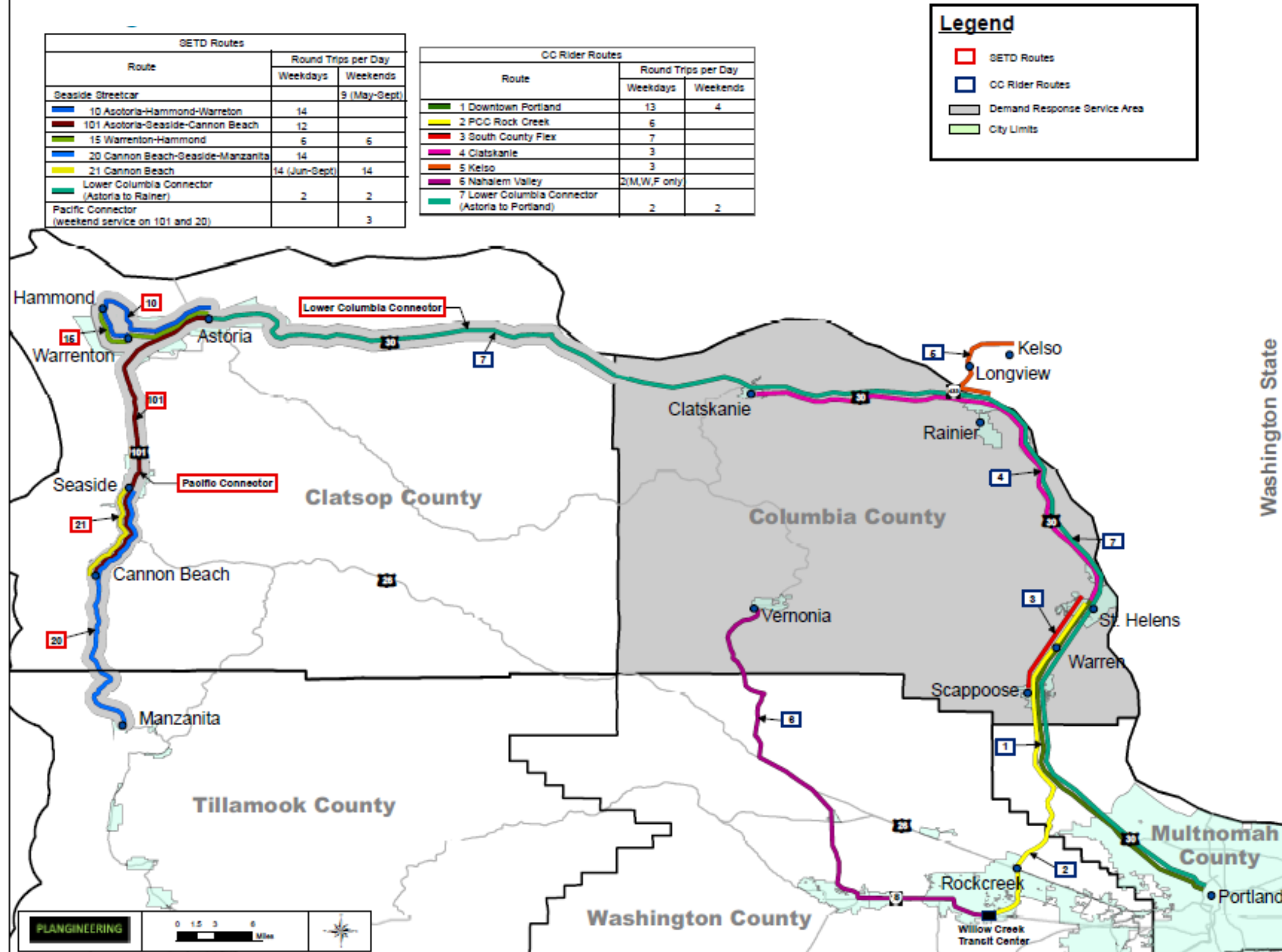
In general, CC Rider’s program is dominated by commuter trips between south-county communities (St. Helens, Columbia City and Scappoose) and the Portland metropolitan area. SETD’s service is focused more on day-long circulation within and between coastal communities in Clatsop County.

Both agencies collaborate to provide fixed route service on US 30 between Astoria and Rainier, with CC Rider extending that service into Portland. This collaborative route is known as the Lower Columbia Connector, and it serves as the northern tier of the larger North by Northwest Connector system, a five-county initiative to promote seamless travel by transit in Columbia, Clatsop, Tillamook, Lincoln and Benton counties. While the route provides an essential inter-county link, it is important to note that inter-county travel between the two existing transit systems is low. CC Rider’s significant demand for commuter service into Portland and SETD’s demand within and between coastal communities along Highway 101 both significantly outpace the demand for service on the Lower Columbia Connector route.

Whenever fixed route service is offered, the Americans with Disabilities Act requires complementary paratransit service for people with disabilities. Paratransit service must be comparable to the level of service provide to individuals without disabilities who use the fixed route system. SETD and CC Rider have chosen to address this requirement differently:

- SETD provides complementary paratransit service within $\frac{3}{4}$ mile of its fixed routes during regular fixed route operating times. Paratransit service is curb-to-curb and wheelchair accessible. (SETD also offers a separate dial-a-ride service for travel that is outside the scope of their regular fixed route and paratransit services. Dial-a-ride trips are required to be scheduled 48 hours in advance, and this service has limited usage in Clatsop County.)
- The federal requirement for complementary paratransit does not apply to commuter bus services, which dominate CC Rider's program. CC Rider's Dial-a-Ride program is intended to fulfill the ADA paratransit requirement for their limited amount of regular fixed route service. County-wide dial-a-ride provides curb-to-curb trips for seniors and special needs passengers for access to medical appointments, essential services/shopping, and other trips.

FIGURE 2. EXISTING SERVICES

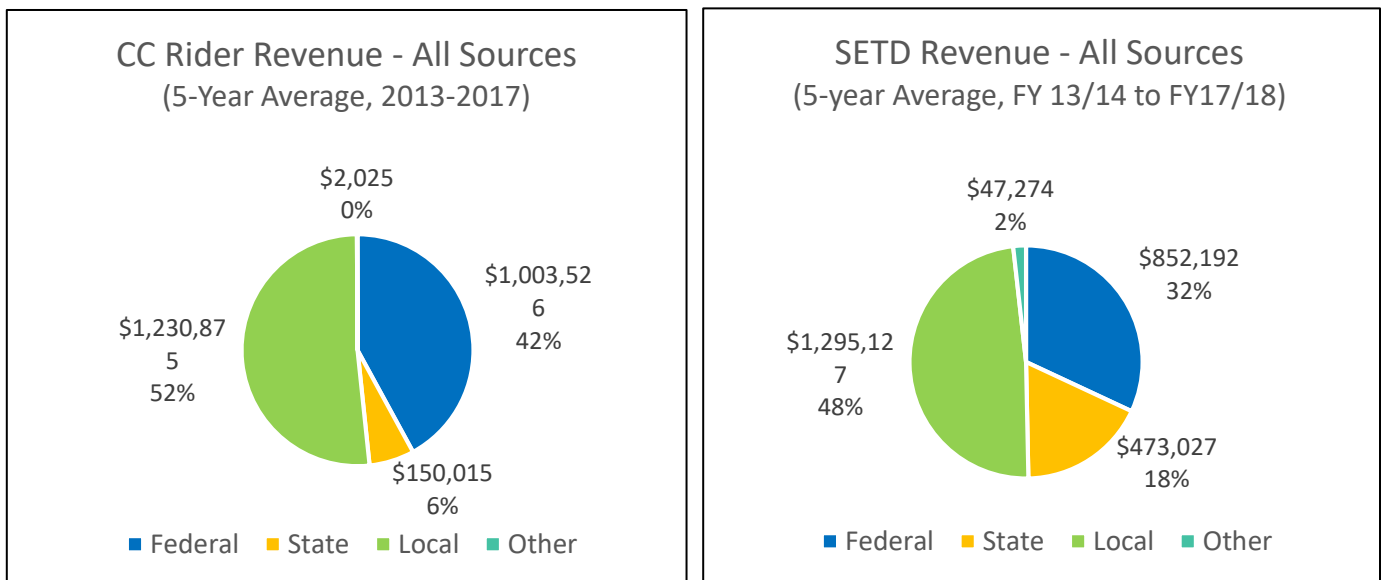


2.2 Revenue Sources and Trends

Figure 3 summarizes average total revenue for CC rider and SETD respectively over the past five years. These charts include revenue from all sources, including operating revenue as well as other funds received for capital facilities and equipment purchases.

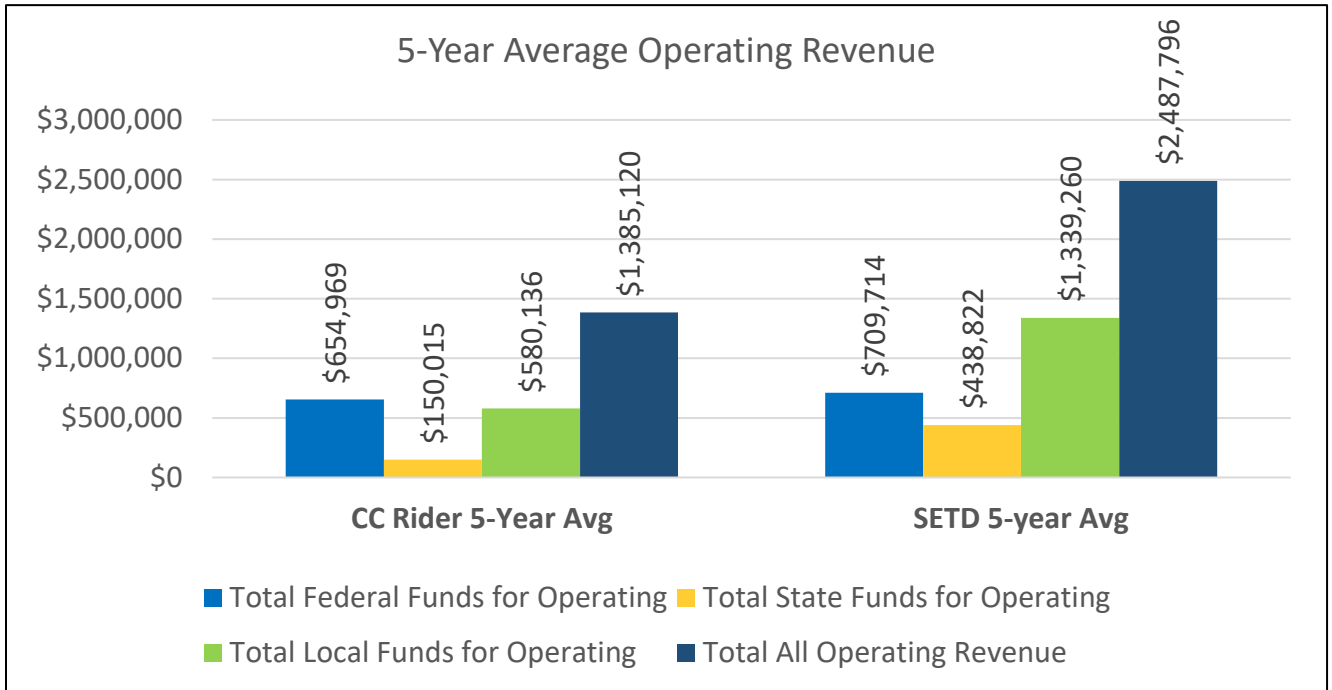
Local funding has represented about half of each agency’s total revenue in recent years. Local amounts for SETD are dominated by fares and property tax revenue, whereas CC Rider has relied on fares, local service contracts and contributions from the Columbia County General Fund.

FIGURE 3. EXISTING REVENUE SOURCES



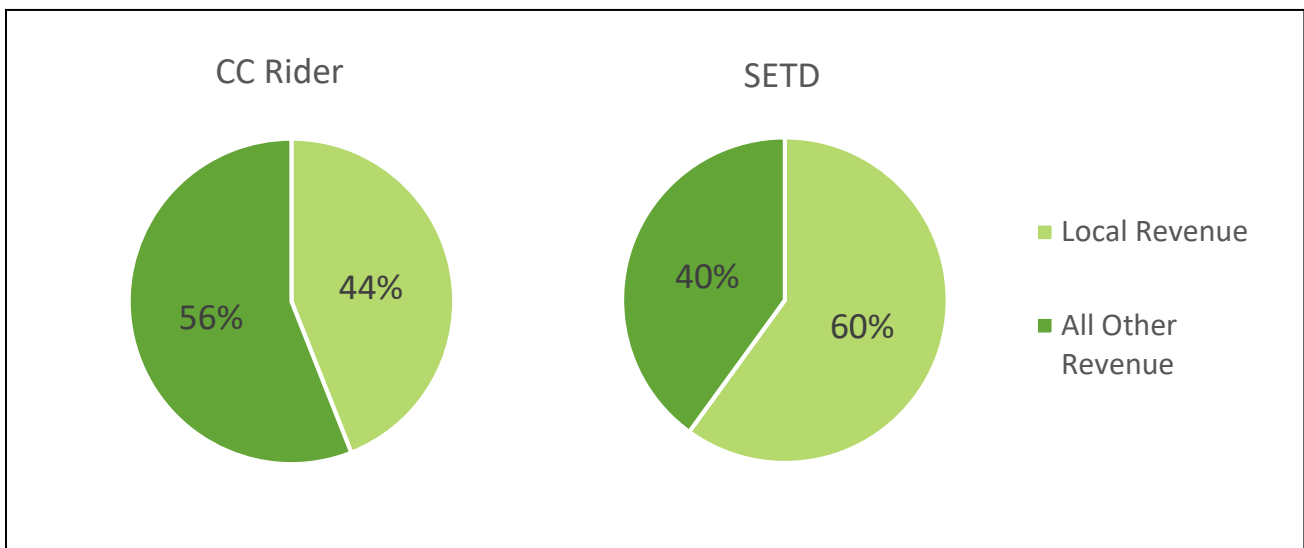
Looking only at funds available for operating, Figure 4 shows that SETD’s operating revenue has been about 80% higher than CC Rider’s over the past five years.

FIGURE 4. FIVE-YEAR AVERAGE OPERATING REVENUE



Local revenue comes from a variety of sources, and represents a higher proportion of the total operating budget in Clatsop County than in Columbia County, as shown in Figure 5.

FIGURE 5. PROPORTION OF OPERATING BUDGET FUNDED FROM LOCAL REVENUE SOURCES



A breakdown of revenue from local sources is provided in Table 2. In Columbia County, farebox revenue has comprised about 17% of total funding used for operating over the past five years; whereas for SETD, fares have represented about 12% of the operating budget. Property tax comprises a significant portion of SETD’s operating revenue – about 42% on average over the past five years.

TABLE 2. LOCAL REVENUE SOURCES

Local Revenue Source	CC Rider		SETD	
	5-Year Average Amount	Percent of Total Operating Budget	5-Year Average Amount	Percent of Total Operating Budget
Fares	\$257,947	17%	\$261,119	12%
Service Contracts and Fees	\$222,485	15%	\$110,783	5%
Property Tax	\$0	0%	\$901,310	42%
County General Fund	\$130,972	9%	\$0	0%
Other Local Sources*	\$46,706	3%	\$21,916	1%
Total Local Revenue for Operating	\$658,111	44%	\$1,295,127	60%

Based on five-year averages, 2013-2017.

**Other local sources include interest, rentals, commissions and advertising revenue.*

Figure 6 and Figure 7 show overall trends in revenues available for operating over the past five years. There has been a slight upward trend in CC Rider’s overall operating revenue, and a slight downward trend in total operating revenue received by SETD.

FIGURE 6. CC RIDER FIVE-YEAR OPERATING REVENUE TREND

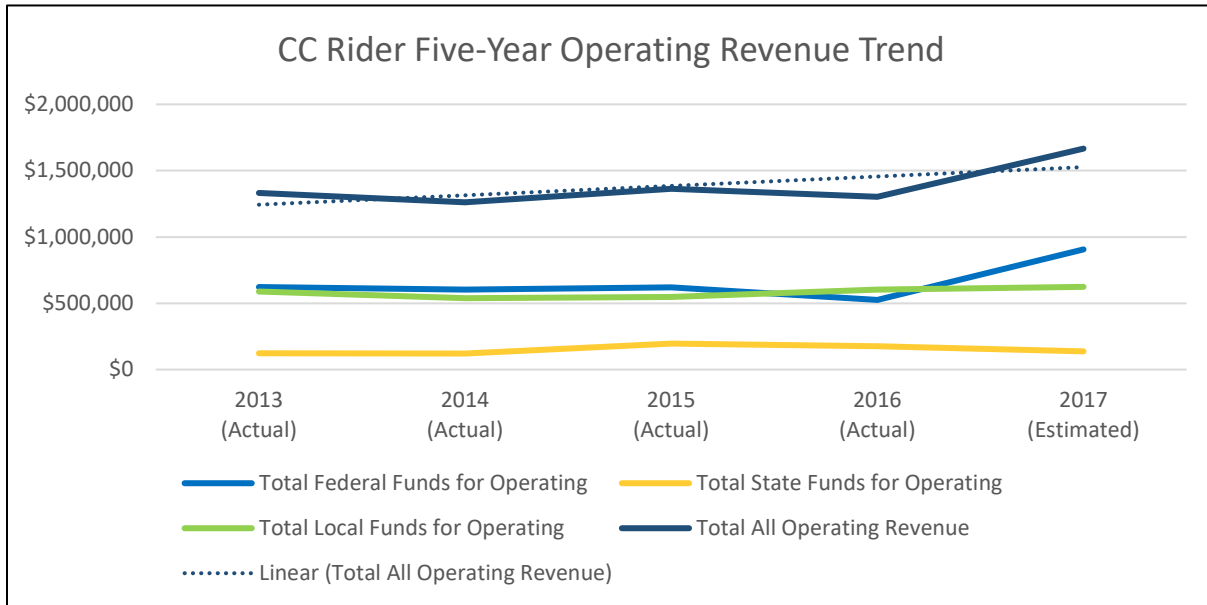
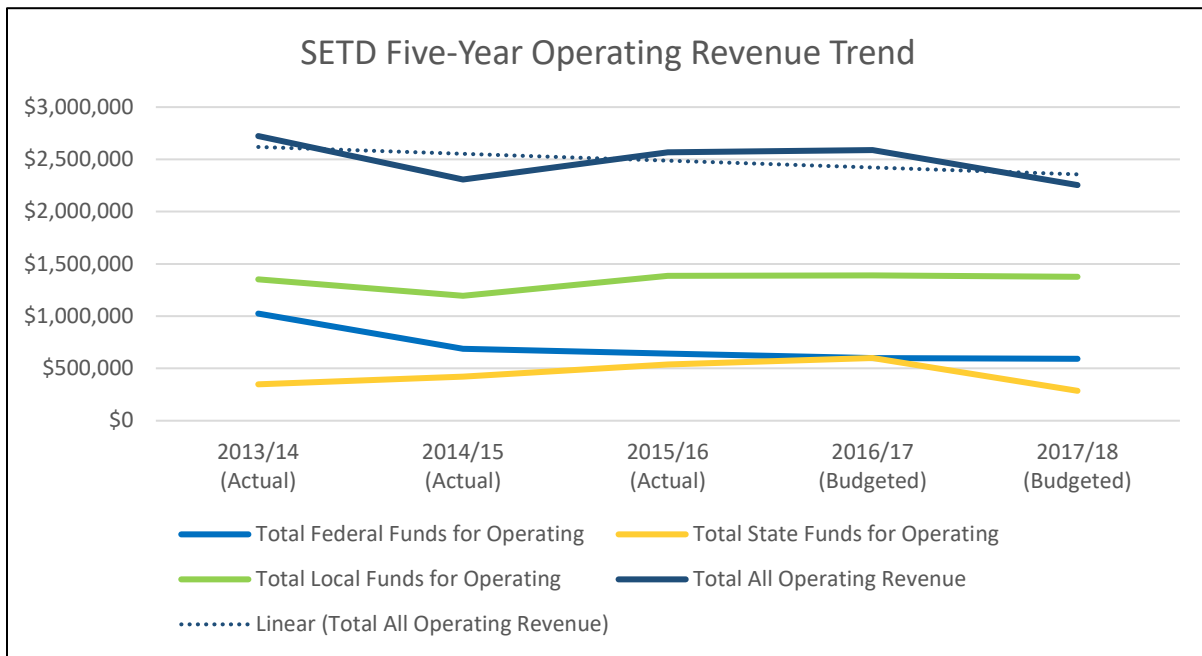


FIGURE 7. SETD FIVE-YEAR OPERATING REVENUE TREND



The slight upward revenue trend for Columbia County and slight downward trend for SETD are likely due to fluctuating conditions in the local economy that impact local revenue generation as well as modest oscillations in the availability of state and federal funding.

With no changes to either agency’s organizational structure or current approach to revenue generation, it is reasonable to assume that local revenue for operating will remain fairly flat. In Clatsop County, where property values drive local property tax revenue for SETD, home values have been increasing since 2012, and have nearly recovered from the significant plunge in values experienced after the national real estate market crash about 10 years ago. It is possible that home values will continue to increase; however, for the purposes of this analysis, we conservatively assumed that property values in both counties would stabilize near current values over the next 10 years.

For SETD, tax revenues are also affected by population growth. As land is improved to support an increase in the number of new households over time, the countywide assessed value can also be expected to increase. We examined population growth projections published by the Portland State University (PSU) Population Research Center on June 30, 2017, and estimated the impact of population increases on SETD’s potential tax revenue over the next 10 years, as shown below. Assuming stable property values, the net effect is estimated to be small as shown in Table 3.

TABLE 3. ESTIMATION OF SETD 10-YEAR LEVY INCREASE

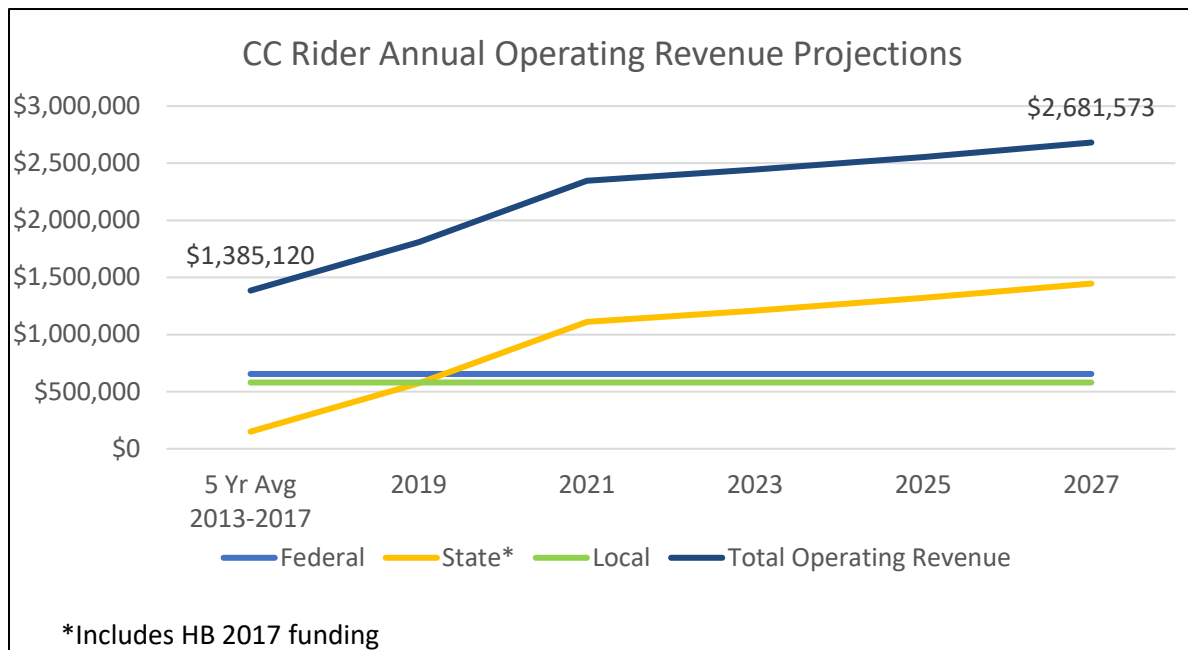
2017 Clatsop County Estimated Population (PSU)	38,123
2027 Projected Population (PSU)	39,729
Total 10-year population increase	1,606
Average Clatsop County Household Size (2015 American Community Survey, US Census Bureau)	2.32
Estimated additional households by 2027	692
Median home price in Clatsop County (Zillow, November 2017)	\$347,500
Estimated increase in Clatsop County assessed value by 2027 due to population growth	\$240,504,037
Estimated SETD property tax revenue increase by 2027 (at 16.2 cents per thousand dollars of assessed value)	\$38,962
Current (2017-2018) SETD Levy	\$962,867
Estimated percent levy increase by 2027	4% higher than 2017
Estimated average annual SETD levy increase	0.4%

For Federal funding, we have assumed that the availability of federal revenue for operating will also remain stable for the next 10 years, at levels provided by the current federal transportation authorization act.

State funding is a different story, however. With the recent enactment of House Bill 2017, which was signed into law by Governor Kate Brown on August 18, 2017, both agencies are slated to receive a significant increase in state funding in the future. Over the next 10 years, a total of \$4.9 million in additional state revenue has been projected for Columbia County and \$8.1 million for SETD from a new statewide payroll tax. Looking forward, Figure 8 and Figure 9 show estimated revenue projections over the next 10 years, including HB 2017 funding, for both CC Rider and SETD¹, and a small increase in property tax revenues for SETD.

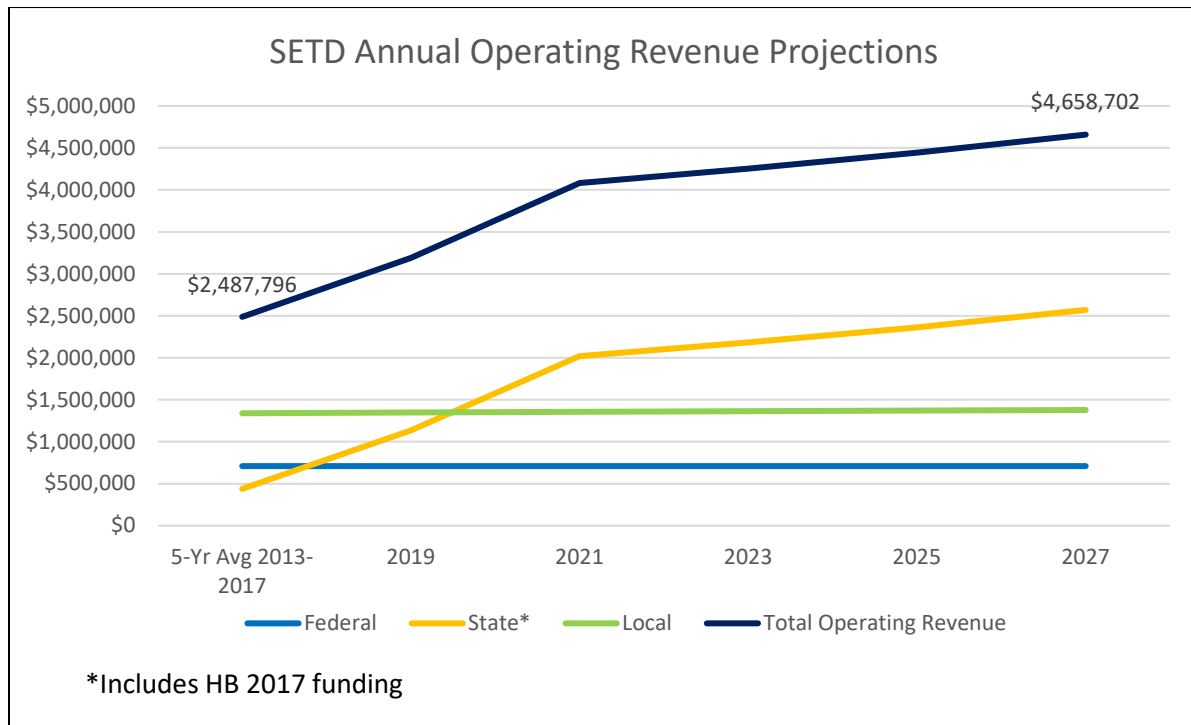
At the time this report was prepared, rules for implementation of HB 2017 transit funding were still under development. However, the intent of HB 2017 is to provide funding for transit system enhancements and expansion, rather than to supplant funding for existing services. In analyzing potential new districting scenarios, we are principally concerned with whether existing services could be sustained under the options considered. Therefore, while funding from HB 2017 may be available to assist with initial organization and launch of a new district, this funding source was excluded in the comparative analysis of operating costs and revenue needed to sustain existing service levels.

FIGURE 8. CC RIDER OPERATING REVENUE PROJECTIONS



¹ Corrected Revenue Report for Transit Distribution, Attachment to House Bill 2017 (HB 2017 A), July 3, 2017.

FIGURE 9. SETD OPERATING REVENUE PROJECTIONS



2.3 Operating Costs

A comparison of existing budgets is challenging because of significant differences in each agency’s operating approach. CC Rider provides administrative services in-house, and owns and maintains their own transit vehicle fleet, but contracts with a private third party to operate the vehicles. SETD performs all functions in-house, with labor costs pooled for both administration and direct service. SETD also provides enhanced customer services at their transit center, including ticketing for intercity motor coach passengers on the NW POINT service. Nonetheless, using budget information provided by both agencies, we categorized similar expense to approximate administrative and direct service costs for each agency, as shown in Table 4. A more detailed line item breakdown of five-year operating costs for both agencies is provided in Appendix B.

To allocate SETD labor expenses between Administration and Direct Service categories, we develop a ratio based on SETD’s actual wage costs for 2016. Wages for drivers, mechanics, maintenance staff, operations supervisors, dispatch personnel, along with labor to staff and manage the transit center were considered direct service costs. All other labor was assigned to the administration category.

For CC Rider, labor expenses associated with the administration category include an administrative allocation charged by Columbia County for services by other County departments (such as legal, payroll processing, etc.).

TABLE 4. BREAKDOWN OF OPERATING EXPENSES, FIVE-YEAR AVERAGE

OPERATING EXPENSES	Five Year Averages	
	CC Rider	SETD
ADMINISTRATION	\$287,097	\$716,234
LABOR EXPENSES	\$195,627	\$362,468
MARKETING AND OUTREACH	\$14,171	\$27,571
COMMUNICATIONS AND IT	\$15,677	\$62,605
LEGAL EXPENSES	\$0	\$6,083
PROFESSIONAL SERVICES	\$0	\$43,315
OFFICE EXPENSES	\$15,629	\$89,921
DUES AND SUBSCRIPTIONS	\$7,694	\$18,746
INSURANCE	\$8,790	\$50,452
TRAVEL AND TRAINING	\$4,144	\$25,566
UTILITIES	\$21,561	\$19,924
OTHER	\$3,804	\$9,583
SERVICE COSTS	\$1,203,255	\$1,434,324
LABOR	\$0	\$1,131,944
MAINTENANCE AND REPAIR	\$21,914	\$112,469
FUEL	\$155,687	\$178,834
PURCHASED SERVICE	\$895,999	\$0
OTHER DIRECT SERVICE COSTS	\$129,655	\$11,077
TOTAL OPERATING COSTS	\$1,490,353	\$2,150,558

Based on the five-year budget history, Figure 11 shows how administrative and direct services costs break down for each agency.

FIGURE 10. ADMINISTRATION VS. DIRECT SERVICE COSTS

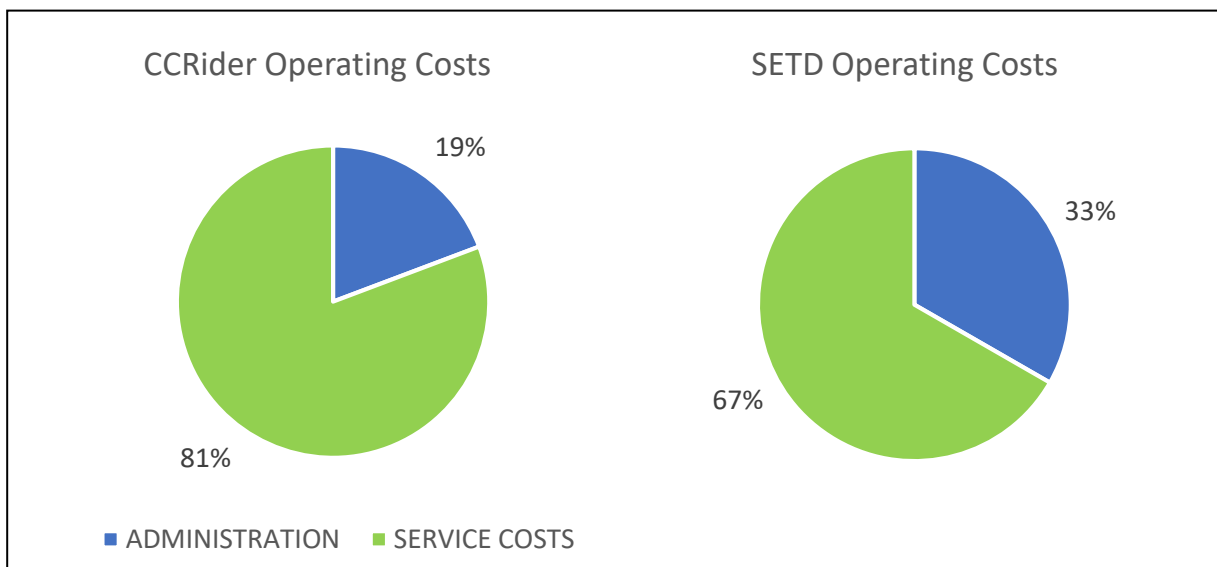


Figure 11 should not be misconstrued as a direct comparison of cost efficiency. Because Columbia County contracts with a private third party for service, there are likely additional administrative costs incurred by the County’s private contractor that are masked within the “purchased service” budget line item for CC Rider.

2.4 Service Characteristics

Data from the National Transit Database (NTD) was used to examine service characteristics for each agency. We used NTD data for the year 2015 to develop the following profile information because 2015 was the most recent year of approved data posted to the NTD. Also, prior to 2015 the NTD did not collect and report operating data by mode or service type for rural transit systems, so data from previous years does not have the level of detail needed for our analysis.

2.4.1 Ridership

Although Clatsop County’s population is significantly lower than Columbia County’s population, SETD’s total ridership is almost twice that of CC Rider, as shown in Figure 11. Transit utilization (trips per capita) in Clatsop County are more than double the utilization in Columbia County, as shown in Figure 12.

FIGURE 11. TOTAL RIDERSHIP (BOARDINGS) BY AGENCY

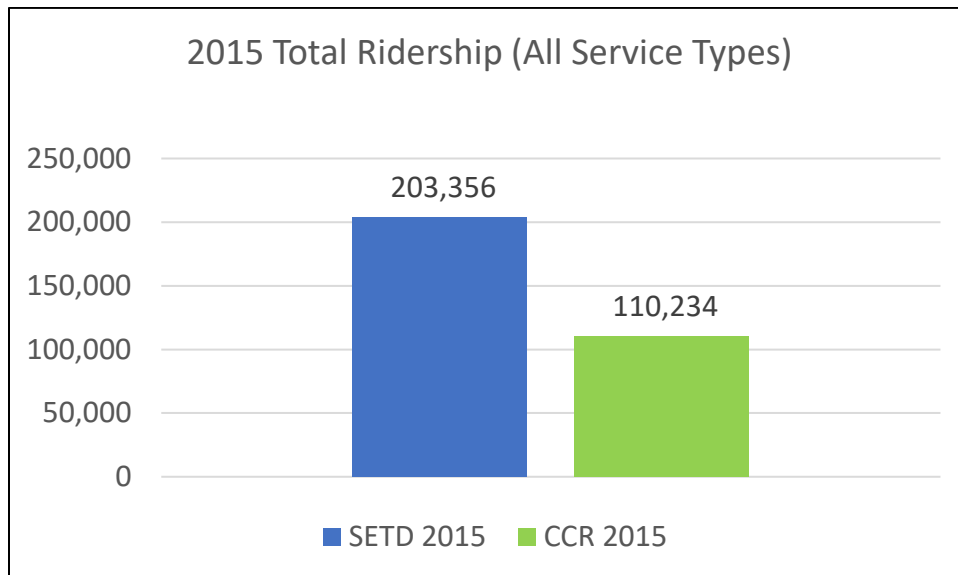
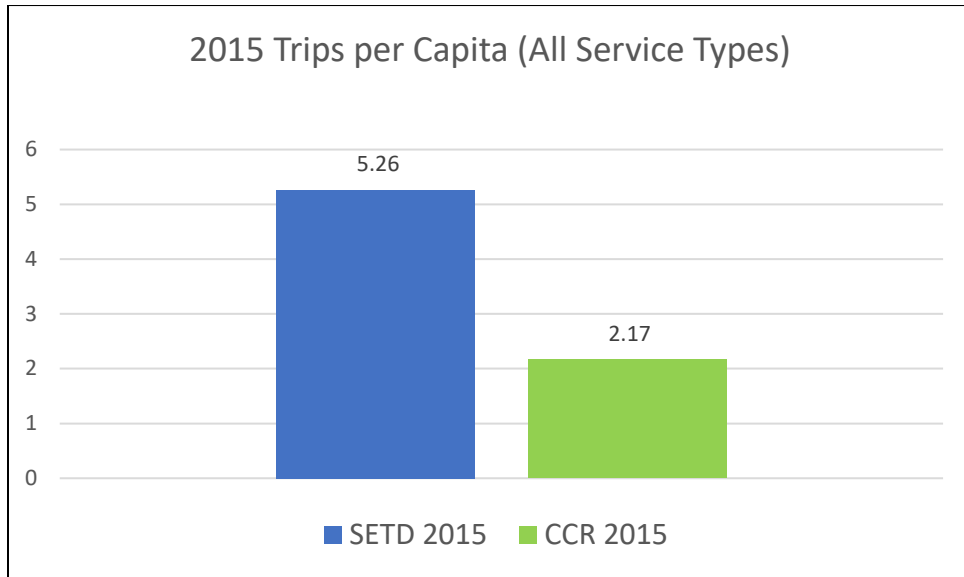


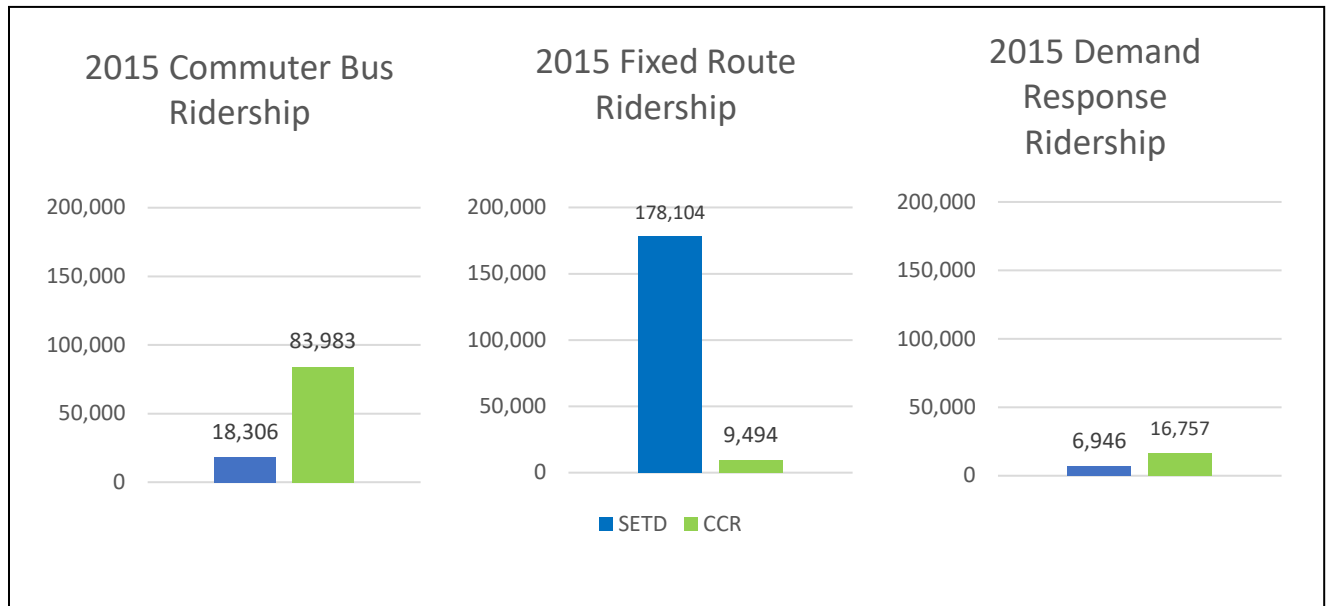
FIGURE 12. TRIPS PER CAPITA BY AGENCY



2.4.2 Passengers by Service Type

A look at ridership by the types of services offered in each county (Figure 13) also shows significant differences. Columbia County’s ridership is dominated by commuter service trips, whereas the majority of SETD’s trips occur on regular fixed routes. In Columbia County, the county-wide dial-a-ride service has heavier ridership than the paratransit service provided by SETD in Clatsop County.

FIGURE 13. RIDERSHIP (BOARDINGS) BY SERVICE TYPE

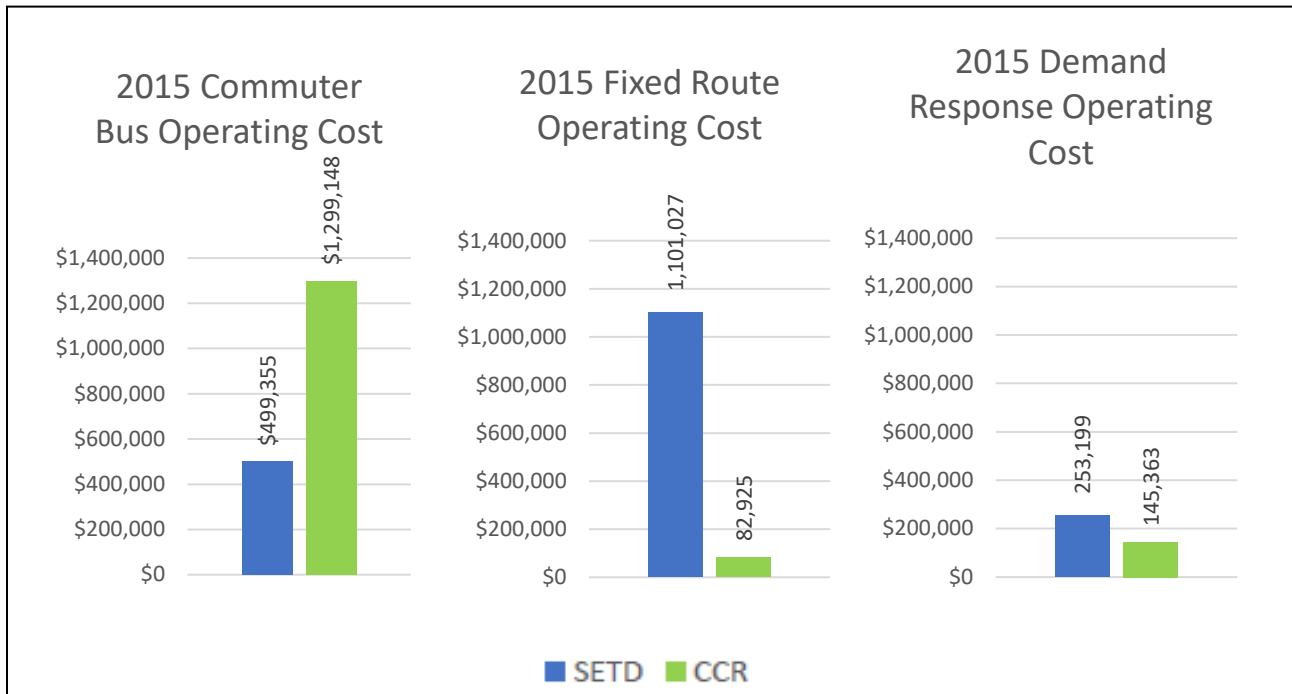


2.4.3 Operating Costs by Service Type

A look at operating costs by service type shows that expenditure levels generally align with the amount of ridership for each service type experiences. The majority of Columbia County’s budget goes for commuter service whereas in Clatsop County, expenditures for regular fixed route service consume a majority of the budget.

An interesting note is the total cost of demand response service in each county. While demand response (paratransit) service in Clatsop County has fewer riders, SETD’s total cost to provide paratransit service is higher than the county-wide dial-a-ride service in Columbia County.

FIGURE 14. OPERATING COSTS BY SERVICE TYPE



2.4.4 Fleet Overview

Figure 15 to Figure 17 show the relative size and makeup of each agency’s fleet, by service type.

FIGURE 15. COMMUTER BUS FLEET

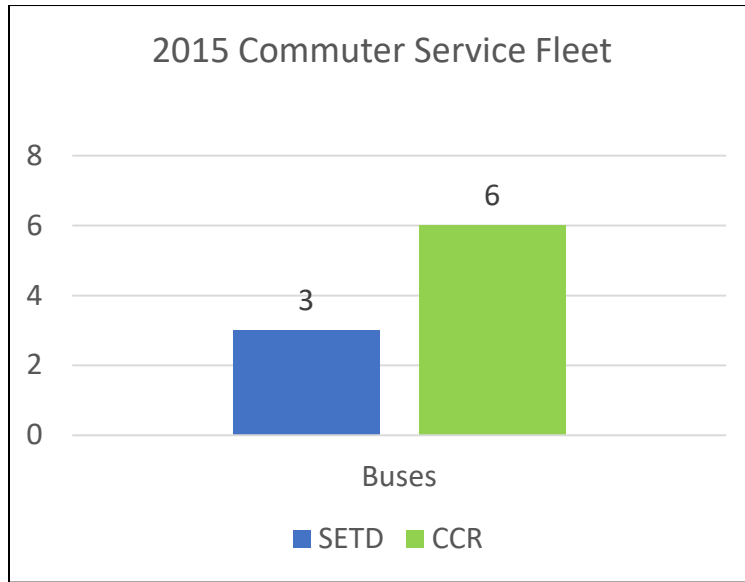


FIGURE 16. FIXED ROUTE FLEET

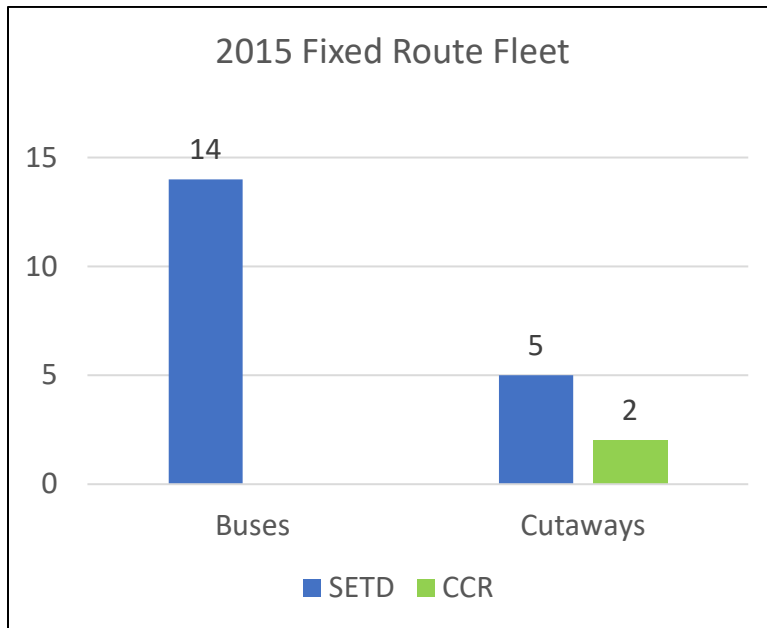
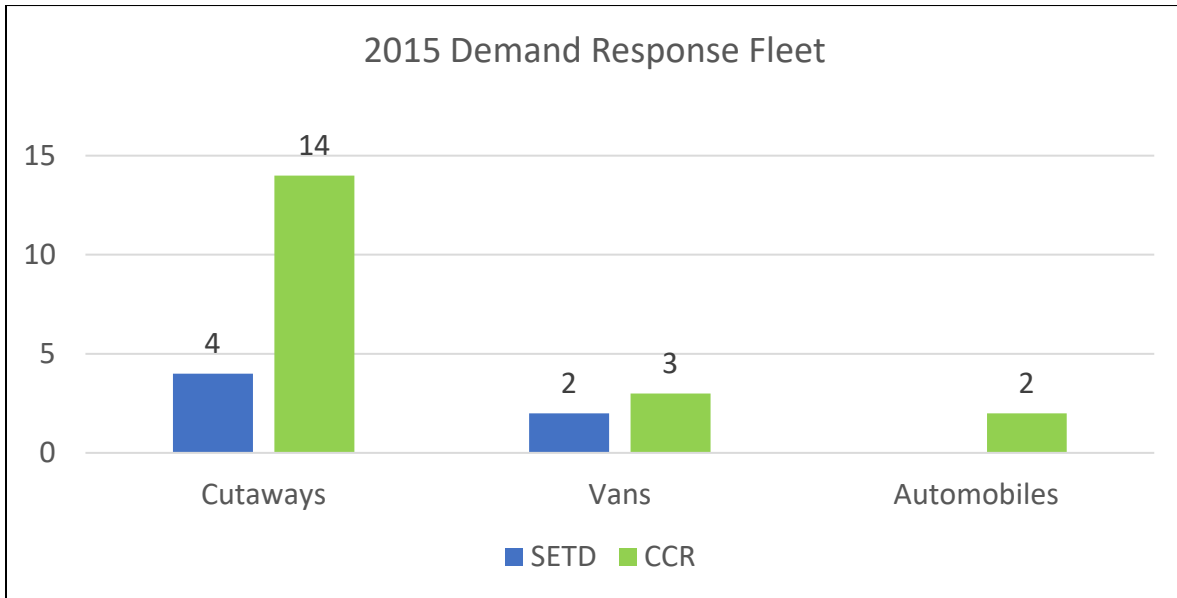


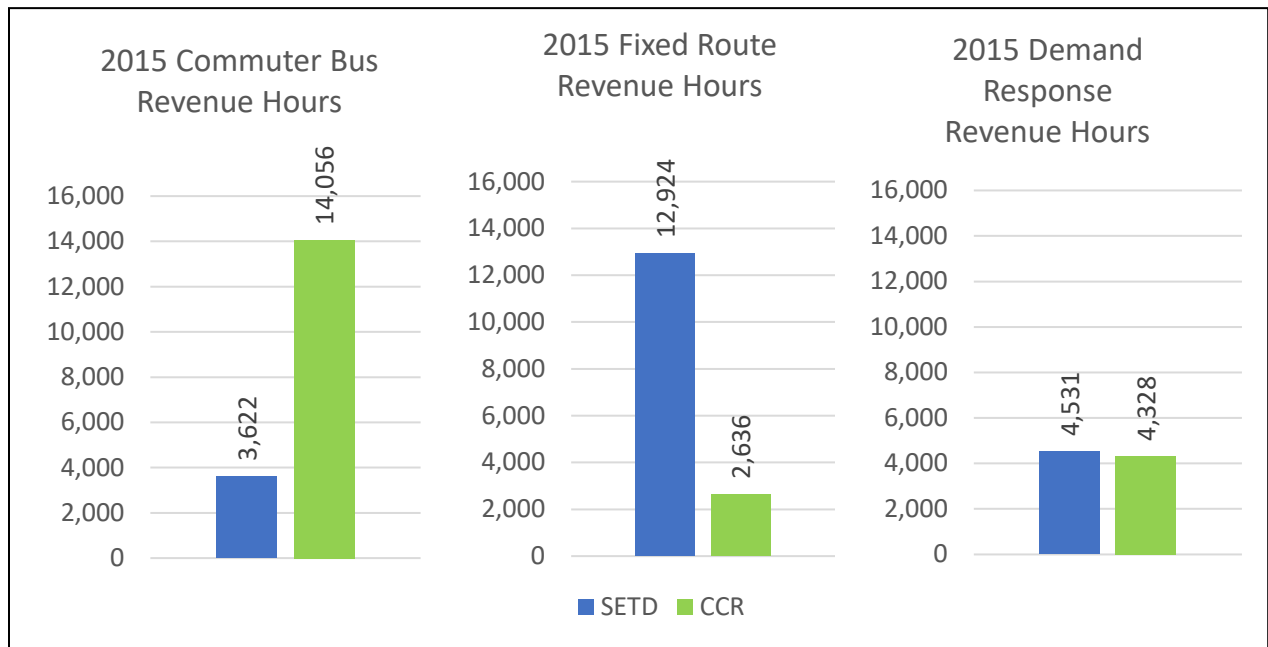
FIGURE 17. DEMAND RESPONSE FLEET



2.4.5 Revenue Hours

The time that vehicles actually travel while in public service are called “revenue hours”. Revenue hours include layover times, but do not include deadhead time (travelling to and from the base of operations at the beginning or end of service), operator training, maintenance testing, or charter service. Figure 18 shows revenue hours by service types for both agencies.

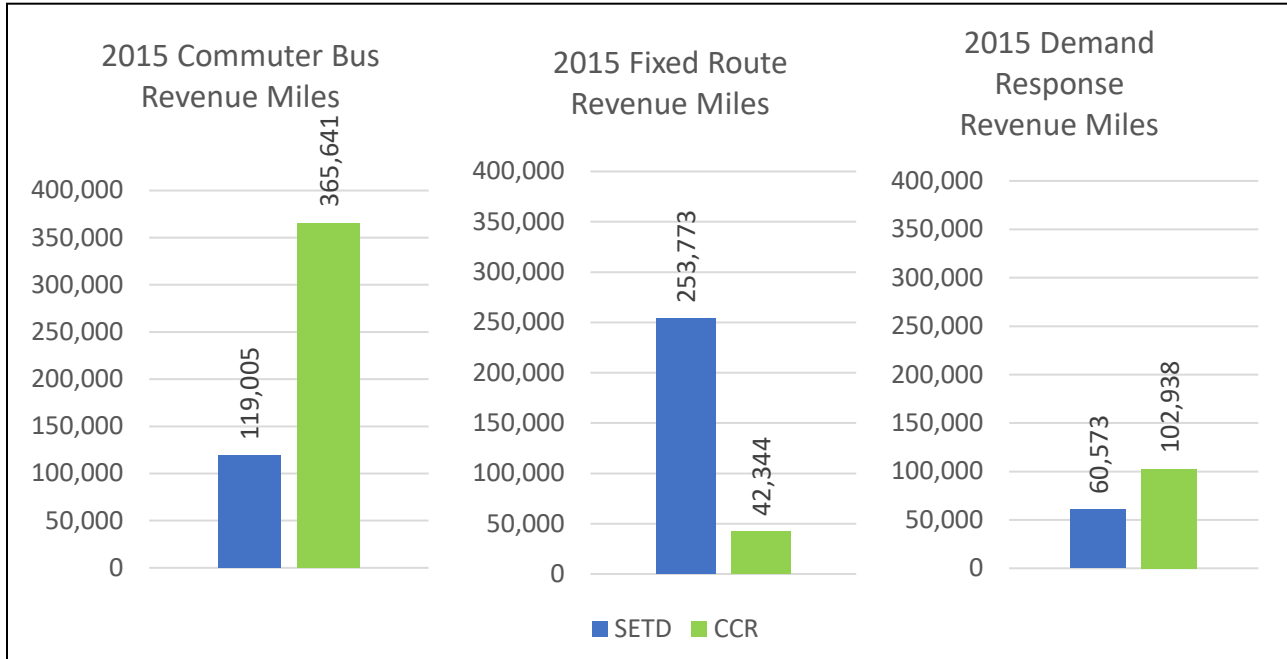
FIGURE 18. REVENUE HOURS BY SERVICE TYPE



2.4.6 Revenue Miles

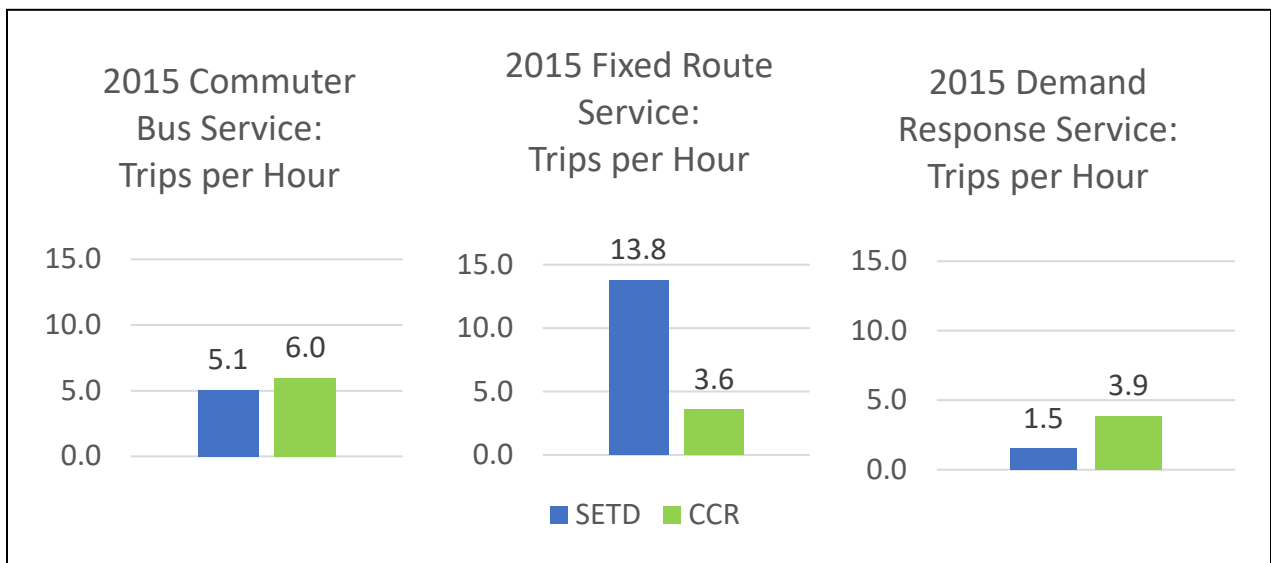
Vehicle revenue miles are the miles that vehicles actually travel while providing revenue hours of service. Figure 19 shows revenue miles by service type for both agencies.

FIGURE 19. REVENUE MILES BY SERVICE TYPE



2.5 Productivity Indicators

Productivity indicators measure the effectiveness of existing services from several points of view and provide a basis for estimating how costs and service levels could change under alternative scenarios. Figure 21 to Figure 23 show information on trips per revenue hour, cost



per trip, cost per revenue hour and cost per revenue mile for the various service types provided by both agencies. These indicators are based on data as reported to the NTD for 2015.

FIGURE 21. COST PER TRIP BY SERVICE TYPE

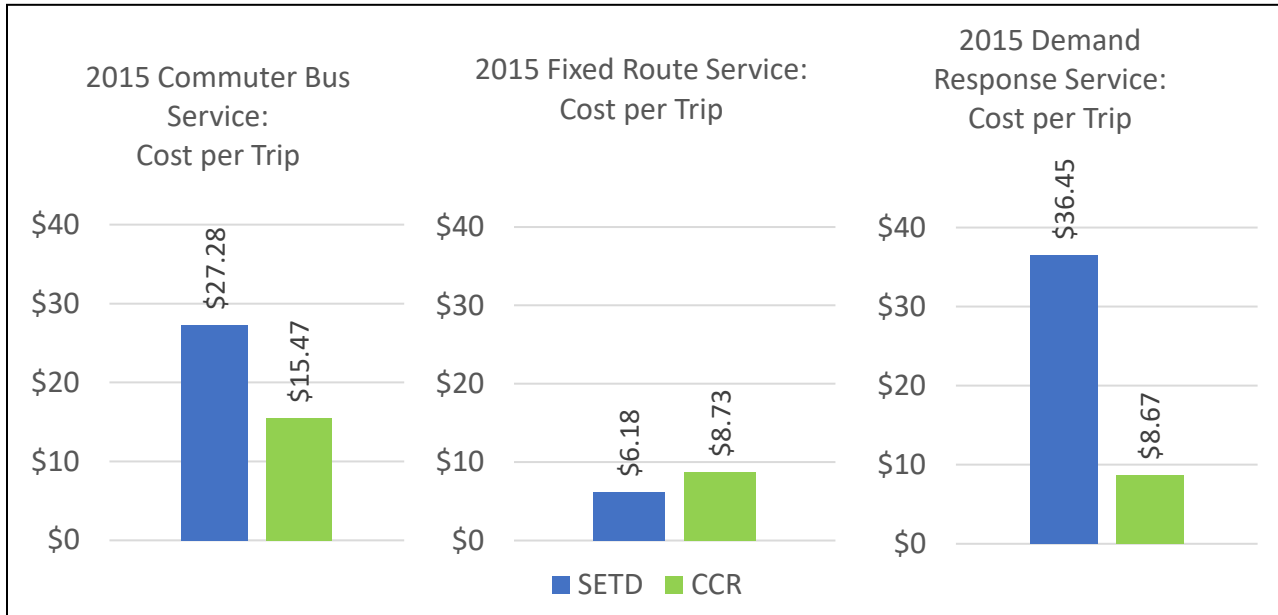


FIGURE 22. COST PER REVENUE HOUR BY SERVICE TYPE

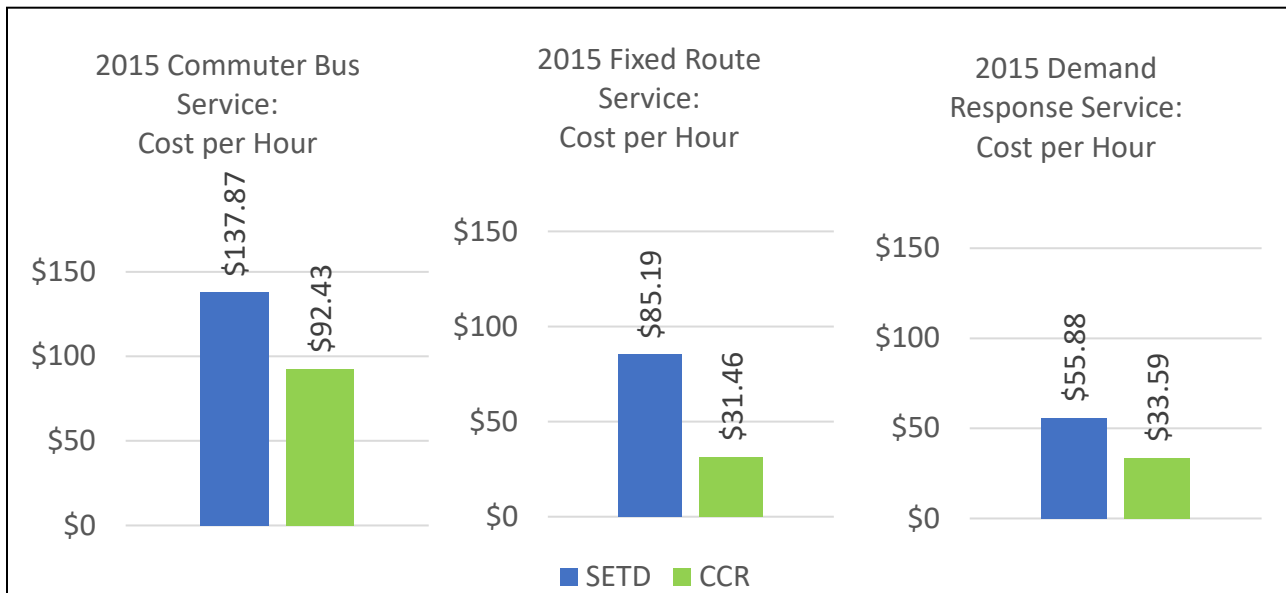
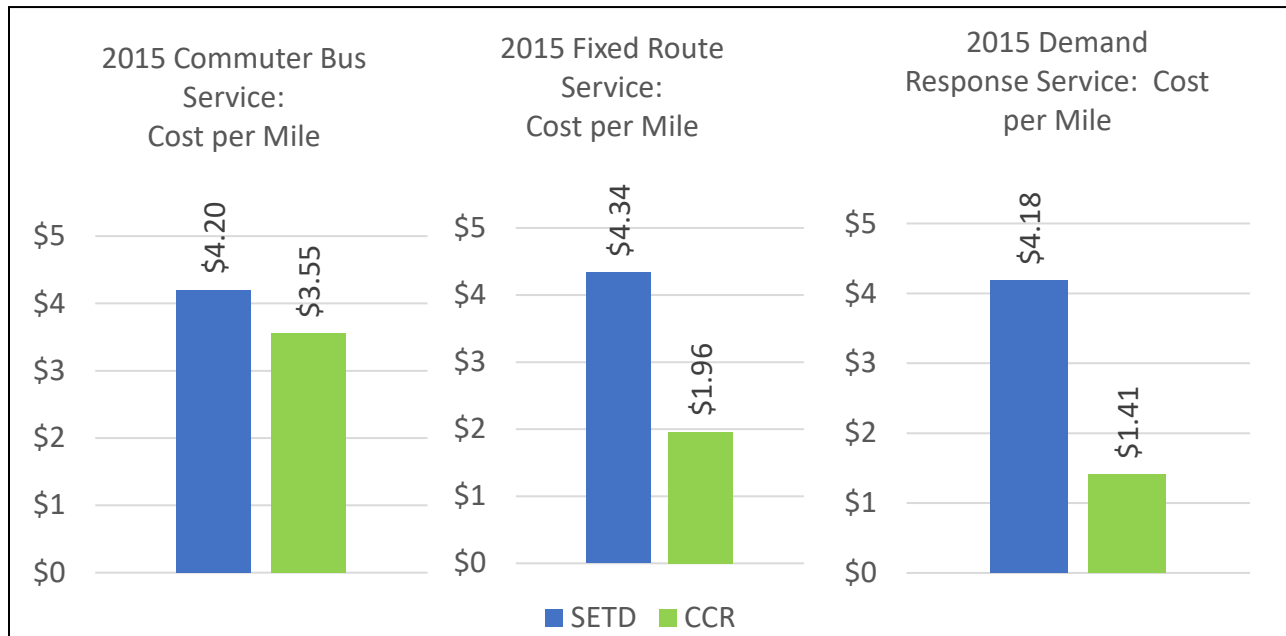


FIGURE 23. COST PER REVENUE MILE BY SERVICE TYPE



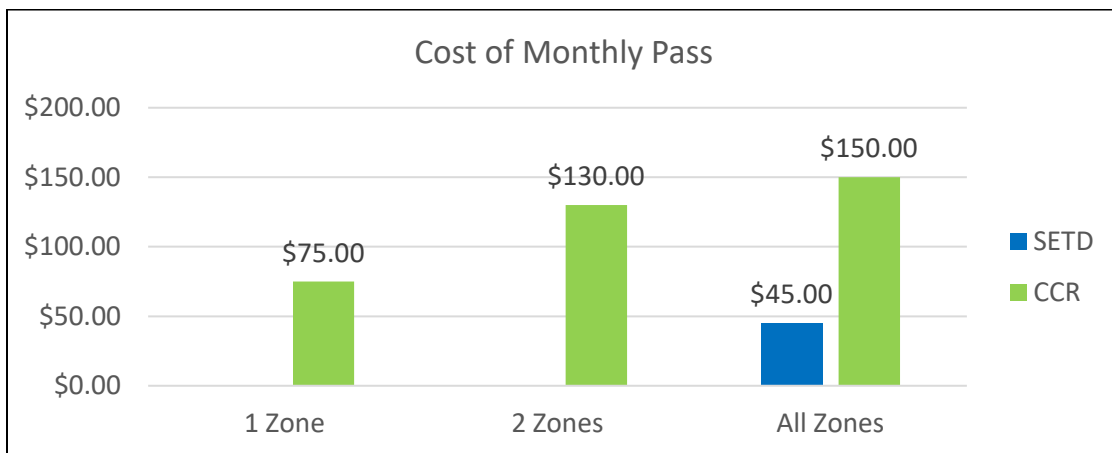
These generalized cost indicators were used to help screen preliminary districting scenarios.

2.6 Fare Structure and Passenger Costs

A look at each agency’s fare structure completes the agency profiles. Fare methodology, and the cost of travel for transit passengers, are markedly different in each county. Columbia County uses a zonal fare system, charging a different amount for travel on some routes, depending on the distance between boarding and alighting locations. In Clatsop County, a set fare is charged for each route.

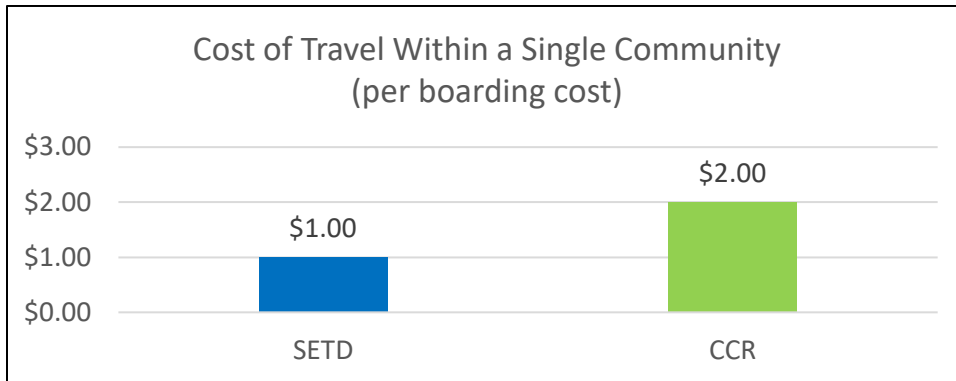
The cost of a monthly pass for frequent riders is considerably higher in Columbia County, as shown in Figure 24.

FIGURE 24. COST OF MONTHLY PASS BY AGENCY



Looking at travel within a single community, such as a trip within the Astoria/Warrenton area, or travel from one end of Scappoose to the other, fares for both agencies are affordable, but still higher in Columbia County, as shown in Figure 25. (Columbia County’s \$2.00 fare applies to extended community areas, such as travel between Rainier and Longview, or travel between St. Helens, Columbia City and Scappoose.)

FIGURE 25. PASSENGER COST OF TRAVEL WITHIN A SINGLE COMMUNITY BY AGENCY



For travel between communities, passenger costs are higher for CC Rider customers. In Clatsop County, SETD’s fares for the Lower Columbia Connector route on US30 that is served jointly by both agencies have been set to match CC Riders fares for the same service. Figure 26 and Figure 27 show fares for typical origins and destinations in Columbia and Clatsop County respectively.

FIGURE 26. TYPICAL CC RIDER FARES FOR TRAVEL BETWEEN COMMUNITIES

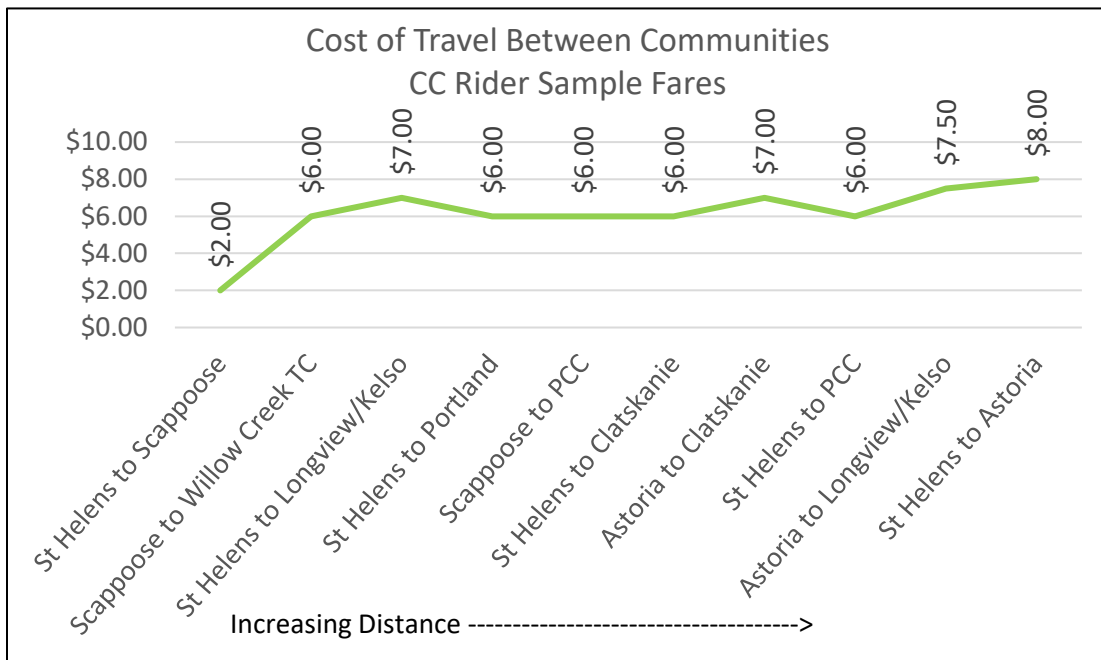


FIGURE 27. TYPICAL SETD FARES FOR TRAVEL BETWEEN COMMUNITIES

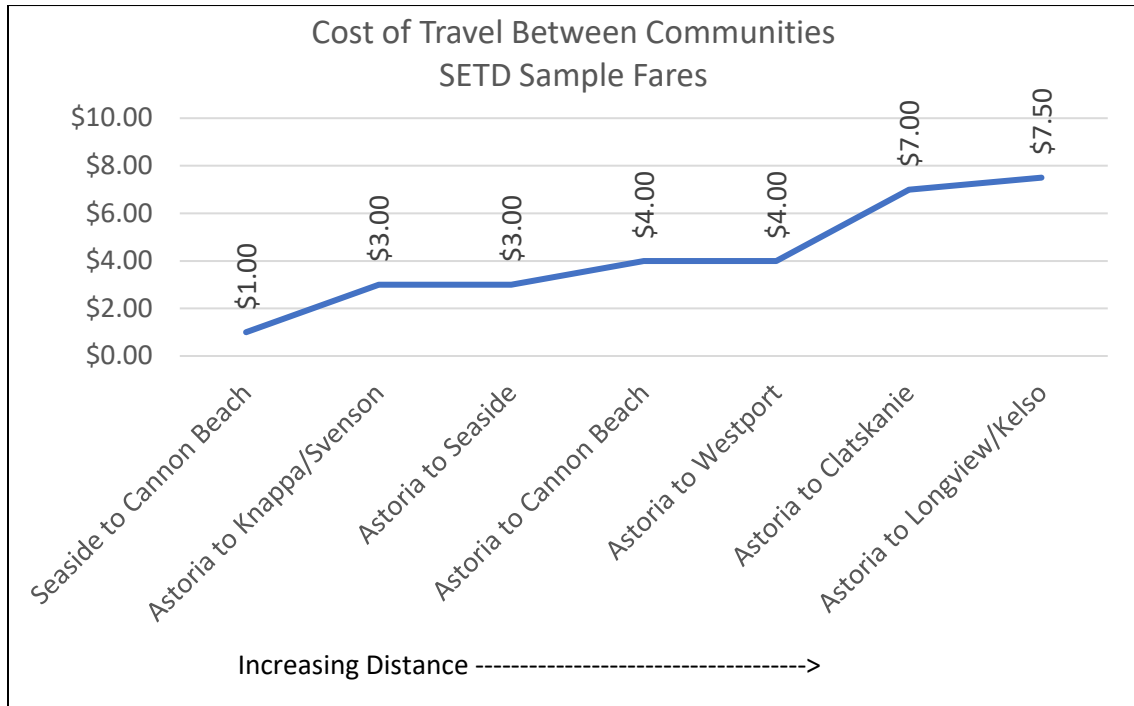


Figure 28 and Figure 29 show that the per-mile cost of travel for passengers on CC Rider’s system generally decreases with greater travel distances, while SETD’s per-mile cost is roughly the same regardless of the distance travelled.

User costs reflect the different revenue situations for each agency. Without a dedicated source of tax revenue in Columbia County, transit riders must bear a much higher proportion of the agency’s operating costs. The average cost per mile is about \$0.21 for CC Rider passengers travelling between communities, and about \$0.16 for SETD passengers making similar inter-community connections.

FIGURE 28. CC RIDER AVERAGE PASSENGER COST PER MILE



FIGURE 29. SETD AVERAGE PASSENGER COST PER MILE

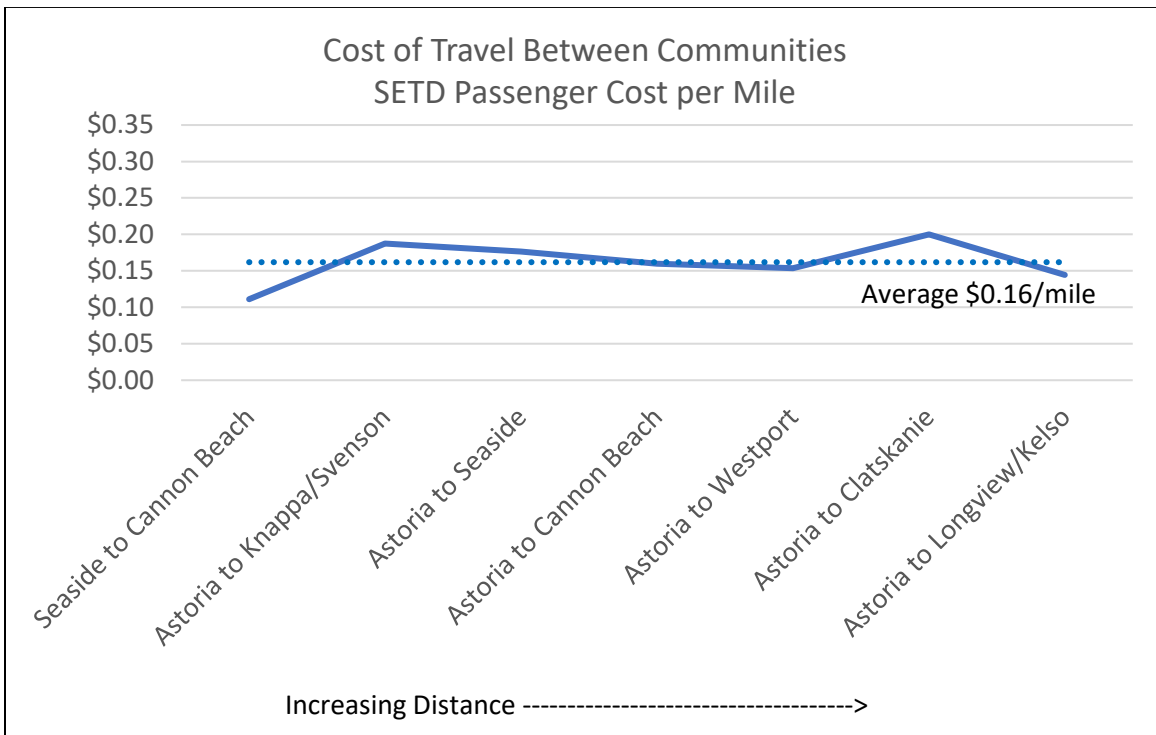
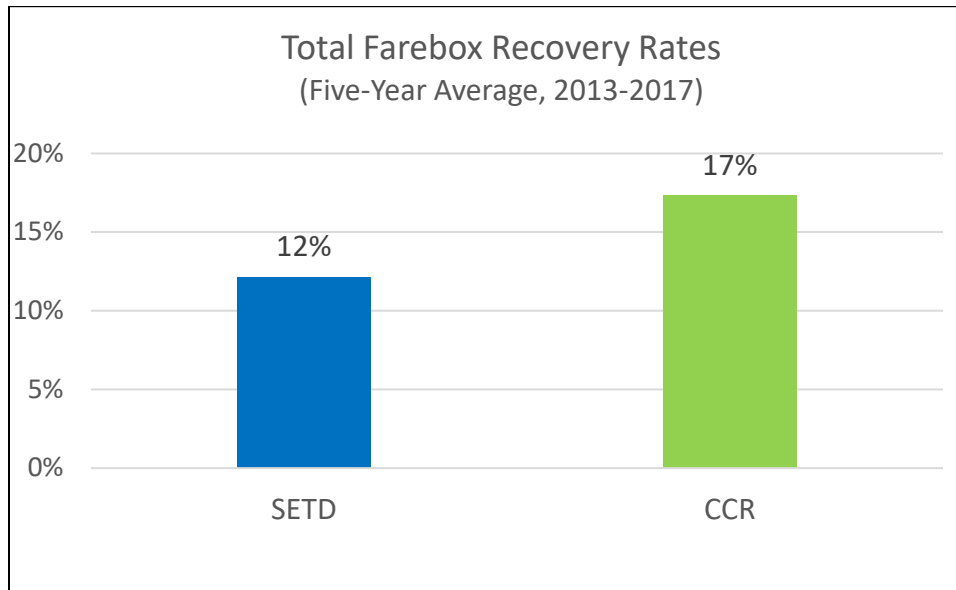


Figure 30 shows total farebox revenue as a percent of total operating cost for each agency over the past five years. Local property tax revenue in Clatsop County helps keep fares affordable, and farebox revenue pays for about 12% of SETD’s operating budget. In Columbia County, fare revenue covers about 17% of the operating budget.

FIGURE 30. FAREBOX RECOVERY RATES



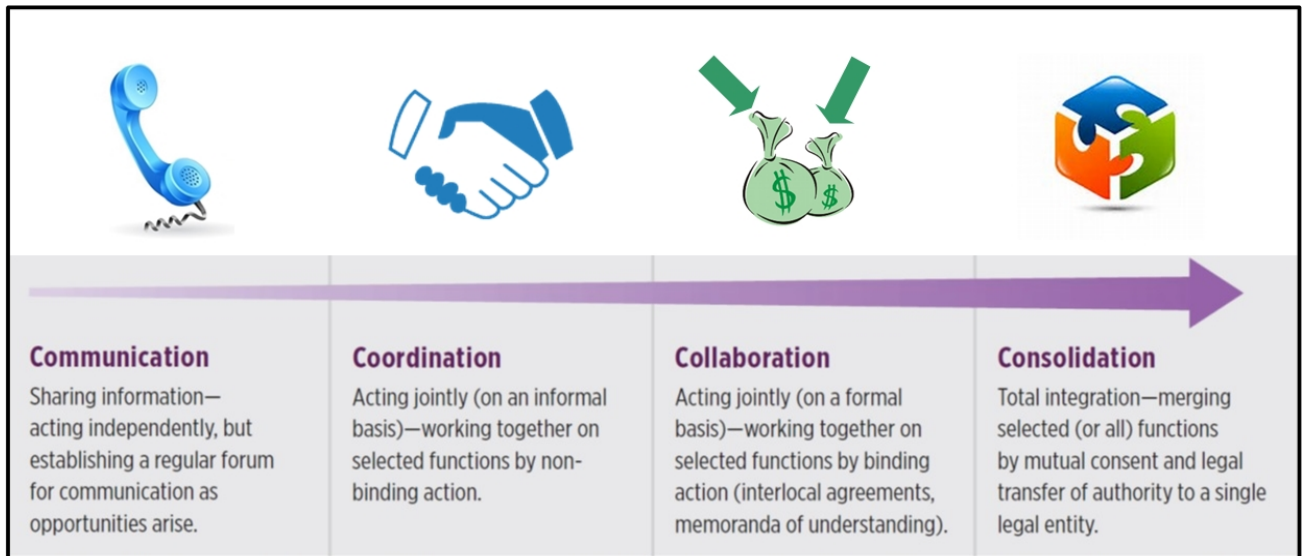
3 Preliminary Screening (Five Scenarios)

3.1 Spectrum of Strategies

The spectrum of partnering strategies for two independent transit agencies ranges from simple communication to coordination, to collaboration to consolidation, as described in Figure 31.

On the spectrum of options, SETD and CC Rider are already coordinating on many issues through their ongoing participation in the Northwest Connector alliance. Also, the agencies currently collaborate to share funding and jointly operate an intercounty route on US 30.

FIGURE 31. SPECTRUM OF TRANSIT AGENCY PARTNERING OPTIONS



Adapted and modified from North Carolina Department of Transportation (NCDOT), KFH Group, Inc. 2012. Statewide Regionalization Study Final Report. As requested in Session Law 2011-145, Section 28.21.

3.2 Preliminary Scenarios

To enhance and/or intensify the current partnership, five alternative districting scenarios were considered. The five preliminary scenarios were compared to a baseline scenario that represented no change to existing operations and partnering activities.

Scenario 1: New District in Columbia County. This scenario could be accomplished through the formation of either a new County Service District under ORS 451, or a new Special Transportation District under ORS 267. It would affect only Columbia County, and SETD would have no involvement.

Scenario 2: Inter-Agency Agreement for SETD Service in Columbia County. Under this scenario, Columbia County would replace its existing private service contract with an interagency agreement for SETD to provide service in Columbia County.

Scenario 3: Joint Service Procurement. Under this scenario, both agencies would jointly procure a 3rd party contractor to provide service in both counties. CC Rider would retain administrative staff at current levels, and SETD staff would be scaled back to administrative functions only.




Scenario 4: SETD Annexation. Under this scenario, Columbia County would be annexed into SETD through an election in both counties.

Scenario 5: New Two-County Transit District. Under this scenario, an election in both counties would dissolve SETD and establish a new district covering both counties.

3.3 Preliminary Screening

The preliminary screening process identified potential advantages, issues and complexities for each scenario, and provided a high-level assessment of the possible impact on each agency’s revenue and costs using the following scales:

Preliminary Screening Scale

-  Possibly better
-  About the same
-  Possibly worse



Preliminary Complexity Scale






- 1 Minimal or no barriers to implementation
- 2 A few factors complicating implementation
- 3 Several factors complicating implementation
- 4 Many factors complicating implementation
- 5 Not feasible






Preliminary screening considered revenue and cost conditions *after* implementation and not the costs *of* implementation. At the preliminary screening stage, cost ratings were based solely on cost per hour and cost per mile productivity indicators developed for each agency based on NTD data, as described in Section 3.5.






A summary of the preliminary screening analysis is provided in Table 5.




TABLE 5. PRELIMINARY SCENARIO SCREENING SUMMARY

Scenario	Description	Case Examples	Potential Advantages, Issues and Complexities	Initial Screening				Initial Complexity Rating
				Revenue for SETD / Clatsop Co area	Revenue for Columbia County	Costs for SETD / Clatsop Co area	Costs for Columbia County	
BASELINE SCENARIO 	Continue existing coordination activities. This is the "Status Quo" scenario that is the baseline for all other scenarios. Organization of existing agencies would remain unchanged, and current coordination activities would continue.	Existing Case		○	○	○	○	1
SCENARIO 1 NEW DISTRICT IN COLUMBIA COUNTY 	1A: New County Service District for CC Rider. Agencies continue current coordination activities.	Lincoln County Transit Formation in 1996	<u>Advantages</u> <ul style="list-style-type: none"> • Could establish a dedicated tax revenue stream for the County’s transit functions. • Current commissioners would serve as the agency’s governing board, reducing the level of effort needed for the election process. <u>Issues and Complexities</u> <ul style="list-style-type: none"> • Requires an election for a new permanent tax. • Existing vehicles, equipment and other assets could remain under county ownership, and existing staffing and operational practices could remain in place. 	○	◐	○	○	2
	1B: New Special Transportation District for CC Rider. Agencies continue current coordination activities.	TCTD formation in 1997 Hood River County TD , 1993 Basin Transit Service , 1981 Rogue Valley TD , 1975	<u>Advantages</u> <ul style="list-style-type: none"> • New oversight board would be able to focus solely on transit issues. • Additional operating revenue options may be possible under a Transportation District, such as a business license fee or income tax. <u>Issues and Complexities</u> <ul style="list-style-type: none"> • Requires an election for both a new permanent tax and a new special district board. • A special district (option 1B) is more complex than a county service district (1A) since the new special district would need to develop their own organizational practices, acquire assets and staff, and/or contract for services. 	○	◐	○	○	3

Scenario	Description	Case Examples	Potential Advantages, Issues and Complexities	Initial Screening				Initial Complexity Rating
				Revenue for SETD / Clatsop Co area	Revenue for Columbia County	Costs for SETD/ Clatsop Co area	Costs for Columbia County	
<p>SCENARIO 2 COLUMBIA COUNTY CONTRACT WITH SETD</p> 	<p>Columbia County contract with SETD to provide select services.</p>	<p>Lincoln County Transit contract with Tillamook County Transportation District. LCT has an agreement with TCTD to provide service on the Salmon Highway between Lincoln City and Grand Ronde.</p>	<p>Advantages</p> <ul style="list-style-type: none"> Existing agency board structures could remain in place and no new districting or election required. If service in Columbia County is provided under the SETD brand, riders could perceive a single streamlined service. May be possible to optimize vehicle use if peaks in Clatsop County (summer) offset peak usage in Columbia County (school season). This arrangement is more easily reversed later, than scenarios 3, 4 and 5. <p>Issues and Complexities</p> <ul style="list-style-type: none"> Columbia County may want to retain a staff person for limited administrative functions under this scenario. SETD’s current costs per mile and per hour are greater than Columbia County’s existing contractor, so this option may be more expensive for Columbia County. SETD may be able to provide a higher quality of service, however. Columbia County’s current contractor is well-liked and provides good service, which may make this option less appealing to Columbia County residents in the near term. (Under Columbia County’s competitive bid process, however, their current contractor may not always be the successful bidder.) May not be reasonable to expect fare equity between counties under this scenario. May be necessary to alter how paratransit is handled in Columbia County. <p>Long-Term Considerations</p> <p>This option would lend itself to future expansion to neighboring counties. If eventual agency consolidation with a single oversight board is the ultimate goal, having one existing transit agency begin to expand to provide service in neighboring counties would be a logical first step.</p>					<p>1</p>

Scenario	Description	Case Examples	Potential Advantages, Issues and Complexities	Initial Screening				Initial Complexity Rating
				Revenue for SETD / Clatsop Co area	Revenue for Columbia County	Costs for SETD/ Clatsop Co area	Costs for Columbia County	
<p>SCENARIO 3 JOINT SERVICE PROCUREMENT</p> 	<p>Columbia County and SETD jointly procure a 3rd party contractor to provide all planning, management and service. Limited administrative functions might need to remain with each individual agency.</p> <p>SETD keeps Medicare brokerage and intercity ticketing roles in-house.</p>	<p>Chemeketa Area Regional Transportation System (CARTS). Marion and Polk County have agreements with Salem Keizer Transit to provide service for communities in both counties outside of the Salem Metro area.</p> <p>There are also rural service contract examples using private companies (e.g. Columbia County’s current service contract. In Idaho, Shoshone County contracts with a regional medical transport company to provide fixed route service.)</p>	<p>Advantages</p> <ul style="list-style-type: none"> Existing agency board structures remain in place and no new districting or election required. Riders could perceive a single streamlined service. May be possible to optimize vehicle use if peaks in Clatsop County (summer) offset peaks in Columbia County (school season). <p>Issues and Complexities</p> <ul style="list-style-type: none"> Clatsop County customers currently enjoy high quality service from SETD that may be difficult to guarantee with a competitively bid service contract. Accountability and performance expectations would need to be built into any 3rd party contract. SETD’s existing staff would be significantly reduced. If contracted service turned out to be unsatisfactory for Clatsop County, it would not be easy for SETD to revert back to current operations. It should be possible to ensure that funds provided by each county are used only for service in that county. But it may not be reasonable to expect fare equity and similar service levels in both counties. May be possible to continue using a different approach to paratransit in each county. <p>Long Term Considerations</p> <p>Like Scenario 2, this option could lend itself to future expansion to neighboring counties. If transit agencies wanted to retain their individual autonomy over the long term, a third-party contractor could serve multiple counties, answering to separate boards.</p>					3

Scenario	Description	Case Examples	Potential Advantages, Issues and Complexities	Initial Screening				Initial Complexity Rating
				Revenue for SETD / Clatsop Co area	Revenue for Columbia County	Costs for SETD/ Clatsop Co area	Costs for Columbia County	
<p>SCENARIO 4 SETD ANNEXATION</p> 	<p>SETD annexation to all or a portion of Columbia County. SETD could take over service in Columbia County.</p>	<p>Similar to utility district annexation proposals that regularly occur throughout Oregon, but at a larger scale.</p>	<p>Advantages</p> <ul style="list-style-type: none"> Riders could perceive a single streamlined service. May be possible to optimize vehicle use if peaks in Clatsop County (summer) may offset peaks in Columbia County (school season). <p>Issues and Complexities</p> <ul style="list-style-type: none"> Election would be required for voters in the portion of Columbia County to be annexed AND voters within SETD’s existing district. A favorable outcome on both votes would be required. SETD’s existing permanent tax rate (\$0.162 per \$1,000 of property value) would apply to new annexed areas. (A more detailed evaluation is necessary to determine if it would be possible to maintain existing service levels in Columbia County under this tax rate.) SETD’s current at-large board structure and the number of board seats would remain unchanged, although Columbia County residents would be eligible to run for seats on the board. New compression issues for other taxing districts in Columbia County would need to be examined. May be challenging to require that taxes collected in one county be spent only on service for that county. Equitable fare structuring would be complicated. Board meetings may require longer distance travel for board members, or use of video technology. <p>Long-Term Considerations</p> <p>This option would be more challenging to extend to other counties than Scenarios 2 and 3, because each new annexation proposal would require elections in the current district and in the areas to be annexed. Also, SETD’s permanent tax rate is lower than some and higher than other transit tax rates in nearby counties, so the feasibility of SETD annexation may vary by county.</p>					<p>3</p>

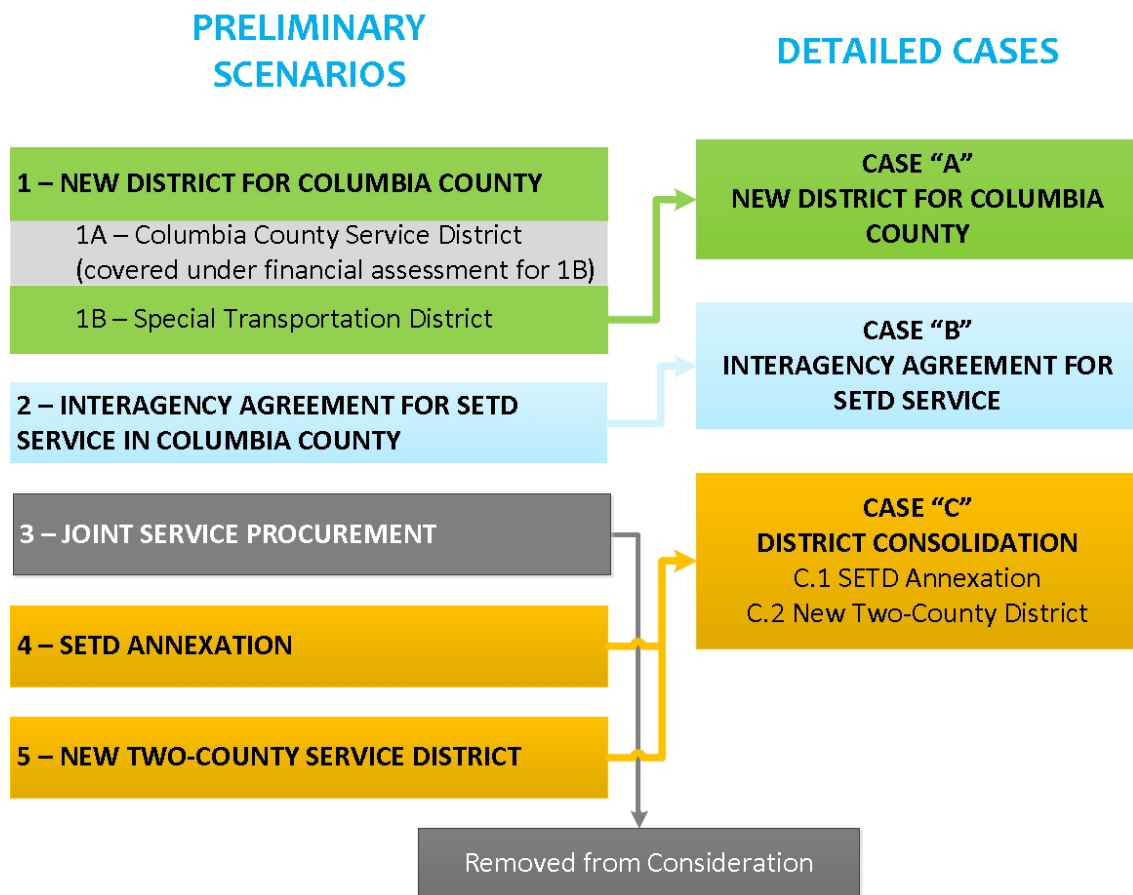
Scenario	Description	Case Examples	Potential Advantages, Issues and Complexities	Initial Screening				Initial Complexity Rating
				Revenue for SETD / Clatsop Co area	Revenue for Columbia County	Costs for SETD/ Clatsop Co area	Costs for Columbia County	
<p>SCENARIO 5 NEW TWO-COUNTY TRANSIT DISTRICT</p> 	<p>SETD dissolved and new transit district formed.</p>	<p>Butte County B-Line, Chico, CA Administrative functions of six separate operations were combined in 1999. Due to complexities of sharing costs, it took until 2004 to consolidate operations. They now have a single administrative agency providing a mix of fixed route and paratransit service under a single unified system.</p>	<p>Advantages</p> <ul style="list-style-type: none"> Riders could perceive a single streamlined service. May be possible to optimize vehicle use if peaks in Clatsop County (summer) may offset peaks in Columbia County (school season). Would be possible to structure the new oversight board to have representation by geography. Permanent tax rate could be set to meet the needs of both counties. <p>Issues and Complexities:</p> <ul style="list-style-type: none"> Requires an election If urbanization continues in southern Columbia County, Tri-Met could someday become the designated recipient for some federal transit funding for Columbia County. (Beyond 10-20 years) In that event, this scenario might complicate future access to federal funds. (See Scenario 6.) Compression issues may result for other taxing districts in both counties. Under this scenario it may not be realistic to require taxes generated in one county to be spent only on service within that county. Board meetings may require longer distance travel for board members, or use of video technology. <p>Long-Term Considerations If eventual consolidation of multiple transit agencies is envisioned (beyond just Clatsop and Columbia counties), it may be advisable to take it in stages over time, beginning with joint operating strategies that do not require redistricting. For example, the North by Northwest Connector agencies could start to bring operations under a common umbrella through contracting strategies like Scenario 2 or Scenario 3. At the point where multiple districts are served by a single service provider, a coordinated election process to dissolve existing districts and create a new unified district could be attempted.</p>			TBD	TBD	4

4 Financial Assessment

4.1 Cases Selected for Financial Analysis

Preliminary scenarios and screening results were presented to the study advisory group, and group members were asked to provide their reactions and feedback on each scenario using an online survey tool. Advisory group responses, which are summarized in Appendix A, were considered by the project management team and a short-list was developed that dropped Scenario 3 – Joint Service Procurement from consideration. (Scenario 3 was considered to be politically untenable in Clatsop County.) The remaining preliminary scenarios were carried forward for financial analysis. Figure 32 shows the relationship between the preliminary scenarios considered and those cases advanced to the financial assessment phase.

FIGURE 32. RELATIONSHIP BETWEEN PRELIMINARY SCENARIOS AND CASES SELECTED FOR FINANCIAL ASSESSMENT



The scope of the study was limited to financial assessment of up to three cases. Case A - New District for Columbia County involves two potential sub-cases; however, for the purposes of

assessing annual operating costs and potential revenue generation, both districting options are very similar. Special Transportation Districts have a greater number of permissible financing options in Oregon statute, so the Special Transportation District sub-case was used for the financial assessment phase. Board considerations, start-up costs and other organizational factors would be different for these two subcases, so implementation considerations for both districting options are included in Section 5.

It was also recognized that Case C involved two subcases—district annexation or a new two-county district. However, financial analysis assumed similar operating costs for both of these subcases. Since the focus was primarily on total tax revenue potential, the analysis effort was essentially the same for both.

4.2 Case A: New Transit District for Columbia County

Analysis of this case focused on estimating the amount of revenue and resulting taxing rates that would be needed to sustain current operations in Columbia County. As noted previously, there are two options available in Columbia County for formation of a new transit district:

- A county service district established under ORS 451 could establish a dedicated funding stream for transit; however, this approach would not offer any new financing tools for CC Rider. To finance a county service district, Columbia County would be authorized to use the same methods that are currently available for financing all other county services, including property taxes, sale of bonds, and service or user charges.
- A special transportation district formed under ORS 267 could also establish a dedicated funding stream for transit that includes an expanded list of financing options. For a special district, permanent financing methods can include property taxes, business license fees, income tax, employer payroll tax, fares and service charges, or any combination of these.

While start-up costs and organizational considerations for the two districting options may differ, differences in estimated day to day operating costs should be minor. The suggested property tax rates presented below could therefore apply to either a county service district or a special district. However, estimated rates for payroll and income tax options would apply only to the special district option.

4.2.1 What Taxing Rates Are Needed to Fund Current Service Levels in Columbia County?

CC Rider's current operating costs are tabulated in Appendix B. To estimate an appropriate taxing rate to cover current operating costs, we considered two potential revenue levels:

- **Recommended Levy: Approximately \$1,125,000 Annually.** This level of funding would generate sufficient new revenue to fund 50% of CC Rider's current annual operating budget, plus an annual vehicle replacement or capital reserve amount of \$200,000. The remaining 50% of operating costs would come from state and federal grants. New tax

revenue would supplant funding from the County general fund currently used to subsidize transit operations, and offset CC Rider’s other locally-generated funding, allowing a more affordable fare structure, while providing an adequate source of local funding to match state and federal operating grants.

- Minimum Levy: Approximately \$814,000 Annually.** This level of funding should also allow more affordable fares but would rely on continued efforts to raise other local funding. Tax revenue would comprise 50% of CC Rider’s current annual operating budget after subtracting 12% for farebox revenues and would not provide any funding for vehicle replacement or capital reserve. CC Rider currently receives about \$270,000 in other local non-county funding, and the new district would need to continue these fundraising activities or establish new local sources under the Minimum Levy scenario to help provide for recurring vehicle replacement needs and/or capital reserve.

Table 6 shows the resulting taxing rates under the different tax financing mechanisms that would be available to a special transportation district in Columbia County². (Note that if a county service district is implemented instead of a special transportation district, only the property tax financing alternative would be possible.)

TABLE 6. ESTIMATED TAXING RATES FOR COLUMBIA COUNTY SPECIAL TRANSPORTATION DISTRICT

<u>Revenue Target Option</u>	<u>Tax Financing Alternatives</u>			
	<u>Property Tax Rate (per thousand dollars of assessed value)</u>	<u>Payroll Tax Rate (percent of payroll)</u>	<u>Income Tax Rate (percent of taxable income)</u>	
Recommended	\$1,125,085	24¢	0.42%	0.11%
Minimum	\$814,075	18¢	0.31%	0.08%
<i>Each individual rate shown would cover the entire target amount. A special transportation district would have the option of using any one of these financing methods or combining two or more methods. A county service district would have only the property tax alternative.</i>				

² Special transportation districts have broader authorities for revenue generation than county service districts in Oregon law. Financing methods for a special transportation district could include: Property taxes, not to exceed 0.005 per dollar of assessed property value per year; a revolving fund for up to one year with a maximum 0.0015 property tax to be used only for planning and construction, acquisition, purchase or lease of transit system (not for operating); business license fees; income tax; employer payroll and/or self-employment tax (not to exceed 0.8% of wages paid and 0.8% of net self-employment earnings with increases phased in over a 10-year period at not more than 0.02% of wages and net self-employment earnings per increment); and fares and service charges.

4.2.2 How Would Columbia County's Taxing Rate Compare to Other Transit District Rates?

Table 7 shows how Columbia County's estimated property tax rate would compare to peer transit districts in Oregon. The recommended rate for Columbia County is on the high end of property tax rates assessed for transit in other areas of the state. However, the peer districts listed in the table have been in existence for at least 20 years, with permanent levy rates that were established at the time of district formation.

TABLE 7. PEER DISTRICT PROPERTY TAX COMPARISON

PROPERTY TAX RATE COMPARISON			
DISTRICT	COUNTY POPULATION	PROPERTY TAX RATE (cents per \$1,000 assessed value)	EST. FY 2017 REVENUE
Estimated Columbia County Rate	50,785	24¢	
Rogue Valley Transportation District	212,567	17.72¢	\$2,524,034.86
Lincoln County Transit	47,038	9.74¢	\$670,360.65
Sunset Empire Transportation District	37,831	16.20¢	\$951,825.22
Tillamook County Transportation District	25,653	20.00¢	\$928,753.71
Salem Keizer Transit District	330,700	76.09¢	\$10,418,003.38

Table 8 shows how a payroll tax implemented in Columbia County would compare to other transit districts using this financing mechanism. Financing rural transit systems using a payroll tax is not common in Oregon, and two of the three agencies currently assessing a payroll tax are larger metropolitan area providers. While Columbia County's rate would be on the low end when compared to other districts, this financing method should be considered with caution. Transit system use in Columbia County is currently dominated by commuters who work or attend school in the Portland Metropolitan area. Unless a significant increase in ridership by commuters to employment destinations within Columbia County is envisioned, a payroll tax option could mean that workers within Columbia County would be subsidizing travel for workers destined to jobs outside of the county.

TABLE 8. PEER DISTRICT PAYROLL TAX COMPARISON

PAYROLL TAX RATE COMPARISON		
DISTRICT	PAYROLL TAX RATE (percent of wages)	EST. FY 2017 REVENUE
Estimated Columbia County Rate	0.42%	
South Clackamas Transportation District	0.50%	No info
Lane Transit District	0.71%	\$32M
Tri-Met	0.74%	\$325M

There are no transit districts that levy an income tax in Oregon, so comparative income tax rates are not available.

4.2.3 What About Property Tax Compression?

Oregon's constitution contains several provisions on property tax limitations that could affect property tax revenues for a new taxing district in Columbia County. Under Ballot Measure 5, passed in 1990, each property may not be billed more than \$10.00 per \$1,000.00 of market value for local government purposes.³ Ballot Measure 50, passed in 1996, governs how market values and assessed values are used for compression calculations.

If taxes on a property exceed the \$10.00 per \$1,000.00 maximum, then the taxes are reduced to the constitutional limit and all affected taxing districts receive a reduced amount of revenue. Currently in Columbia County, nearly 1,000 parcels located in parts of Rainier and Clatskanie are in compression.

A new 24-cent transit tax assessment would further reduce revenues from tax parcels that are already compressed and increase the total number of parcels in compression. About 75 more parcels in Rainier and Clatskanie, plus another 100 or so parcels in Vernonia would likely reach the constitutional maximum for property taxes.

Currently, the total number of properties in compression in Columbia County is modest -- about 1,000 parcels out of almost 28,000 parcels in the county. So reduced revenue due to compression is not likely to be a significant issue for a new county-wide transit district.

³ A permanent property tax rate is subject to a total property tax limitation of no more than \$10.00 per \$1,000 of market value. In addition to a permanent property tax, local option taxes can be structured as either a fixed dollar or fixed rate tax, and levied for up to a maximum of five years. Both types of local option levies are subject to the same limitation as permanent property taxes. General obligation bond levies that are approved for a finite period of time to cover annual principal and interest payments on capital investments are excluded from the \$10 per \$1,000 cap.

However, existing taxing districts who draw revenue from smaller geographic areas that include Rainier, Clatskanie and Vernonia could be impacted if a new transit district is approved.

4.3 Case B: Inter-Agency Agreement for SETD Service in Columbia County

Columbia County currently contracts for service with a private service provider, selected through a competitive bidding process. While Columbia County stakeholders on the study advisory group expressed satisfaction with the performance of the current service provider, there is no guarantee that the current contractor will continue to be the successful bidder in perpetuity. Also, future cost uncertainty can be a function of services secured through private contractors, as labor supply, demand and other market factors can influence private provider costs to a greater degree than public providers.

As part of this study, Columbia County and SETD wished to gauge the feasibility of having SETD provide service in Columbia County, replacing the current competitive bidding process with an inter-agency agreement. The financial assessment for this case compares Columbia County's current service costs with what it would cost SETD to provide the same services.

4.3.1 Assumptions Used for Case B

Service Levels. Our analysis for this case assumes that SETD service would replace current contracted service with no changes to existing services or service levels in Columbia County. SETD would provide fixed route service and dial-a-ride service consistent with current levels. To do this, SETD's personnel resources would increase by the same number of staff employed by Columbia County's current private provider.

Staff. SETD would add:

- One operations manager in Columbia County
- Two dispatchers
- 20 drivers
- Two maintenance staff
- SETD's personnel costs for executive management and administrative support would increase slightly to account for greater responsibilities.

Office Expenses. Office space for SETD's operations manager would be provided free of charge at Columbia County's transit center in St. Helens; however, SETD would have increased marketing/outreach, legal, and other miscellaneous office expenses.

Vehicles. SETD would use existing Columbia County transit vehicles, equipment and facilities at no charge. SETD would insure Columbia County's vehicles.

Fuel. Columbia County would continue to pay for fuel to operate service vehicles.

Administration. Columbia County staff felt that current administrative functions would need to remain in-house at Columbia County under this option. Our analysis of Case B does assume this; however, we also looked at a sub-option where SETD would take on CCR's current administrative functions, reporting directly to the Columbia County Commissioners to lessen the duplication of administrative functions.

Service Fee. SETD would charge Columbia County for operating costs plus a 10% fee.

Performance Clause. Columbia County's current contract with their private service provider has a financial penalties clause, in case the contractor's performance does not meet Columbia County's expectations. The study advisory group identified this as a potential issue if the current private contract is replaced with an interagency agreement. In the unlikely event that a penalty clause was triggered and SETD had to pay reparations, revenue from Clatsop County taxpayers would effectively subsidize service in Columbia County. The SETD board is not likely to agree to this, so alternate language for service standards and remedies would need to be negotiated. This case assumes it would be possible to draft a new performance clause agreeable to both parties.

Estimated Revenue for Case B. SETD's revenue would increase by an amount equal to their cost to provide service to Columbia County plus a 10% fee. These funds would come from Columbia County, so overall, there would be no net change to existing revenues from external sources.

Estimated Costs for Case B. A detailed table of estimated costs for this case is provided in Appendix C and summarized in Sections 4.3.2 and 4.3.3 below. SETD's current wage rates and other expenses were used to estimate costs for this case.

4.3.2 Case B.1 – SETD Provides Service and Columbia County Retains Administrative Functions In-House

If Columbia County retained existing administrative functions in-house and contracted with SETD to only provide service, the estimated net financial effects for each individual agency and to the combined overall public cost in both counties are shown in Table 9.

TABLE 9. NET FINANCIAL EFFECT OF INTERAGENCY AGREEMENT WITH SETD TO PROVIDE TRANSIT SERVICE IN COLUMBIA COUNTY (ASSUMES COLUMBIA COUNTY RETAINS ADMINISTRATIVE FUNCTIONS)

	Current (2017) Operating Cost	Cost Increase (Decrease)	Revenue Increase (Decrease)	Case B.1 Net Cost	Percent Change
Columbia County Total Annual Operating Cost	\$1,850,169	\$687,511 (see note 1)	\$0	\$2,537,680	+37%
SETD Total Annual Operating Cost	\$2,642,168	\$1,700,552 (see note 2)	\$1,870,607 (see note 3)	\$2,472,133	-6%
Total Operating Cost, Both Counties	\$4,492,337	\$687,511	\$0	\$5,179,848	+15%
1 – This value reflects the difference in Columbia County’s current private contract value and SETD’s cost to provide service plus a 10% fee. 2 – Estimated cost for SETD to provide service in Columbia County. 3 – Estimated amount paid by Columbia County to SETD (cost plus a 10% fee.)					

4.3.3 Case B.2 - SETD Provides Both Service and Administration

An alternate scenario was considered where SETD would take on transit agency administrative functions for Columbia County in addition to providing transit service. Under this option, SETD would report directly to the Columbia County Commissioners to reduce administrative redundancies. Table 10 shows the net financial effect of this option on each agency and on overall public costs in both counties.

TABLE 10. NET FINANCIAL EFFECT OF INTERAGENCY AGREEMENT WITH SETD TO PROVIDE TRANSIT SERVICE AND ADMINISTRATION

	Current (2017) Operating Cost	Cost Increase (Decrease)	Revenue Increase (Decrease)	Case B.2 Net Cost	Percent Change
Columbia County Total Annual Operating Cost	\$1,850,169	\$548,731 (see note 1)	\$0	\$2,398,900	+30%
SETD Total Annual Operating Cost	\$2,642,168	\$1,793,101 (see note 2)	\$1,972,411 (see note 3)	\$2,462,858	-7%
Total Operating Cost, Both Counties	\$4,492,337	\$548,731	\$0	\$5,041,068	+12%

	Current (2017) Operating Cost	Cost Increase (Decrease)	Revenue Increase (Decrease)	Case B.2 Net Cost	Percent Change
1 – This value reflects the difference in Columbia County’s current administration and contract costs and SETD’s cost to provide administration and service plus a 10% fee.					
2 – Estimated cost for SETD to provide transit administration and service for Columbia County.					
3 – Estimated amount paid by Columbia County to SETD (cost plus a 10% fee.)					

4.3.4 Discussion of Findings for Case B

Compared to Columbia County’s current contract with a private service provider, an interagency agreement with SETD to provide service would cost Columbia County 30% to 37% more. This case would offer a financial incentive for SETD, with net revenue for SETD 6% to 7% higher than current levels; however, the overall public cost of this alternative for both counties combined is still 12% to 15% higher than the status quo.

Changing to an interagency partnership with SETD could offer improved cost stability and predictability for Columbia County; however, these benefits are difficult to quantify.

The primary reason for increased costs to Columbia County is likely higher personnel costs for SETD than CC Rider’s private contractor. A limitation for analysis of this case is that while we can estimate SETD’s service costs based on historic budgets and actual expenditures, we do not have the same level of cost transparency for CC Rider’s private service provider. Also, we cannot foresee the results of future bid processes involving private contractors. Analysis of this case assumes costs charged by CC Rider’s current contractor will not change when the current service contract expires; however, this may not prove to be the case. Therefore, while the cost comparison presented above may not demonstrate a strong financial benefit to replacing Columbia County’s current private contract with an interagency agreement with SETD, higher bids in future could cast the interagency agreement option in a more favorable light.

4.4 Case C: District Consolidation

Two district consolidation options were considered: 1) Annexation of Columbia County into the existing Sunset Empire Transportation District, and 2) dissolution of SETD with formation of a new two-county transit district. While organizational considerations for these two subcases could differ, estimated annual operational costs to maintain current service levels are assumed to be equivalent. Financial assessment work for Case C therefore focused primarily on the revenue side– specifically what taxing rates would be indicated for a new two-county district and whether SETD’s current property tax rate of 16.2 cents per thousand dollars of assessed value would be enough to support a district consolidation option.

4.4.1 Operating Costs for a Consolidated District

Table 11 compares cost assumptions for a joint district to maintain current service levels in both counties. A more detailed estimate for the district consolidation case, including line item descriptions for cost differences, is provided in Appendix C.

TABLE 11. COMPARISON OF CONSOLIDATED DISTRICT OPERATING COSTS TO CURRENT OPERATING COSTS

	Current Annual Operating Costs (Total Both Counties)	Est. Consolidated District Operating Cost (Assumes Current Service Levels are Maintained in Both Counties)*
ADMINISTRATION	\$1,270,431	\$1,288,600
LABOR EXPENSES	\$632,653	\$579,399
MARKETING AND OUTREACH	\$63,221	\$64,700
COMMUNICATIONS AND IT	\$124,925	\$124,925
LEGAL EXPENSES	\$7,200	\$10,000
PROFESSIONAL SERVICES	\$70,892	\$76,622
OFFICE EXPENSES	\$161,355	\$202,930
DUES AND SUBSCRIPTIONS	\$43,143	\$19,143
INSURANCE	\$73,357	\$110,662
TRAVEL AND TRAINING	\$27,552	\$32,084
UTILITIES	\$47,823	\$47,823
OTHER ADMIN EXPENSES	\$18,311	\$20,311
SERVICE COSTS	\$3,221,906	\$3,317,605
LABOR EXPENSES	\$1,311,650	\$2,656,100
MAINTENANCE AND REPAIR	\$121,449	\$240,000
FUEL	\$396,381	\$396,381
PURCHASED SERVICE	\$1,379,302	\$0
OTHER DIRECT SERVICE COSTS	\$13,124	\$25,124
TOTAL ANNUAL OPERATING COSTS	\$4,492,337	\$4,606,205
*Costs for a joint district were estimated based on SETD's current wage rates and expense schedule.		

4.4.2 Equity Between Counties with a Consolidated District

While the analysis performed for this case assumes that existing service levels would be maintained in each county, a high-level look at the potential cost magnitude for adjustments to provide similar service levels in both counties was also performed and is summarized in Appendix D. Service types and frequencies currently vary between the two counties as described in Section 2.4. Many of those variations may be justified based on demand and/or service subsidies provided by individual communities, so it may be appropriate to continue them under a consolidated district option. If service adjustments are needed, it should be possible to make minor adjustments within the budget estimated for this case.

The larger equity issue has to do with customer fares. For analysis of the consolidated district case (Case C), we assumed that a fare structure similar to SETD's current fares would be applied in both counties, with a maximum farebox recovery rate equivalent to SETD's current rate of 12%.

4.4.3 What Taxing Rates Are Indicated for a Consolidated District?

To estimate the taxing rate needed to cover the joint district operating costs shown in Table 11, we considered three potential revenue levels:

- **Conservative: Approximately \$2,703,000 Annually.** This level of tax funding would generate tax revenue sufficient to fund 50% of the annual operating budget needed to maintain current service levels, plus provide an annual vehicle replacement or capital reserve amount of \$400,000. This approach would fully supplant funding from other local sources currently used to subsidize transit operations (such as money from Columbia County's general fund, community contributions and other contracted revenue) and provide a new district with confidence that funds would be available and adequate to match state and federal operating grants regardless of fluctuations in farebox revenue and other local funding. Using SETD's current financial position as a benchmark, the Conservative Levy option would place a new district in a financial position that is superior to SETD's current position.
- **Minimum: Approximately \$2,027,000 Annually.** This funding level would provide a financial position for an annexed or combined district that is roughly equivalent to the SETD's current financial position. The Minimum levy amount would generate enough tax revenue to fund 50% of the annual operating budget for a consolidated district, after subtracting anticipated farebox revenues of 12%. This approach should ensure adequate local funding is available to match state and federal operating grants to maintain existing service levels. It relies on stable farebox income, and, in addition to fares and tax revenue, other local fundraising efforts would still be needed to help offset

capital reserve and/or vehicle replacement needs. Local fundraising could involve various service contracts, community contributions, local agency subsidies, advertising sales, and other strategies. In 2017, budgets for CC Rider and SETD showed a combined amount of approximately \$465,000 coming from these types of local sources. If some of these other local funding strategies continued under a new district, the Minimum levy scenario should be sufficient to maintain current service levels in both counties.

- Using SETD’s current taxing rate of 16.2 cents per thousand assessed value would generate approximately \$1,676,000 annually.** This level of funding would generate tax revenue sufficient to fund 41% of the annual operating budget minus farebox revenue for a consolidated district. This option would depend on the new district maintaining a farebox recovery rate of 12%. Also, in order to adequately match federal operating grants, the district would need to raise approximately \$365,000 from other local sources. As noted above, this may be theoretically possible since current agency budgets show a combined amount of \$465,000 coming from other local sources in the two counties. However, these other local funding sources are not permanent revenue streams. Income from these sources has fluctuated from year to year, and is likely to continue to do so. If local fundraising could not be sustained at current levels, service reductions would likely be required, and periodic bond levies may be necessary to match state and federal grants for fleet and capital investment. Using SETD’s current financial position as a benchmark, this option would place an annexed or new district in a financial position that is inferior to SETD’s current position.

Table 12 shows the resulting taxing rates for a property tax, payroll tax or an income tax for a consolidated district. Detailed revenue worksheets for Case C are provided in Appendix C.

TABLE 12. TAX FINANCING RATES FOR A CONSOLIDATED DISTRICT

<u>Consolidated District Tax Financing Alternatives</u>				
<u>Revenue Target Option</u>		<u>Property Tax Rate (per thousand dollars of assessed value)</u>	<u>Payroll Tax Rate (percent of payroll)</u>	<u>Income Tax Rate (percent of taxable income)</u>
Conservative (Superior to SETD’s current financial position)	\$2,703,102	26¢	0.35%	0.16%
Minimum (Roughly equivalent to SETD’s current financial position)	\$2,026,730	20¢	0.26%	0.12%

<u>Revenue Target Option</u>	<u>Consolidated District Tax Financing Alternatives</u>			
	<u>Property Tax Rate</u> (per thousand dollars of assessed value)	<u>Payroll Tax Rate</u> (percent of payroll)	<u>Income Tax Rate</u> (percent of taxable income)	
Not Recommended (Inferior to SETD’s current financial position)	\$1,675,631	16¢	0.22%	0.10%
<i>Each individual rate shown would cover the entire target amount. A consolidated transportation district would have the option of using any one of these financing methods, or combining two or more methods.</i>				

4.4.4 Case C Discussion of Findings

If Columbia County were annexed to SETD, SETD’s current taxing rate of 16.2 cents per thousand dollars of assessed value would apply to property in both counties. The financial assessment indicates SETD would find their overall financial position reduced under this scenario. To maintain current service levels in both counties, funding that SETD has previously relied upon to match grants for fleet replacement needs and to help develop the district’s capital reserve would instead be needed to support day to day service operations. Annexation would require approval of voters in both counties, and since the proposal would strain, rather than benefit, SETD’s current financial position, it would be difficult to make the case to voters in Clatsop County.




To provide a financial position roughly equivalent to SETD’s current financial position, a property tax rate of 20 cents per thousand dollars of assessed value is indicated for a two-county transit district. For Columbia County, this is less than the 24 cents per thousand rate that is suggested for a new district in Columbia County alone, so a two-county district option may be appealing to decisionmakers in Columbia County. However, it would again be difficult to make the case for this option in Clatsop County, since voters there would be facing a property tax increase without a corresponding increase in service levels.

4.5 Summary of Comparative Findings

Table 13 provides a comparative overview of the financial findings described in the previous sections for each detailed case, compared to the baseline (status quo) case. Ratings consider the total public cost for transit operation, as well as the amount and stability of permanent revenue streams.

Unfortunately, options for joint operations (Cases B and C) were not found to have mutual financial benefits for both parties. See Section 5 for discussion of other considerations which may affect the decision to move forward or abandon these alternatives.

TABLE 13. SUMMARY COMPARISON OF FINANCIAL POSITION BY COUNTY FOR DETAILED CASES

Detailed Case	Financial Position Compared to Status Quo	
	<u>Columbia County</u>	<u>Clatsop County</u>
Case A - New District in Columbia County		
Case B - Interagency Agreement for SETD to provide service in Columbia County		
Case C.1 - Columbia County Annexation to SETD		
Case C.2 - New Two-County Transit District		
<p><u>Scale:</u></p> <p> Superior financial position, based on anticipated level and stability of permanent revenue streams, and/or impact on operating cost.</p> <p> No effective change.</p> <p> Inferior financial position.</p>		

5 Implementation Considerations and Next Steps

Based on the findings of the financial assessment phase, the most viable option examined would be a new transit district in Columbia County, for which there are two organizational options: A county service district or a new special transportation district. Implementation considerations for both of these sub-cases are discussed in Section 5.1.

While the remaining cases examined for joint operations do not appear to offer financial benefits at this time, we have included a brief discussion of other factors that decisionmakers may wish to consider before formally setting these options aside. Considerations related to an interagency agreement for SETD to provide service in Columbia County are included in Section 5.2, and joint district considerations are discussed in Section 5.3.

5.1 Columbia County Transit District

Two options are available to Columbia County for establishing a new district:

- County Service District (ORS Chapter 451), and
- Special Transportation District (ORS Chapter 267).

While day to day operating costs are estimated to be similar for both districting options, there would be differences in the cost and complexity of formation and implementation efforts, the structure of the oversight board, and the types of revenue generation mechanisms available to each type of district. Table 14 provides a comparative summary of these considerations, and a description of the formational process is provided in Section 5.1.1.

TABLE 14. IMPLEMENTATION CONSIDERATIONS FOR COUNTY SERVICE DISTRICT V. COLUMBIA COUNTY SPECIAL TRANSPORTATION DISTRICT

Element	County Service District	Special Transportation District
<p>Formational Process and District Oversight</p>	<p><u>No New Board.</u> Under this option, the Columbia County Commission would serve as the governing body for the district. Because county commissioners have many competing demands on their time, the oversight capacity for this option is potentially less than that provided by a special transportation district.</p> <p><u>Formational Process is Straightforward.</u> A county service district is formed by order of the county commissioners and must be referred to the voters for approval (ORS 451.487). While an election is needed for this alternative, voters need only approve the district formation and the proposed tax rate.</p>	<p><u>New Elected Board.</u> A special district requires the election of a new board of directors. Seven new board members are elected from the district at-large.⁴ The new board’s sole focus is on transit issues, so this option provides greater oversight potential than a county service district.</p> <p><u>Formational Process is More Complex.</u> A special transportation district may be formed upon petition of 15% of the electors, or a resolution adopted by the most populous city in the county (ORS 267.520). Voters must be asked to approve district formation, the permanent financing mechanism, and also elect new board members.</p>

⁴ ORS 267 provides for two types of special districts: “Mass transit district” statutes (ORS 267.010 to 267.334) are structured to serve metropolitan areas, and the simpler “transportation district” statutes (ORS 267.510 to 267.650) are generally intended for use outside of metropolitan areas. For the purposes of this analysis, we assume that the transportation district statutes will apply. However, some elements of the mass transit district statutes may be of interest to decisionmakers. For example, mass transit districts can designate a separate service area that is benefited beyond the general benefit to the overall district. Financing methods can then be imposed within that service area rather than in the entire district. Also, under the mass transit district statutes, directors are elected from seven sub-districts, each roughly equal in population, and each director must reside within the geographic district he or she represents. If decisionmakers feel that either of those provisions would be to the benefit of a new district in Columbia County, then a legal opinion should be sought on the potential use of the mass transit district statutes for a new special district.

<p>Revenue Generation Options</p>	<p><u>No New Financing Mechanisms.</u> For a county service district, Columbia County could employ revenue strategies that are already available to the County for other purposes. These include:</p> <ul style="list-style-type: none"> • Permanent property tax • Sale of capital bonds • Local option property tax • Fares and service charges 	<p><u>Additional Financing Mechanisms are Possible.</u> A special district would have the same financing options as a county service district, plus a few more. These include:</p> <ul style="list-style-type: none"> • Permanent property tax • Sale of capital bonds • Local option property tax • Fares and service charges • Business license fee • Income tax • Employer payroll/self-employment tax
<p>Transit Equipment, Facilities and Other Assets</p>	<p><u>Equipment and Facilities Remain Under County Control.</u> With a county service district, there would be no impact on the disposition of existing transit vehicles, equipment and facilities.</p>	<p><u>Equipment and Facilities Would Need to be Secured by New District.</u> This could likely be done through an interagency transfer of the existing transit assets (vehicles, transit center, maintenance facilities, etc.) from Columbia County to the new district. While the assets could be transferred free of charge, additional coordination and administrative time would be required to handle the transfer process.</p>
<p>Transit Agency Administration and Staffing</p>	<p><u>No Change to Current Staffing Needed.</u> There would be no need for the County to change its existing staff or staffing levels under this alternative. A budgeting process for CC Rider is already performed separate from other county services, and CC Rider already performs the state and federal reporting functions required as a recipient of funding from these sources. Administration</p>	<p><u>New Staff Would Need to be Hired.</u> The new district board of directors would need to hire its own staff.</p> <p><u>New Administrative Processes Would Be Required.</u> The new district board would need to establish its own policies and procedures, standards, accounting processes, etc.</p>

	of the new district should not be significantly different than current processes.	
Transit Agency Operations	<u>No Change to Current Operations.</u> No change to Columbia County’s current operational approach would be necessary under this alternative.	<u>New Operational Plan Would be Required.</u> The new district would need to determine whether to continue Columbia County’s process of bidding for operational service or hire in-house staff to operate the transit system. As an interim measure, the new district may wish to investigate whether Columbia County’s existing service contract could be transferred to the new agency, to allow time for the new board and management staff to develop and implement a longer-term operational plan.
Complexity and Cost of Implementation Process	<u>Implementation Process is Straightforward.</u> The implementation process would be best managed via a designated coordinator either on staff or under contract to the County. The coordinator would prepare documents and materials needed for the elections process and assist with any minor changes needed to the County’s current financial and management processes to receive and use the new funding. An estimated cost for implementation of this option is \$71,500 . (See Table 15.) Depending on current staff availability, it may be possible to absorb some of the upfront	<u>Implementation Process is More Complex.</u> A designated coordinator would be needed, and a higher level of expertise would be warranted for the coordinator role under this option. The coordinator would manage the elections process, orient and assemble the new board, assist with hiring initial staff, negotiate the transfer of assets, and oversee the operational transition to help avoid hiccups in service. An estimated cost for implementation of this option is \$226,750 . (See Table 16.) To coordinate the implementation of this option, it would be best to retain an outside contractor that can act in the interest of the

	<p>coordination effort in-house, within the County's existing staff budget.</p> <p>Because the county commissioners serve as the governing board for a county service district, ongoing elections expenses for board members are absorbed in the County's regular elections process for commissioners.</p>	<p>new agency rather than in Columbia County's interest.</p> <p>In addition, the district would have ongoing elections expenses for this option. Based on SETD's election expenses, a Columbia County special transportation district could expect to have election costs of approximately \$4,000 every other year, as board member terms expire.</p>
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TABLE 15. ESTIMATED IMPLEMENTATION COSTS - COUNTY SERVICE DISTRICT

Item	Description	Cost
Public Opinion/Election Consultant	Consulting assistance with public messaging and informational materials in advance of election.	\$30,000
Election Fees	Estimated cost of ballot charged by Columbia County elections office.	\$4,000
Election Coordinator	0.25 FTE for three months, or approximately 125 hours, at a loaded rate of \$100	\$12,500
Implementation Coordinator	0.25 FTE for four months, or approximately 170 hours, at a loaded hourly rate of \$100.	\$17,000
Legal Assistance	40 hours at a loaded hourly rate of \$200	\$8,000
Total		\$71,500

TABLE 16. ESTIMATED IMPLEMENTATION COSTS - COLUMBIA COUNTY SPECIAL TRANSPORTATION DISTRICT

Item	Description	Cost
Public Opinion/Election Consultant	Consulting assistance with public messaging and informational materials in advance of election.	\$30,000
Election Fees	Estimated cost of ballot charged by Columbia County elections office.	\$4,000
Election Coordinator	0.25 FTE for three months, or approximately 125 hours, at a loaded hourly rate of \$150.	\$18,750
Implementation Coordinator	0.5 FTE for one year, or approximately 1,000 hours, at a loaded hourly rate of \$150.	\$150,000
Legal Assistance	120 hours at a loaded hourly rate of \$200	\$24,000
Total		\$226,750

5.1.1 District Formational Process

Both county service districts and special transportation districts are subject to the formational process outlined in ORS 198.

Initiating the Process. The formational process begins with either a petition signed by 15% of the electors (ORS 198.755), or by order of the county commissioners. A special transportation district can also be initiated by a resolution adopted by the most populous city (ORS 267.085 and 267.107) within the potential district territory. The petition or resolution is forwarded to the principal county, and the county commission holds a hearing to determine whether there is a benefit to forming the district. If they do find a benefit, the process can proceed with or without an election.

District Formation without an Election on Permanent Financing Mechanism. It is possible to form a new district without a vote of the people on new taxes or fees needed to finance the district. For example, if decisionmakers wished to first establish a separate oversight board for transit operations which could then explore permanent financing options and ultimately serve as advocates for a permanent tax proposal later, a district could initially be formed with election of directors only.

If the region wished to form a district without taxing authority, then after an initial hearing and finding of benefit by the county commission, the county would issue an order calling for the district to be formed. Before a final hearing is held on the matter, if the county received written election requests from at least 100 people, then an election would need to be held. If less than 100 written requests were filed, then the county could proceed with a final hearing and enter an order creating the district.

Although the district itself could be created without an election, in the case of a special transportation district, board member elections must still be held on the next special election date (second Tuesday in March; third Tuesday in May; third Tuesday in September; or first Tuesday after the first Monday in November.)

In Columbia County's case, since the primary purpose and motivation for creating a new district would be to secure a stable and reliable source of funding, proceeding without transparency on the matter of financing may not be advisable. There are political risks associated with forming a district without an election and then later seeking voter approval of an operating tax. It can be easy to lose trust and credibility with voters who may perceive that a formational process is attempting to circumvent them, and very hard to earn back their trust once lost.

District Formation with Concurrent Election on Permanent Financing Method. To establish a permanent rate for operating taxes or fees and/or a separate property tax for capital funding, an election must be held per ORS 198.810. A proposed rate structure could be included in the

petition or resolution for district formation, and voters could be asked to approve the district and the tax rate on the same ballot.

This would be the most upfront approach with voters. Patience is prescribed, since more than one election cycle is often required to obtain voter approval when new taxes are proposed. Complete transparency is key, including a compelling message on the need, and a clear statement of anticipated benefits.

The district board of directors may be elected concurrent with the district formation proposal, or an election of directors can be held on the next special election date following voter approval of the district.

5.1.2 Increasing the Chances of Ballot Measure Success

A transit district proposal for Columbia County was recently placed on the ballot but did not receive the voter support needed to pass. With this in mind, there are two strategies that Columbia County could consider before moving forward with a new ballot measure:

Consider Waiting. This analysis noted that Columbia County's current service is dominated by commuter travel to the Portland metropolitan area. Transit service may need to become more relevant to other travelers within the county before voters can be convinced of the need for a new district. With access to HB 2017 funding for service expansion, Columbia County may be able to enhance and expand transportation services in many areas of the County over the next few years, which could increase the perceived value of transit among county residents. Rather than taking on a new ballot measure in the near term, Columbia County could devote resources to preparing a transit development plan. This could help to articulate a long-term vision for transit in Columbia County and help voters to understand the role of a new district within that vision.

Retain a Public Opinion Research Firm or Election Consultant. When Columbia County is ready to approach the voters again, investing in a professionally managed public opinion survey in advance of the election would help to gauge attitudes, and hone public messaging and informational materials. Well-informed voters and a compelling need statement are key. Expert assistance can be valuable to help prepare effective public information materials, and to produce, test and place appropriate information in the media.

5.2 Interagency Agreement for SETD Service in Columbia County

While there would be a modest financial benefit to SETD under the interagency agreement case, Columbia County's cost to hire SETD for service in Columbia County would be 30% to 37% higher than their existing third-party contract with a private service provider. Since the financial case for an interagency agreement cannot be made at this time, decisionmakers would need to determine whether qualitative benefits of an interagency agreement would justify moving forward. Potential qualitative advantages include:

- **Greater public transparency and certainty of future costs for Columbia County.** Public agency costs from year to year are less dependent on market forces than private company bid prices.
- **Removed potential for private monopoly.** Privatization of government functions is generally assumed to work best where the contractor market is highly competitive. Where the availability of private service contractors is limited, privatization may not provide adequate competition and could lead to a defacto monopoly by a single private company. Under this situation, there is less incentive for a contractor to meet service standards and keep prices low.
- **A principal motivation of public service vs. profit.** It is often argued that private companies have greater incentives to be efficient than government agencies. A tradeoff, however, is that private for-profit companies have a primary responsibility to their shareholders and bottom line rather than to the general public. For the provision of essential public services, a profit motive may be less desirable, even when costs are lower.

If private contractor costs in Columbia County increase in the future, an interagency agreement for SETD to provide service in Columbia County could become a more favorable option. Should both parties elect to move forward with the concept at some future date, the process could be initiated through an interagency agreement approved by both agency boards. Columbia County's current contracting provisions could provide a framework for the agreement, with the understanding that alternate terms for performance standards and remedies acceptable to both agencies would need to be negotiated.

5.3 Joint District

Annexation of Columbia County to SETD would require using SETD's current property tax rate of 16.2 cents per thousand dollars of assessed value. This option would place SETD in a financial position that is inferior to the position it enjoys today and would therefore be difficult to justify to Clatsop County voters.

The other joint districting option considered, a new two-county transit district, would require a property tax rate of 20 cents per thousand dollars of assessed value to maintain current service levels and provide a financial position for the new district similar to SETD's current position. This option has potential financial benefits over a single-county transit district for Columbia County voters, but Clatsop County voters would see their property tax rate increase from 16.2 to 20 cents per thousand without a corresponding service level increase.

The financial case for a joint district cannot be made at this time, so decisionmakers would need to determine if other qualitative benefits are sufficient to pursue annexation or dissolve SETD and move forward with a new two-county district. Some qualitative advantages

experienced by other transit agencies that have consolidated or otherwise intensified inter-agency partnerships include:

- Improved customer service and seamlessness
- Consistent information
- Increased public awareness about transit, potentially leading to increased ridership and ultimately developing the public support needed for future expansion
- Increased buying power
- Increased access to funding
- Providing transportation services necessary for regional economic development initiatives

Through their participation in the North by Northwest Connector program, both transit agencies are already realizing many of these benefits. So, there does not appear to be a compelling case to be made for either joint districting option. However, if the two agencies did decide to advance a joint districting proposal, the process for implementation would be the same as outlined for a special transportation district in Section 5.1.1, except that elections would be held in both counties, and one county would need to be identified to act as the principal county for the purposes of managing and coordinating the elections process.

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Appendices

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Appendix A Advisory Group Feedback on Preliminary Scenarios

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Project Advisory Committee Feedback on Preliminary Scenarios

		Advisory Group Member Representing:	SETD	SETD	SETD	SETD	Columbia County	Columbia County
SCENARIO 1A NEW COUNTY SERVICE DISTRICT FOR CC RIDER	Do you see other advantages for Scenario 1A?	Would keep the name the same.					Definitely less disruption because of no need to separate from the County structure.	No
	Are there other issues or complexities?	I believe that CC Rider has all of their eggs in one basket, the routes to the metro area. In order to gain buy in from the residents of the county, there must be enhanced service within the county.					Would need to ensure that the tax receipts are dedicated to transit only	The possibility of being a Special District could be better than leaving Commissioners in charge. Transportation has been a low priority and they have so many other concerns that demand their attention.
	Should Scenario 1A be considered for more detailed evaluation?	No	Yes	Yes	No	Yes	Yes	Yes
	Why or why not?	I don't know that the voters would support this without the County reducing the permanent tax rate for the County.				Board needs to have representation from both Counties.	Because of the tax revenue opportunity and the ease of transition.	A tax base is needed whether Commissioners continue to be in control or not.

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Project Advisory Committee Feedback on Preliminary Scenarios

Advisory Group Member Representing:		SETD	SETD	SETD	SETD	Columbia County	Columbia County
SCENARIO 1B NEW SPECIAL DISTRICT FOR CC RIDER	Do you see other advantages for Scenario 1B?	The name remains the same.				Complete control over all things transit with no interference by the county.	Yes
	Are there other issues or complexity?	I believe that CC Rider has all of their eggs in one basket, the routes to the metro area. In order to gain buy in from the residents of the county, there must be enhanced service within the county.	compression seems an issue			Setting up a completely new form of government could be complex as all services presently provided by the county, would now need to be provided by the new transit district.	There many ways to cover the expenses that are now taken care of by the commissioners - which they determine how much we will pay for their services - on a magical formula. As a special district we can choose and control our spending costs. Note: in the past (with previous commissioners) who ever determines what CCRider should pay for services, overcharged CCRider based on what it appeared was cash available - but was grant money and could not be used for operations. Causing major problems and was not paid back.
	Should Scenario 1B be considered for more detailed evaluation?	No	No	Yes	No	Yes	Yes
	Why or why not?	It was overwhelmingly voted down recently. I don't know that the voters would support this without the County reducing the permanent tax rate for the County.			Do not think new district will be supported at this time.	This option is complete independence and the surest way that Columbia County transit needs would be focused on.	Need more information on forming a Special District Potentially, who would serve? What other services could be utilized? There is a lot more to understand & look at.

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Project Advisory Committee Feedback on Preliminary Scenarios

Advisory Group Member Representing:		SETD	SETD	SETD	SETD	Columbia County	Columbia County
SCENARIO 2 COLUMBIA COUNTY CONTACT WITH SETD	Do you see other advantages for Scenario 2?						
	Are there other issues or complexities?	The branding could be problematic. This could be overcome by keeping the name CC Rider but adding, Operated by Sunset Empire Transportation District. Terms of the contract could pose issues for things such as financial penalties and potential issues between the advisory committee for CC Rider and the SETD Board. The Paratransit issue is the biggest in my mind for financial reasons.				Doesn't adequately solve Columbia County's core need for higher level of sustainable funding.	Since CCRider is not tax based - SETD's tax payers may object to their tax dollars being used in Columbia County. Concerned - they have as many problems as CCRider and can not see them being able to do any better for CC. Also concerned where their priority of service would be and the distance to Scappoose would be so great - I wonder about their response time should there be a problem / break down or conflict on bus.
	Should Scenario 2 be considered for further evaluation?	Yes	Yes	Yes	Yes	Yes	No
	Why or why not?	The Paratransit issue needs to be addressed.			Reasonable for both CC Rider and SETD now and in the future. Not so complex.	This scenario would keep a local contact in Columbia County. This might also be possible under Scenarios 3, 4, and 5, but the language is not specifically spelled out.	Same as above.

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Project Advisory Committee Feedback on Preliminary Scenarios

Advisory Group Member Representing:		SETD	SETD	SETD	SETD	Columbia County	Columbia County
SCENARIO 3 JOINT SERVICE PROCUREMENT	Are there other advantages that you see for Scenario 3?						
	Are there other issues or complexities?	SETD's Board would likely be against this idea. I would not support having a contractor provide service in Clatsop County. I want our face on the street to be employees of SETD.	seems too dependent of outsiders			The core need (adequate level of funding) for Columbia County is not adequately addressed. Risky for SETD.	The biggest at this point is again how monies would be used. Since SETD operates on 3+ times the budget of CCRider - there is little likelihood that CCRider would be able to grow/ increase their service. And many of the same problems we have now with Commissioners in charge
	Should Scenario 3 move forward for more detailed evaluation?	No	No	No	No	No	No
	Why or why not?	I would not support having a contractor provide service in Clatsop County. I want our face on the street to be employees of SETD.			Loss of control and ownership and believe there reduce quality service.	Too much uncertainty, especially for SETD.	Too many conflicts for both CCRider & SETD.

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Project Advisory Committee Feedback on Preliminary Scenarios

Advisory Group Member Representing:		SETD	SETD	SETD	SETD	Columbia County	Columbia County
SCENARIO 4 SETD ANNEXATION	Do you see other advantages for Scenario 4?	A new face and brand for public transportation in Columbia County might persuade voters to have more confidence in the service.				Could solve, to a degree, CCR's stable funding need, but not to the level that we estimate we need; \$0.23/\$1,000.	NO
	Are there other issues or complexities?						YES
	Should Scenario 4 move forward for more detailed evaluation?	Yes	No	No	No	No	
	Why or why not?	I think the issues and complexities need to be fully vetted. There needs to be a determination of the financial effect on SETD.				Too complicated.	Too complicated. Could prove very difficult to educate public on the reasonings and the complexities seem to far outweigh the advantages.

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Project Advisory Committee Feedback on Preliminary Scenarios

Advisory Group Member Representing:		SETD	SETD	SETD	SETD	Columbia County	Columbia County
SCENARIO 5 NEW TWO-COUNTY TRANSIT DISTRICT	Do you see other advantages for Scenario 5?	A new face and brand for public transportation in Columbia County might persuade voters to have more confidence in the service.					
	Are there other issues or complexities?	If it is determined that the tax rate needs to be greater than the current one, there could be a potential for voter push back in Clatsop County. It would be an easier sell if it remained at the 16.2 cents.				Allocation of resources over a large area could be problematic. Where will vehicle maintenance occur? Astoria based operations could be a hardship to Columbia County residents and the opposite if operations were based in Columbia County.	
	Should Scenario 5 move forward for more detailed evaluation?	Yes	Yes	Yes	No	No	No
	Why or why not?	Issues and complexities need to be fully vetted. There needs to be a determination of the financial effect on SETD.	slightly more appealing than #4		Do not think that taxpayers would see this as better than what is in place.	Very complex allocation of resources.	

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Project Advisory Committee Feedback on Preliminary Scenarios

	Advisory Group Member Representing:	SETD	SETD	SETD	SETD	Columbia County	Columbia County
OTHER SCENARIOS	<p>Are there other agency collaboration or consolidation scenarios that you think should be considered?</p>		not to my knowledge			<p>CC Rider evolve into a Commuter and DAR only transit provider, eliminating local service.</p>	<p>Continue to work together - helping each transit learn from shared successes. At this time CCRider has a working relationship with SETD. Working together both transits can grow. The most important issues now are getting CCRider a tax base and to possibility of becoming a Special District.</p>

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Appendix B Current Revenue and Expense Tables

AGENCY REVENUE DATA

Revenue Source	Typ Use		CCR Budget Year					SETD Fiscal Year					SETD Five-Year Average	
	Cap Only	Excluded from Trend Analysis	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Estimated)	CCR Five-Year Average	2013/14 (Actual)	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Budgeted)		2017/18 (Budgeted)
FEDERAL FUNDING			\$943,719	\$1,546,762	\$677,673	\$706,872	\$1,142,606	\$1,003,526	\$1,240,590	\$688,862	\$643,142	\$1,072,104	\$616,262	\$852,192
5310 Preventative Maintenance	x		\$44,231	\$13,141	\$815	\$0			\$47,623	\$74,928	\$105,515	\$60,904	\$61,473	
5310 Pass Through		x							\$17,023					
5310 Purchased Services Grant			\$90,981	\$165,655	\$144,548	\$186,991	\$175,863							
5311 Rural	x								\$606,687	\$455,666	\$469,009	\$455,600	\$455,656	
5311 ODOT Ops Grant	x		\$222,257	\$423,544	\$474,128	\$248,957	\$598,189							
5311(f) Intercity	x		\$235,808			\$89,208	\$132,174		\$230,090	\$104,836	\$0	\$0		
Mobility Management	x		\$28,353						\$140,402	\$53,432	\$68,618	\$83,000	\$75,133	
Capital Purchases	x	x			\$58,182	\$181,716	\$236,380							
5339 Bus and Bus Facilities	x	x	\$210,482						\$78,642	\$0	\$0	\$472,600		
State of Good Repair (Bus Purchase)	x	x	\$26,739						\$120,123					
Purchased Serv - Intercity Clatskanie		x												
ARRA		x												
Flex Fund Transit Center		x	\$60,717	\$891,219										
Planning		x	\$24,151						\$0	\$0	\$0	\$0	\$24,000	
JTA Equipment and Ops		x	\$0	\$0	\$0	\$0								
DoE HVAC Grant		x	\$0	\$0	\$0	\$0								
Facility Security Equipment		x		\$53,203										
Federal Earmark		x	\$0	\$0	\$0	\$0								
STATE FUNDING			\$122,134	\$120,828	\$195,965	\$174,835	\$136,312	\$150,015	\$347,499	\$422,107	\$538,682	\$599,835	\$457,014	\$473,027
Drive Less Connect		x							\$45,045	\$69,060	\$80,165	\$56,275	\$58,985	
STF/STO		x	\$92,134	\$120,828	\$105,560	\$174,835	\$136,312		\$73,620	\$163,005	\$113,744	\$328,560		
STF (SETD separate fund)													\$93,241	
ODOT Agreement # 31389 (SETD Separate STF fund)													\$77,788	
STFD		x	\$30,000		\$90,405									
State Mass Transit Payroll Dist		x							\$62,789	\$48,145	\$93,170	\$55,000	\$67,000	
State Timber Revenue		x							\$166,045	\$141,897	\$251,603	\$160,000	\$160,000	
BETC		x	\$0	\$0	\$0	\$0								
Connect Oregon		x	\$0	\$0	\$0	\$0								
LOCAL REVENUE			\$2,390,889	\$1,594,054	\$545,876	\$599,923	\$1,023,631	\$1,230,875	\$1,188,965	\$1,194,945	\$1,384,509	\$1,390,097	\$1,317,120	\$1,295,127
Fares		x	\$307,160	\$258,952	\$246,767	\$246,159	\$230,700	\$257,947	\$256,137	\$263,131	\$257,327	\$256,000	\$273,000	\$261,119
Service Contracts and IGAs		x							\$56,358	\$44,593	\$148,145	\$180,917	\$123,900	
NW Ride Center Medical		x	\$61,801	\$31,118	\$66,107	\$59,124	\$89,109							
Contracted Service Fee Govt		x	\$56,200	\$72,000	\$72,000	\$81,255	\$70,708							
Contracted Revenue Other		x	\$41,311	\$91,155	\$90,785	\$102,931	\$126,820							
Property Tax		x							\$861,274	\$865,329	\$962,946	\$925,000	\$892,000	
County Funds - Transfer from General Fund		x	\$30,000	\$33,616	\$31,180	\$80,066	\$80,000							
County Loan from General Fund							\$400,000							
Community Contributions / Donations		x	\$83,136	\$29,179	\$27,080	\$16,066	\$15,058							
Interest		x	\$0	\$454	\$883	\$1,372	\$436		\$3,255	\$4,120	\$4,581	\$4,800	\$4,800	

AGENCY REVENUE DATA

Revenue Source	Typ Use		CCR Budget Year					CCR Five-Year Average	SETD Fiscal Year					SETD Five-Year Average
	Cap Only	Ops	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Estimated)		2013/14 (Actual)	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Budgeted)	2017/18 (Budgeted)	
Rentals		x						\$10,870	\$14,577	\$9,940	\$10,480	\$10,520		
Advertising Revenue		x	\$4,540	\$17,245	\$11,075	\$12,950	\$10,800							
Commission/Proceeds		x						\$1,071	\$3,195	\$1,570	\$12,900	\$12,900		
Voucher Program		x	\$3,259											
Connector Pilot			\$1,803,483	\$1,058,678	\$0	\$0								
Asset Sales			\$0	\$1,658	\$0	\$0								
OTHER			\$1,509	\$6,210	-\$521	\$2,813	\$116	\$161,911	\$0	\$0	\$0	\$74,461	\$47,274	
PERS Reserve	0%	x		\$1,610	-\$1,610							\$74,461		
Transfers between funds														
Other Misc Income		x	\$1,509	\$4,600	\$1,089	\$2,813	\$116	\$161,911	\$0	\$0	\$0	\$0		
TOTALS			\$3,458,251	\$3,267,854	\$1,418,993	\$1,484,443	\$2,302,665	\$2,386,441	\$2,938,965	\$2,305,914	\$2,566,333	\$3,062,036	\$2,464,857	\$2,667,621
<i>CHECK:</i>														
Agency Ledger Total			\$3,458,624	\$3,410,348	\$1,585,726	\$1,884,790	\$2,452,714	\$3,138,182	\$2,915,902	\$3,306,075	\$3,856,436	\$3,754,988		
Minus Beginning Cash Balance			-\$373	-\$142,494	-\$166,733	-\$400,347	-\$150,049	-\$199,217	-\$609,988	-\$739,742	-\$794,400	-\$1,290,131		
Minus Carole's Total			-\$3,458,251	-\$3,267,854	-\$1,418,993	-\$1,484,443	-\$2,302,665	-\$2,938,965	-\$2,305,914	-\$2,566,333	-\$3,062,036	-\$2,464,857		
Difference			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

AGENCY EXPENSE DATA

	CCR Budget Year					CCR Five-Year Average	SETD Fiscal Year					SETD Five-Year Average
	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Estimated)		2013/14 (Actual)	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Budgeted)	2017/18 (Budgeted)	
ADMINISTRATION	\$295,535	\$253,084	\$233,897	\$327,461	\$325,509	\$287,097	\$552,457	\$594,405	\$649,571	\$839,814	\$944,922	\$716,234
LABOR EXPENSES	\$224,836	\$178,308	\$150,546	\$211,808	\$212,640	\$195,627	\$279,627	\$321,992	\$378,936	\$411,772	\$420,013	\$362,468
Wages	\$76,842	\$73,642	\$49,890	\$88,379	\$69,400	\$71,631	\$203,477	\$233,940	\$280,512	\$301,641	\$296,229	\$263,160
Payroll Taxes/Workers' Comp						\$0	\$30,138	\$29,272	\$32,643	\$37,258	\$35,217	\$32,906
Benefits						\$0	\$45,085	\$58,112	\$64,985	\$71,592	\$86,839	\$65,323
Payroll Processing Fee						\$0	\$0	\$480	\$450	\$505	\$516	\$390
Payroll Direct Deposit Expense						\$0	\$407	\$0	\$0	\$0	\$0	\$81
Drug/Alcohol/Background Screening						\$0	\$520	\$186	\$346	\$776	\$1,213	\$608
PERS	\$14,587	\$9,388		\$7,169	\$9,878	\$10,256						\$0
FICA Tax	\$6,106	\$4,429	\$3,446	\$7,381	\$4,757	\$5,224						\$0
Workers' Compensation Ins	\$881	\$603	\$35	\$487	\$1,354	\$672						\$0
WBF	\$33	\$18	\$19	\$40	\$30	\$28						\$0
Unemployment Ins	\$1,514	\$612	-\$1,105	\$456	\$31	\$302						\$0
Admin Allocation	\$71,716	\$43,761	\$53,499	\$56,848	\$68,442	\$58,853						\$0
Temp Staffing	\$5,043	\$43,197	\$44,763	\$51,048	\$58,748	\$40,560						\$0
Livability contract temp srvc	\$24,058	\$2,658				\$13,358						\$0
Contract Temporary Services	\$24,057					\$24,057						\$0
MARKETING AND OUTREACH	\$9,193	\$11,003	\$13,452	\$18,188	\$19,021	\$14,171	\$27,596	\$10,195	\$12,152	\$43,710	\$44,200	\$27,571
Advertising						\$0		\$3,547	\$948	\$4,200	\$4,200	\$3,224
Newspaper Ads						\$0	\$2,252					\$2,252
Education and Outreach						\$0	\$25,344	\$6,648	\$11,204	\$39,510	\$40,000	\$24,541
Advertising and Publicity	\$1,898	\$4,584	\$4,727	\$6,887	\$7,790	\$5,177						\$0
5311 Advertising and Marketing	\$7,295	\$6,418	\$8,725	\$11,301		\$8,435						\$0
5311 Advertising and Marketing Veh Branding					\$11,231	\$11,231						\$0
COMMUNICATIONS AND IT	\$14,709	\$15,140	\$13,101	\$19,385	\$16,051	\$15,677	\$59,147	\$57,750	\$39,722	\$47,533	\$108,874	\$62,605
Computer Info Tech Services						\$0	\$41,974	\$48,110	\$12,053	\$26,237	\$78,172	\$41,309
Telecommunications/Internet						\$0	\$17,173	\$9,640	\$27,669	\$21,296	\$30,702	\$21,296
Computers and Telephone	\$990	\$1,007	\$1,196	\$5,416	\$2,899	\$2,302						\$0
5311 Telephone Expense	\$13,719	\$14,133	\$11,905	\$13,969	\$13,152	\$13,376						\$0
LEGAL EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$2,444	\$7,904	\$1,665	\$11,200	\$7,200	\$6,083
Legal Ads						\$0	\$520	\$529	\$804	\$800	\$800	\$691
Legal Counsel						\$0	\$1,986	\$4,248	\$861	\$6,400	\$6,400	\$3,979
Election Fees						\$0	-\$62	\$3,127	\$0	\$4,000		\$1,766
PROFESSIONAL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$33,091	\$23,082	\$30,499	\$59,010	\$70,892	\$43,315
Professional Services						\$0	\$17,599	\$5,132	\$7,577	\$32,850	\$42,240	\$21,080
Audit						\$0	\$15,492	\$17,950	\$22,922	\$26,160	\$28,652	\$22,235
OFFICE EXPENSES	\$13,480	\$14,039	\$16,583	\$25,617	\$8,425	\$15,629	\$43,319	\$50,732	\$85,601	\$117,023	\$152,930	\$89,921
Office Supplies						\$0	\$12,803	\$12,331	\$15,168	\$15,450		\$13,938
Printing						\$0	\$8,065	\$7,958	\$15,765	\$33,950	\$33,800	\$19,908
Postage						\$0	\$930	\$948	\$0	\$0		\$470
Building and Grounds Maint						\$0	\$16,704	\$22,247	\$31,264	\$25,373	\$31,878	\$25,493
Janitorial Services and Supplies						\$0	\$4,817	\$3,083	\$0	\$0		\$1,975
Office Furniture and Equipment						\$0		\$4,165	\$0	\$0		\$1,388
Durable Small Equipment/Tools						\$0		\$0	\$17,953	\$16,750	\$64,400	\$24,776
Equipment Lease						\$0		\$0	\$5,451	\$25,500	\$5,500	\$9,113
Office Supplies and Expense	\$2,329	\$4,948	\$3,796	\$5,529	\$2,009	\$3,722					\$17,352	\$17,352

AGENCY EXPENSE DATA

	CCR Budget Year					CCR Five-Year Average	SETD Fiscal Year					SETD Five-Year Average
	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Estimated)		2013/14 (Actual)	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Budgeted)	2017/18 (Budgeted)	
Copy Mach Maint & Supplies	\$1,934	\$2,115	\$2,043	\$3,162	\$2,039	\$2,259						\$0
Copy Machine & Supplies	\$1	\$91			\$800	\$297						\$0
5311 Materials and Supplies	\$9,216	\$6,103	\$10,509	\$16,867	\$3,577	\$9,255						\$0
Supplies and Office Equipment		\$782	\$235	\$60		\$359						\$0
5311 Transit Off, rent, util						\$0						\$0
DUES AND SUBSCRIPTIONS	\$383	\$835	\$2,800	\$10,450	\$24,000	\$7,694	\$12,320	\$17,705	\$18,584	\$25,980	\$19,143	\$18,746
Dues/Subscriptions/Fees						\$0	\$3,322	\$17,705	\$18,584	\$25,980	\$19,143	\$16,947
Connector Alliance					\$24,000	\$24,000	\$8,998					\$8,998
Membership Dues	\$383	\$835	\$2,800	\$10,450		\$3,617						\$0
INSURANCE	\$10,394	\$5,926	\$6,733	\$9,020	\$11,878	\$8,790	\$45,691	\$58,683	\$30,265	\$56,142	\$61,479	\$50,452
Insurance	\$5,791	\$2,496	\$3,436	\$4,601	\$5,780	\$4,421	\$45,691	\$58,683	\$30,265	\$56,142	\$61,479	\$50,452
5311 Insurance	\$4,604	\$3,430	\$3,297	\$4,419	\$6,098	\$4,370						\$0
TRAVEL AND TRAINING	\$5,921	\$4,165	\$3,799	\$3,366	\$3,468	\$4,144	\$18,493	\$23,594	\$24,619	\$37,042	\$24,084	\$25,566
Conferences Training and Travel						\$0	\$18,493	\$23,594	\$24,619	\$37,042	\$24,084	\$25,566
Mileage Expense	\$4,338	\$3,412	\$3,125	\$2,564	\$2,500	\$3,188						\$0
Conferences and Training	\$1,583	\$753	\$674	\$802	\$968	\$956						\$0
UTILITIES	\$15,418	\$20,390	\$22,133	\$22,838	\$27,027	\$21,561	\$20,470	\$18,309	\$18,377	\$21,667	\$20,796	\$19,924
Utilities						\$0	\$20,470	\$18,309	\$18,377	\$21,667	\$20,796	\$19,924
Electricity	\$6,293	\$8,337	\$10,011	\$9,186	\$10,207	\$8,807						\$0
Water	\$8,263	\$9,763	\$11,423	\$13,100	\$13,658	\$11,241						\$0
Garbage Service	\$862	\$827	\$699	\$552	\$662	\$720						\$0
Natural Gas		\$1,464			\$2,500	\$1,982						\$0
OTHER ADMIN EXPENSES	\$1,201	\$3,278	\$4,751	\$6,789	\$3,000	\$3,804	\$10,259	\$4,459	\$9,151	\$8,735	\$15,311	\$9,583
Taxes/License						\$0	\$851	\$95	\$230	\$330	\$330	\$367
Bank Fees						\$0	\$4,339	\$2,913	\$3,027	\$3,005	\$3,341	\$3,325
Employee Recognition						\$0	\$3,327	\$2,628	\$6,002	\$4,000	\$9,880	\$5,167
Meeting Expenses						\$0	\$1,109	\$1,748	-\$108	\$1,400	\$1,760	\$1,182
Donations/Contributions						\$0	\$585	\$75	\$0	\$0		\$165
Miscellaneous						\$0	\$48	-\$3,000	\$0	\$0		-\$738
Refund	\$392	\$38	\$30	\$291		\$188						\$0
Fed Misc Reimb Exp		\$1,605	\$696	\$2,898		\$1,733						\$0
Other Admin and Insurance Expense		\$1,144	\$4,025	\$3,100	\$3,000	\$2,817						\$0
Award Contest				\$500		\$500						\$0
Bank Charges	\$809	\$491				\$650						\$0
County Interdept fee						\$0						\$0
SERVICE COSTS	\$1,445,826	\$975,988	\$881,382	\$1,188,420	\$1,524,660	\$1,203,255	\$1,132,187	\$1,256,578	\$1,412,970	\$1,672,641	\$1,697,246	\$1,434,324
LABOR EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$873,243	\$1,005,541	\$1,183,373	\$1,285,915	\$1,311,650	\$1,131,944
Wages						\$0	\$635,433	\$730,568	\$876,005	\$941,990	\$925,086	\$821,816
Payroll Taxes/Workers' Comp						\$0	\$94,117	\$91,415	\$101,939	\$116,352	\$109,978	\$102,760
Benefits						\$0	\$140,796	\$181,477	\$202,942	\$223,574	\$271,186	\$203,995
Payroll Processing Fee						\$0	\$0	\$1,501	\$1,405	\$1,575	\$1,612	\$1,219
Payroll Direct Deposit Expense						\$0	\$1,273	\$0	\$0	\$0	\$0	\$255
Drug/Alcohol/Background Screening						\$0	\$1,624	\$582	\$1,082	\$2,424	\$3,787	\$1,900
MAINTENANCE AND REPAIR	\$65,836	\$20,774	\$9,758	\$11,754	\$1,449	\$21,914	\$88,927	\$104,230	\$128,986	\$120,200	\$120,000	\$112,469
Vehicle Maintenance and Repair						\$0	\$86,723	\$97,332	\$128,986	\$120,200	\$120,000	\$110,648
Radio System - Buses						\$0		\$4,318	\$0	\$0		\$1,439

AGENCY EXPENSE DATA

	CCR Budget Year					CCR Five-Year Average	SETD Fiscal Year					SETD Five-Year Average
	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Estimated)		2013/14 (Actual)	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Budgeted)	2017/18 (Budgeted)	
Shelter Cleaning and Repair						\$0	\$566	\$1,968	\$0	\$0	\$634	
Small Tools - Minor Equipment						\$0	\$1,638	\$612	\$0	\$0	\$563	
Repairs and Maintenance		\$4,688	\$8,848	\$11,754	\$822	\$6,528					\$0	
Preventative Maintenance	\$62,950	\$16,085	\$909			\$26,648					\$0	
5311 Repair and Maintenance	\$2,887					\$2,887					\$0	
Towing					\$627	\$627					\$0	
FUEL	\$240,708	\$160,316	\$126,074	\$107,425	\$143,909	\$155,687	\$164,389	\$141,426	\$97,112	\$238,772	\$252,472	\$178,834
Fuel						\$0	\$164,389	\$141,426	\$97,112	\$238,772	\$252,472	\$178,834
Vehicle Fuel	\$240,708	\$160,316	\$126,074	\$107,425	\$143,909	\$155,687						\$0
PURCHASED SERVICE	\$642,417	\$643,486	\$745,550	\$1,069,241	\$1,379,302	\$895,999	\$0	\$0	\$0	\$0	\$0	\$0
5311 Operations	\$338,201	\$543,385	\$602,037	\$652,003	\$1,086,688	\$644,463						\$0
Purchase Service ED	\$61,750	\$100,101	\$143,513	\$157,346	\$216,676	\$135,877						\$0
Intercity Astoria/PDX				\$259,893	\$75,938	\$167,915						\$0
27671 ODOT Hwy 30	\$242,466					\$242,466						\$0
OTHER DIRECT SERVICE COSTS	\$496,864	\$151,412	\$0	\$0	\$0	\$129,655	\$5,628	\$5,381	\$3,499	\$27,754	\$13,124	\$11,077
Provider Services/Bus Pass						\$0		\$0	\$723	\$21,830	\$2,200	\$6,188
Uniforms						\$0	\$5,628	\$5,381	\$2,776	\$5,924	\$10,924	\$6,127
OR Coast Transit xps	\$486,483	\$151,412				\$318,948						\$0
Voucher Program Exp	\$10,381					\$10,381						\$0
JTA ODOT xps						\$0						\$0
SUBTOTAL ALL OPERATING COSTS	\$1,741,361	\$1,229,073	\$1,115,279	\$1,515,881	\$1,850,169	\$1,490,353	\$1,684,644	\$1,850,983	\$2,062,541	\$2,512,455	\$2,642,168	\$2,150,558
CAPITAL/OTHER OUTLAYS	\$496,531	\$1,135,820	\$70,100	\$218,860	\$350,152	\$454,293	\$1,509,237	\$1,063,072	\$1,231,403	\$1,328,981	\$926,083	\$1,211,755
Beginning Deficit Fund Balance						\$0						\$0
Capital Outlay - Unallocated						\$0	\$498,192	\$78,012	\$0	\$797,000	\$28,000	\$280,241
Prior Period Adjustment						\$0						\$0
Interfund Transfer (STF Repayment)						\$0						\$0
Capital Reserve Fund						\$0						\$0
Debt Service - Principal and Interest						\$0	\$255,057	\$195,318	\$122,304	\$125,994	\$127,723	\$165,279
Operating Contingency - Unallocated						\$0		\$0	\$0	\$106,104	\$200,000	\$76,526
Unappropriated Funds						\$0	\$609,988	\$739,742	\$1,050,208	\$299,883	\$466,152	\$633,195
RideCare Repayment						\$0	\$146,000					\$146,000
Vehicles Capital Grant	\$253,593		\$70,100	\$218,860	\$285,136	\$206,922						\$0
Transfer to Gen Fund (debt)	\$113,380	\$83,303				\$98,342						\$0
Flex Fund Transit Center	\$67,669	\$993,225				\$530,447						\$0
Facility Security Equipment		\$59,293				\$59,293						\$0
FTA Vehicle Grant	\$31,700					\$31,700						\$0
Planning Scap Park N Ride	\$30,189					\$30,189						\$0
Transit Facility - Envir						\$0						\$0
Transit Envir Legal Services						\$0						\$0
DoE HVAC Cap X						\$0						\$0
Fed Earmark Cap X						\$0						\$0
JTA ODOT CapX						\$0						\$0
Connect II grant expense						\$0						\$0
Bldg-Expansion ARRA Transit Facility						\$0						\$0
Bike Racks and Fare Boxes					\$1,897	\$1,897						\$0

AGENCY EXPENSE DATA

	CCR Budget Year					CCR Five-Year Average	SETD Fiscal Year					SETD Five-Year Average
	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Estimated)		2013/14 (Actual)	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Budgeted)	2017/18 (Budgeted)	
<i>Connect V reno</i>					\$63,119	\$63,119						\$0
PASS THROUGH COSTS	\$1,078,238	\$878,723	\$0	\$0	\$0	\$391,392	\$2,439	\$1,847	\$12,132	\$15,000	\$0	\$6,284
<i>5310 Pass Through - Senior Center</i>						\$0	\$2,439	\$1,847	\$0	\$0		\$1,072
<i>Pass Through STF</i>						\$0			\$12,132	\$15,000		\$13,566
<i>DoE Consortium Partners Xps</i>	\$1,078,238	\$878,723				\$978,480						\$0
TOTAL	\$3,316,130	\$3,243,615	\$1,185,379	\$1,734,740	\$2,200,322	\$2,336,037	\$3,196,320	\$2,915,902	\$3,306,076	\$3,856,436	\$3,568,251	\$3,368,597
<i>Check:</i>												
<i>Totals from Agency ledgers:</i>	\$3,316,130	\$3,243,615	\$1,185,379	\$1,734,741	\$2,200,322		\$3,196,320	\$2,915,902	\$3,306,075	\$3,856,436	\$3,568,251	
<i>Minus Carole's total</i>	-\$3,316,130	-\$3,243,615	-\$1,185,379	-\$1,734,740	-\$2,200,322		-\$3,196,320	-\$2,915,902	-\$3,306,076	-\$3,856,436	-\$3,568,251	
<i>Difference</i>	\$0	\$0	\$0	\$0	\$0		\$0	\$0	-\$1	\$0	\$0	

northwest oregon transit feasibility study

Appendix C Cost and Revenue Tables for Financial Cases

Case A: New District in Columbia County

Revenue Analysis

Revenue Target Options	Tax Financing Alternatives		
	Property Tax Rate	Payroll Tax Rate (Percent of Payroll)	Income Tax Rate (% of Total Income)
Recommended: 50% of Operating Costs Plus Annual Capital of \$200,000 <i>2017 Total Annual Operating Cost</i> \$1,850,169 <i>Annual Capital Reserve</i> \$200,000	0.000244	0.42%	0.11%
Minimum: 50% of Operating Costs After Subtracting Fare Revenue (with more affordable fares) <i>Est. Total Annual Operating Cost</i> \$1,850,169 <i>Subtract Estimated Farebox Revenue</i> <i>(Use SETD's Average Farebox Recovery Rate of 12%)</i> <u>-\$222,020</u> <i>Estimated Operating Cost Minus Farebox</i> \$1,628,149	0.000176	0.31%	0.08%
Too Tight: 50% of Operating Costs After Subtracting Existing Fare Revenue and Other Existing Local Funding <i>Est. Total Annual Operating Cost</i> \$1,850,169 <i>Subtract Estimated Farebox Revenue and Other Local Funds</i> <i>(Assume CCR's Average Farebox Recovery Rate of 17%, and Other Local Non-County Revenues of 18%, Based on 5-year Average Revenues)</i> <u>-\$647,559</u> <i>Estimated Operating Cost Minus Farebox</i> \$1,202,610	0.000130	0.23%	0.06%
Data Used for Rate Estimation:	<u>Columbia County</u>	<u>Source</u>	
<i>Est. Annual Joint District Op. Cost</i>		<i>Case C Cost Analysis Worksheet</i>	
<i>Assessed Property Value</i> \$4,614,997,370		<i>2017 Statements of Assessments and Levies</i>	
<i>Annual Payroll</i> \$266,202,000		<i>2015 ACS</i>	
<i>Median Household Income</i> \$53,179		<i>2015 ACS</i>	
<i>Total Households</i> \$18,758		<i>2015 ACS</i>	
<i>Total Taxable Income</i> \$997,531,682		<i>2015 ACS</i>	

Case B: Columbia County Contract with SETD

Cost Analysis

B.1 - CC Rider keeps existing transit staff and transit center

	COLUMBIA COUNTY							Notes
	CCR Five-Year Average	Current (2017 Budget)	Change under Case B.1	Case B Est Annual Cost	Revenue Change under Case B.1	Net Cost under Case B.1	Percent Change	
ADMINISTRATION	\$287,097	\$325,509	(\$19,021)	\$306,488				
LABOR EXPENSES	\$195,627	\$212,640	\$0	\$212,640				No change to CCR staffing under this sub-case.
Wages	\$71,631	\$69,400						
PERS	\$10,256	\$9,878						
FICA Tax	\$5,224	\$4,757						
Workers' Compensation Ins	\$672	\$1,354						
WBF	\$28	\$30						
Unemployment Ins	\$302	\$31						
Admin Allocation	\$58,853	\$68,442						
Temp Staffing	\$40,560	\$58,748						
Livability contract temp srvc	\$13,358	\$0						
Contract Temporary Services	\$24,057	\$0						
MARKETING AND OUTREACH	\$14,171	\$19,021	(\$19,021)	\$0				SETD would take over all marketing and outreach activities
Advertising and Publicity	\$5,177	\$7,790						
5311 Advertising and Marketing	\$8,435	\$0						
5311 Advertising and Marketing Veh Branding	\$11,231	\$11,231						
COMMUNICATIONS AND IT	\$15,677	\$16,051	\$0	\$16,051				No change under this sub-case
Computers and Telephone	\$2,302	\$2,899						
5311 Telephone Expense	\$13,376	\$13,152						
LEGAL EXPENSES	\$0	\$0	\$0	\$0				
PROFESSIONAL SERVICES	\$0	\$0	\$0	\$0				
OFFICE EXPENSES	\$15,629	\$8,425	\$0	\$8,425				
Office Supplies and Expense	\$3,722	\$2,009						
Copy Mach Maint & Supplies	\$2,259	\$2,039						
Copy Machine & Supplies	\$297	\$800						
5311 Materials and Supplies	\$9,255	\$3,577						
Supplies and Office Equipment	\$359	\$0						
DUES AND SUBSCRIPTIONS	\$7,694	\$24,000	\$0	\$24,000				These are NWOTA dues and could fluctuate. Assumed no change for both parties under this scenario.
Connector Alliance	\$24,000	\$24,000						
Membership Dues	\$3,617	\$0						
INSURANCE	\$8,790	\$11,878	\$0	\$11,878				CCR maintains current insurance levels. (Contractor provides liability insurance for vehicles.)
Insurance	\$4,421	\$5,780						
5311 Insurance	\$4,370	\$6,098						
TRAVEL AND TRAINING	\$4,144	\$3,468	\$0	\$3,468				
Mileage Expense	\$3,188	\$2,500						
Conferences and Training	\$956	\$968						
UTILITIES	\$21,561	\$27,027	\$0	\$27,027				
Electricity	\$8,807	\$10,207						
Water	\$11,241	\$13,658						
Garbage Service	\$720	\$662						
Natural Gas	\$1,982	\$2,500						
OTHER ADMIN EXPENSES	\$3,804	\$3,000	\$0	\$3,000				
Refund	\$188	\$0						
Fed Misc Reimb Exp	\$1,733	\$0						
Other Admin and Insurance Expense	\$2,817	\$3,000						
Award Contest	\$500	\$0						
Bank Charges	\$650	\$0						
SERVICE COSTS	\$1,203,255	\$1,524,660	\$706,532	\$2,231,192				
LABOR EXPENSES	\$0	\$0	\$0	\$0				
MAINTENANCE AND REPAIR	\$21,914	\$1,449		\$1,449				
Repairs and Maintenance	\$6,528	\$822	(\$822)					
Preventative Maintenance	\$26,648	\$0						
5311 Repair and Maintenance	\$2,887	\$0						
Towing	\$627	\$627	(\$627)					
FUEL	\$155,687	\$143,909	\$0	\$143,909				Assumes Columbia County will continue to buy fuel for vehicles.
Vehicle Fuel	\$155,687	\$143,909						
PURCHASED SERVICE	\$895,999	\$1,379,302	\$707,981	\$2,087,283				New total is SETD contract, plus ED purchased service
5311 Operations	\$644,463	\$1,086,688	\$783,919					
Purchase Service ED	\$135,877	\$216,676						
Intercity Astoria/PDX	\$167,915	\$75,938	(\$75,938)					
27671 ODOT Hwy 30	\$242,466	\$0						
OTHER DIRECT SERVICE COSTS	\$129,655	\$0	\$0	\$0				The 5-yr average reflects costs that CCR no longer has.
OR Coast Transit xps	\$318,948	\$0						
Voucher Program Exp	\$10,381	\$0						
TOTAL ANNUAL OPERATING COSTS	\$1,490,353	\$1,850,169	\$687,511	\$2,537,680	\$0	\$2,537,680	37%	

Case B: Columbia County Contract with SETD

Cost Analysis

B.1 - CC Rider keeps existing transit staff and transit center

	SUNSET EMPIRE TRANSPORTATION DISTRICT							
	SETD Five-Year Average	Current (2017 Budget)	Change under Case B.1	Case B.1 Est Annual Cost	Revenue Change under Case B.1	Net Cost under Case B.1	Percent Change	Notes
ADMINISTRATION	\$716,234	\$944,922	\$224,102	\$1,169,024				
LABOR EXPENSES	\$362,468	\$420,013	\$126,619	\$546,632				Added ops manager; bumped salary for exec manager, bumped admin support costs equivalent to 0.5 FTE. Indirect costs calculated pro-rata using current ratios.
Wages	\$263,160	\$296,229	\$91,928					
Payroll Taxes/Workers' Comp	\$32,906	\$35,217	\$11,495					
Benefits	\$65,323	\$86,839	\$22,819					
Payroll Processing Fee	\$390	\$516	\$136					
Payroll Direct Deposit Expense	\$81	\$0	\$28					
Drug/Alcohol/Background Screening	\$608	\$1,213	\$212					
MARKETING AND OUTREACH	\$27,571	\$44,200	\$20,500	\$64,700				
Advertising	\$3,224	\$4,200	\$3,200					
Newspaper Ads	\$2,252	\$0	\$2,300					
Education and Outreach	\$24,541	\$40,000	\$15,000					
COMMUNICATIONS AND IT	\$62,605	\$108,874	\$0	\$108,874				
Computer Info Tech Services	\$41,309	\$78,172						
Telecommunications/Internet	\$21,296	\$30,702						
LEGAL EXPENSES	\$6,083	\$7,200	\$2,800	\$10,000				Added \$2k for legal counsel and \$800 for legal ads
Legal Ads	\$691	\$800	\$800					
Legal Counsel	\$3,979	\$6,400	\$2,000					
Election Fees	\$1,766	\$0						
PROFESSIONAL SERVICES	\$43,315	\$70,892	\$0	\$70,892				
Professional Services	\$21,080	\$42,240						
Audit	\$22,235	\$28,652						
OFFICE EXPENSES	\$89,921	\$152,930	\$20,000	\$172,930				
Office Supplies	\$13,938	\$0						
Printing	\$19,908	\$33,800	\$20,000					
Postage	\$470	\$0						
Building and Grounds Maint	\$25,493	\$31,878						
Janitorial Services and Supplies	\$1,975	\$0						
Office Furniture and Equipment	\$1,388	\$0						
Durable Small Equipment/Tools	\$24,776	\$64,400						
Equipment Lease	\$9,113	\$5,500						
Office Supplies and Expense	\$17,352	\$17,352						
DUES AND SUBSCRIPTIONS	\$18,746	\$19,143	\$0	\$19,143				These are NWOTA dues and could fluctuate. Assumed no change for both parties under this scenario.
Dues/Subscriptions/Fees	\$16,947	\$19,143						
INSURANCE	\$50,452	\$61,479	\$49,183	\$110,662				SETD insurance costs increased by 80% to cover additional vehicles and employees. (SETD insures Columbia County vehicles under this scenario.)
Insurance	\$50,452	\$61,479	\$49,183					
TRAVEL AND TRAINING	\$25,566	\$24,084	\$0	\$24,084				
Conferences Training and Travel	\$25,566	\$24,084						
UTILITIES	\$19,924	\$20,796	\$0	\$20,796				CCR continues to pay current transit center/office costs, and provides office space for SETD's Ops Manager at no cost.
Utilities	\$19,924	\$20,796						
OTHER ADMIN EXPENSES	\$9,583	\$15,311	\$5,000	\$20,311				
Taxes/License	\$367	\$330						
Bank Fees	\$3,325	\$3,341						
Employee Recognition	\$5,167	\$9,880	\$5,000					
Meeting Expenses	\$1,182	\$1,760						
Donations/Contributions	\$165	\$0						
Miscellaneous	(\$738)	\$0						
SERVICE COSTS	\$1,434,324	\$1,697,246	\$1,476,450	\$3,173,696				
LABOR EXPENSES	\$1,131,944	\$1,311,650	\$1,344,450	\$2,656,100				Added 2 dispatchers, 20 drivers, 2 mechanics and 2 maintenance staff. Indirect costs calculated pro-rata using current ratios.
Wages	\$821,816	\$925,086	\$976,100					
Payroll Taxes/Workers' Comp	\$102,760	\$109,978	\$122,052					
Benefits	\$203,995	\$271,186	\$242,292					
Payroll Processing Fee	\$1,219	\$1,612	\$1,447					
Payroll Direct Deposit Expense	\$255	\$0	\$302					
Drug/Alcohol/Background Screening	\$1,900	\$3,787	\$2,256					
MAINTENANCE AND REPAIR	\$112,469	\$120,000	\$120,000	\$240,000				Doubled SETD maintenance cost
Vehicle Maintenance and Repair	\$110,648	\$120,000						
Radio System - Buses	\$1,439	\$0						
Shelter Cleaning and Repair	\$634	\$0						
Small Tools - Minor Equipment	\$563	\$0						
FUEL	\$178,834	\$252,472	\$0	\$252,472				No increase to SETD's fuel budget. Columbia County continues to buy fuel for vehicles operating in their service area.
Fuel	\$178,834	\$252,472						
PURCHASED SERVICE	\$0	\$0	\$0	\$0				
OTHER DIRECT SERVICE COSTS	\$11,077	\$13,124	\$12,000	\$25,124				Additional uniforms, bus passes
Provider Services/Bus Pass	\$6,188	\$2,200	\$2,000					
Uniforms	\$6,127	\$10,924	\$10,000					
TOTAL ANNUAL OPERATING COSTS	\$2,150,558	\$2,642,168	\$1,700,552	\$4,342,720	\$1,870,607	\$2,472,113	-6%	

Estimated contract value (with 10% fee): \$1,870,607

Labor Indirect multiplier: 1.38

Case B: Columbia County Contract with SETD

Cost Analysis

B.2 - No Transit Personnel on-staff at Columbia County, SETD Manager Reports Directly to Columbia County Commissioners, Transit Center/Office Space Provided by Columbia County at Zero Lease.

	COLUMBIA COUNTY							
	CCR Five-Year Average	Current (2017 Budget)	Change under Case B.2	Case B Est Annual Cost	Revenue Change under Case B.1	Net Cost under Case B.1	Percent Change	Notes
ADMINISTRATION	\$287,097	\$325,509	(\$259,605)	\$65,905				
LABOR EXPENSES	\$195,627	\$212,640	(\$212,640)	\$0				No admin labor for Col Co under this sub-case
Wages	\$71,631	\$69,400	(\$69,400)					
PERS	\$10,256	\$9,878	(\$9,878)					
FICA Tax	\$5,224	\$4,757	(\$4,757)					
Workers' Compensation Ins	\$672	\$1,354	(\$1,354)					
WBF	\$28	\$30	(\$30)					
Unemployment Ins	\$302	\$31	(\$31)					
Admin Allocation	\$58,853	\$68,442	(\$68,442)					
Temp Staffing	\$40,560	\$58,748	(\$58,748)					
Livability contract temp svcs	\$13,358	\$0	\$0					
Contract Temporary Services	\$24,057	\$0	\$0					
MARKETING AND OUTREACH	\$14,171	\$19,021	(\$19,021)	\$0				SETD would take over all marketing and outreach activities
Advertising and Publicity	\$5,177	\$7,790						
5311 Advertising and Marketing	\$8,435	\$0						
5311 Advertising and Marketing Veh Branding	\$11,231	\$11,231						
COMMUNICATIONS AND IT	\$15,677	\$16,051	(\$16,051)	\$0				These costs move to SETD
Computers and Telephone	\$2,302	\$2,899	(\$2,899)					
5311 Telephone Expense	\$13,376	\$13,152	(\$13,152)					
LEGAL EXPENSES	\$0	\$0	\$0	\$0				
PROFESSIONAL SERVICES	\$0	\$0	\$0	\$0				
OFFICE EXPENSES	\$15,629	\$8,425	(\$8,425)	\$0				All office costs moved to SETD
Office Supplies and Expense	\$3,722	\$2,009	(\$2,009)					
Copy Mach Maint & Supplies	\$2,259	\$2,039	(\$2,039)					
Copy Machine & Supplies	\$297	\$800	(\$800)					
5311 Materials and Supplies	\$9,255	\$3,577	(\$3,577)					
Supplies and Office Equipment	\$359	\$0						
DUES AND SUBSCRIPTIONS	\$7,694	\$24,000	\$0	\$24,000				No change noted here, but NWOTA costs may fluxuate for both agencies.
Connector Alliance	\$24,000	\$24,000						
Membership Dues	\$3,617	\$0						
INSURANCE	\$8,790	\$11,878	\$0	\$11,878				CCR maintains current insurance levels. Contractor (SETD) required to insure vehicles used to provide service in Columbia County.)
Insurance	\$4,421	\$5,780						
5311 Insurance	\$4,370	\$6,098						
TRAVEL AND TRAINING	\$4,144	\$3,468	(\$3,468)	\$0				No CCR transit staff under this sub-case
Mileage Expense	\$3,188	\$2,500	(\$2,500)					
Conferences and Training	\$956	\$968	(\$968)					
UTILITIES	\$21,561	\$27,027	\$0	\$27,027				Col Co continues to pay utilities on transit center
Electricity	\$8,807	\$10,207						
Water	\$11,241	\$13,658						
Garbage Service	\$720	\$662						
Natural Gas	\$1,982	\$2,500						
OTHER ADMIN EXPENSES	\$3,804	\$3,000	\$0	\$3,000				There is an "other admin and insurance expense" in CCR's budget. Kept as-is.
Refund	\$188	\$0						
Fed Misc Reimb Exp	\$1,733	\$0						
Other Admin and Insurance Expense	\$2,817	\$3,000						
Award Contest	\$500	\$0						
Bank Charges	\$650	\$0						
County Interdept fee	\$0	\$0						
SERVICE COSTS	\$1,203,255	\$1,524,660	\$808,336	\$2,332,996				
LABOR EXPENSES	\$0	\$0	\$0	\$0				
MAINTENANCE AND REPAIR	\$21,914	\$1,449		\$1,449				
Repairs and Maintenance	\$6,528	\$822	(\$822)					
Preventative Maintenance	\$26,648	\$0						
5311 Repair and Maintenance	\$2,887	\$0						
Towing	\$627	\$627	(\$627)					
FUEL	\$155,687	\$143,909	\$0	\$143,909				Columbia County continues to buy fuel.
Vehicle Fuel	\$155,687	\$143,909						
PURCHASED SERVICE	\$895,999	\$1,379,302	\$809,785	\$2,189,087				New total is SETD Contract plus ED purchased service
5311 Operations	\$644,463	\$1,086,688	\$885,723					
Purchase Service ED	\$135,877	\$216,676						
Intercity Astoria/PDX	\$167,915	\$75,938	(\$75,938)					
27671 ODOT Hwy 30	\$242,466	\$0						
OTHER DIRECT SERVICE COSTS	\$129,655	\$0	\$0	\$0				
Provider Services/Bus Pass	\$0	\$0						
Uniforms	\$0	\$0						
OR Coast Transit xps	\$318,948	\$0						
Voucher Program Exp	\$10,381	\$0						
TOTAL ANNUAL OPERATING COSTS	\$1,490,353	\$1,850,169	\$548,731	\$2,398,900	\$0	\$2,398,900	30%	

Case B: Columbia County Contract with SETD

Cost Analysis

B.2 - No Transit Personnel on-staff at Columbia County, SETD Manager Reports Directly to Columbia County Commissioners, Transit Center/Office Space Provided by Columbia County at Zero Lease.

	SUNSET EMPIRE TRANSPORTATION DISTRICT							
	SETD Five-Year Average	Current (2017 Budget)	Change under Case B.2	Case B Est Annual Cost	Revenue Change under Case B.1	Net Cost under Case B.1	Percent Change	Notes
ADMINISTRATION	\$716,234	\$944,922	\$316,651	\$1,261,573				
LABOR EXPENSES	\$362,468	\$420,013	\$159,386	\$579,399				Add ops manager; bump salary for exec manager, bump admin support costs equivalent to 1 FTE. Indirect costs calculated pro-rata using current ratios.
Wages	\$263,160	\$296,229	\$115,718					
Payroll Taxes/Workers' Comp	\$32,906	\$35,217	\$14,469					
Benefits	\$65,323	\$86,839	\$28,724					
Payroll Processing Fee	\$390	\$516	\$172					
Payroll Direct Depost Expense	\$81	\$0	\$36					
Drug/Alcohol/Background Screening	\$608	\$1,213	\$267					
MARKETING AND OUTREACH	\$27,571	\$44,200	\$20,500	\$64,700				Includes additional education, outreach and advertising.
Advertising	\$3,224	\$4,200	\$3,200					
Newspaper Ads	\$2,252	\$0	\$2,300					
Education and Outreach	\$24,541	\$40,000	\$15,000					
COMMUNICATIONS AND IT	\$62,605	\$108,874	\$16,051	\$124,925				SETD pays for computers, telephone and IT support at Col Co transit center.
Computer Info Tech Services	\$41,309	\$78,172						
Telecommunications/Internet	\$21,296	\$30,702						
LEGAL EXPENSES	\$6,083	\$7,200	\$2,800	\$10,000				Added \$2k for legal counsel and \$800 for legal ads
Legal Ads	\$691	\$800	\$800					
Legal Counsel	\$3,979	\$6,400	\$2,000					
Election Fees	\$1,766	\$0						
PROFESSIONAL SERVICES	\$43,315	\$70,892	\$5,730	\$76,622				Includes a 20% increase in audit costs
Professional Services	\$21,080	\$42,240						
Audit	\$22,235	\$28,652	\$5,730					
OFFICE EXPENSES	\$89,921	\$152,930	\$50,000	\$202,930				Includes additional printing, office equipment and other misc office costs for SETD. Assumes zero lease for space in the Col Co transit center, and Col Co continues to provide building and grounds maintenance.
Office Supplies	\$13,938	\$0						
Printing	\$19,908	\$33,800	\$20,000					
Postage	\$470	\$0						
Building and Grounds Maint	\$25,493	\$31,878						
Janitorial Services and Supplies	\$1,975	\$0						
Office Furniture and Equipment	\$1,388	\$0						
Durable Small Equipment/Tools	\$24,776	\$64,400	\$25,000					
Equipment Lease	\$9,113	\$5,500	\$5,000					
Office Supplies and Expense	\$17,352	\$17,352						
DUES AND SUBSCRIPTIONS	\$18,746	\$19,143	\$0	\$19,143				No change noted here, but NWOTA costs may fluxuate for both agencies.
Dues/Subscriptions/Fees	\$16,947	\$19,143						
Connector Alliance	\$8,998	\$0						
INSURANCE	\$50,452	\$61,479	\$49,183	\$110,662				80% increase in SETD's insurance to cover additional staff and vehicles.
Insurance	\$50,452	\$61,479	\$49,183					
TRAVEL AND TRAINING	\$25,566	\$24,084	\$8,000	\$32,084				
Conferences Training and Travel	\$25,566	\$24,084	\$8,000					
UTILITIES	\$19,924	\$20,796	\$0	\$20,796				
Utilities	\$19,924	\$20,796						
OTHER ADMIN EXPENSES	\$9,583	\$15,311	\$5,000	\$20,311				Added 50% to employee recognition line item.
Taxes/License	\$367	\$330						
Bank Fees	\$3,325	\$3,341						
Employee Recognition	\$5,167	\$9,880	\$5,000					
Meeting Expenses	\$1,182	\$1,760						
Donations/Contributions	\$165	\$0						
Miscellaneous	(\$738)	\$0						
SERVICE COSTS	\$1,434,324	\$1,697,246	\$1,476,450	\$3,173,696				
LABOR EXPENSES	\$1,131,944	\$1,311,650	\$1,344,450	\$2,656,100				Added 2 dispatchers, 20 drivers, 2 mechanics and one maintenance staff. Indirect costs calculated pro-rata using current ratios.
Wages	\$821,816	\$1,006,760	\$976,100					CHECK W/ JEFF: Add 2 dispatchers, 20 drivers, 2 mechanics and 2 maintenance staff
Payroll Taxes/Workers' Comp	\$102,760	\$130,625	\$122,052					Indirect costs calculated pro-rata based on current ratios.
Benefits	\$203,995	\$322,098	\$242,292					
Payroll Processing Fee	\$1,219	\$1,914	\$1,447					
Payroll Direct Depost Expense	\$255	\$0	\$302					
Drug/Alcohol/Background Screening	\$1,900	\$4,498	\$2,256					
MAINTENANCE AND REPAIR	\$112,469	\$120,000	\$120,000	\$240,000				Doubled SETD's maintenance costs
Vehicle Maintenance and Repair	\$110,648	\$120,000						
Radio System - Buses	\$1,439	\$0						
Shelter Cleaning and Repair	\$634	\$0						
Small Tools - Minor Equipment	\$563	\$0						
FUEL	\$178,834	\$252,472	\$0	\$252,472				No change to SETD's fuel costs -assumes Columbia County continues to purchase their own fuel.
Fuel	\$178,834	\$252,472						
PURCHASED SERVICE	\$0	\$0	\$0	\$0				
OTHER DIRECT SERVICE COSTS	\$11,077	\$13,124	\$12,000	\$25,124				Additional uniforms, bus passes
Provider Services/Bus Pass	\$6,188	\$2,200	\$2,000					
Uniforms	\$6,127	\$10,924	\$10,000					
TOTAL ANNUAL OPERATING COSTS	\$2,150,558	\$2,642,168	\$1,793,101	\$4,435,269	\$1,972,411	\$2,462,858	-7%	

Estimated contract value (with 10% fee): \$1,972,411

Labor Indirect multiplier: 1.38

Case C: District Consolidation Cost Analysis

District Consolidation Costs are based on SETD Wage Rates and Operating Cost Factors for Case B.2

JOINT DISTRICT ANNUAL OPERATING COSTS				
	Current Costs (Total Both Counties)	SETD Case B.2 Cost (SETD provides service in Columbia County under an IGA)	Adjustment Needed from Case B.2 to Case C	CASE C Est. Cost to Maintain Current Service Levels with Consolidated District
ADMINISTRATION	\$1,270,431	\$1,261,573		\$1,288,600
LABOR EXPENSES	\$632,653	\$579,399		\$579,399
MARKETING AND OUTREACH	\$63,221	\$64,700		\$64,700
COMMUNICATIONS AND IT	\$124,925	\$124,925		\$124,925
LEGAL EXPENSES	\$7,200	\$10,000		\$10,000
PROFESSIONAL SERVICES	\$70,892	\$76,622		\$76,622
OFFICE EXPENSES	\$161,355	\$202,930		\$202,930
DUES AND SUBSCRIPTIONS	\$43,143	\$19,143		\$19,143
INSURANCE	\$73,357	\$110,662		\$110,662
TRAVEL AND TRAINING	\$27,552	\$32,084		\$32,084
UTILITIES	\$47,823	\$20,796	<i>Consolidated district would need to cover utility costs for both transit centers.</i>	\$47,823
OTHER ADMIN EXPENSES	\$18,311	\$20,311		\$20,311
SERVICE COSTS	\$3,221,906	\$3,173,696		\$3,317,605
LABOR EXPENSES	\$1,311,650	\$2,656,100		\$2,656,100
MAINTENANCE AND REPAIR	\$121,449	\$240,000		\$240,000
FUEL	\$396,381	\$252,472	<i>Consolidated district would pay for all fuel.</i>	\$396,381
PURCHASED SERVICE	\$1,379,302	\$0		\$0
OTHER DIRECT SERVICE COSTS	\$13,124	\$25,124		\$25,124
TOTAL ANNUAL OPERATING COSTS	\$4,492,337	\$4,435,269		\$4,606,205

**Case C: District Consolidation
Revenue Analysis**

Revenue Target Options	Property Tax Rate (Per Thousand Dollars of Assessed Value)	Payroll Tax Rate (Percent of Payroll)	Income Tax Rate (% of Total Income)	
Conservative Levy: 50% of Operating Costs Plus Annual Capital of \$400,000 <div style="text-align: right; margin-right: 50px;"> \$2,703,102 </div> <div style="margin-left: 100px;"> <i>Est. Total Annual Operating Cost</i> \$4,606,205 <i>Annual Capital Reserve</i> \$400,000 </div>	\$0.26	0.35%	0.16%	
50% of Operating Costs After Subtracting Fare Revenue <div style="text-align: right; margin-right: 50px;"> \$2,026,730 </div> <div style="margin-left: 100px;"> <i>Est. Total Annual Operating Cost</i> \$4,606,205 <i>Subtract Estimated Farebox Revenue</i> <i>(Assume SETD's Average Farebox Recovery Rate of 12%)</i> <u>-\$552,745</u> <i>Estimated Operating Cost Minus Farebox</i> \$4,053,460 </div>	\$0.20	0.26%	0.12%	
41% of Operating Cost (Based on SETD 5-Year Avg) <div style="text-align: right; margin-right: 50px;"> \$1,930,484 </div> <div style="margin-left: 100px;"> <i>Total Annual Operating Cost</i> \$4,606,205 <i>SETD 5-Year Avg Prop Tax Revenue</i> \$901,310 <i>SETD 5-Year Avg Total Op Cost</i> \$2,150,558 <i>SETD Avg Percent of Op Cost covered by Prop Tax</i> 42% </div>	\$0.19	0.25%	0.11%	
Too Tight: 41% of Operating Cost After Subtracting Fare Revenue <div style="text-align: right; margin-right: 50px;"> \$1,698,826 </div> <div style="margin-left: 100px;"> <i>Total Annual Operating Cost</i> \$4,606,205 <i>Subtract Farebox Revenue</i> <i>(Assume SETD's Farebox Recovery Rate of 12%)</i> <u>-\$552,745</u> <i>Estimated Operating Cost Minus Farebox</i> \$4,053,460 <i>SETD 5-Year Avg Prop Tax Revenue</i> \$901,310 <i>SETD 5-Year Avg Total Op Cost</i> \$2,150,558 <i>SETD Avg Percent of Op Cost covered by Prop Tax</i> 42% </div>	\$0.16	0.22%	0.10%	
Data Used for Rate Estimation:				
	<u>Columbia County</u>	<u>Clatsop County</u>	<u>Total</u>	<u>Source</u>
<i>Est. Annual Joint District Op. Cost</i>			\$4,606,205	<i>Case C Cost Analysis Worksheet</i>
<i>Assessed Property Value</i>	\$4,614,997,370	\$5,748,634,515	\$10,363,631,885	<i>2017 Statements of Assessments and Levies</i>
<i>Annual Payroll</i>	\$266,202,000	\$501,054,000	\$767,256,000	<i>2015 ACS</i>
<i>Median Household Income</i>	\$53,179	\$46,408		<i>2015 ACS</i>
<i>Total Households</i>	\$18,758	\$15,726		<i>2015 ACS</i>
<i>Total Taxable Income</i>	\$997,531,682	\$729,812,208	\$1,727,343,890	<i>2015 ACS</i>

northwest oregon transit feasibility study

Appendix D Service Equity Considerations

To gauge the order of cost magnitude for service adjustments that may be indicated to address equitable service issues under an annexed or consolidated district proposal, we considered two cases:

1. A reduced service option, where service would be reduced as needed to match service in the county with the lower service level; and
2. An expanded service option where service would be increased to match service in the county with the higher service level.

	<u>Service Equity Option</u>	
	Reduced	Expanded
Fixed Route Costs		
Percent Change in Annual Fixed Route Miles	-20%	13%
Fuel cost (savings)	(\$51,406)	\$32,157
Maintenance and repair cost (savings)	(\$48,867)	\$30,568
Labor cost (savings), including indirect	(\$392,137)	\$407,822
Paratransit Costs	(\$291,015)	\$334,288
Total	(\$783,425)	\$804,836

The estimated amount needed to achieve equitable service levels between counties could range +/- \$800,000 annually. Different service levels in each county may actually be warranted based on the demand, and demand estimation and service planning are beyond the scope of this study. However, we assume it should be possible to address service equity within the budget estimated for perpetuating existing service levels under an annexed or consolidated district proposal. If necessary, this would be done over time, with service increases in some areas offset by service decreases in others as indicated by demand.

A more salient service equity issue for this feasibility study is the difference in fare affordability between the two counties. Analysis of an annexed or consolidated district should therefore assume a farebox recovery rate similar to SETD's (**12%**).

**Case C: District Consolidation
Service Equity Analysis**

How could existing service levels be adjusted to provide equitable service in both counties?

Service Type	Equity Considerations	Possible Adjustments for More Equitable Service Between Counties
Weekday Inter-Community Fixed Route	<p>Columbia County's principal cities (Clatskanie, St Helens and Scappoose) are connected with 30-60 minute frequencies on Route 1, with limited stops.</p> <p>In Clatsop County, Routes 101 and 20 provide inter-community service for Astoria, Seaside and Cannon Beach, with 1-2 hour frequencies.</p>	<p>Expanded Option: Double the frequency (add 11 runs per day) on Clatsop County Route 101 to get headways in the range of 30-60 minutes. One additional bus would be needed to achieve headways of 60 minutes. Two additional buses and 2 FTE drivers would be required to achieve peak headways of 30 minutes.</p> <p>Reduced Option: Reduce frequencies on Columbia County's Route 1 to 1 hour peak, 2 hours off peak. (Subtract 7 runs, and reduce number of drivers by one FTE.) This would likely be an unpopular change considering significant commuter dependence on this route.</p>
Weekday Intra-Community Fixed Route Circulators	<p>Within Clatsop County Astoria, has a circulator with 60 minute weekday service. (Cannon Beach Route 21 is subsidized by city and excluded for equity considerations.)</p> <p>Circulator service frequencies for St Helens and Scappoose in Columbia County are lower than those for principal cities in Clatsop County with 1-2 hour headways on the South County Flex Route 3.</p>	<p>Expanded Option: Add 4 weekday runs on Columbia County's South County Flex Route. This would require running an additional bus and one additional driver.</p> <p>Reduced Option: Reduce to approx. 1.5 hour frequencies on Clatsop County Route 10 (subtract 4 weekday runs), Route 20 (subtract 5 weekday runs). Leave Route 21 as -is since subsidized by City of Cannon Beach. Reduce staff by one driver.</p>
Weekend Inter-Community Fixed Route	<p>Route 1 in Columbia County provides three runs per weekend day, with 4-6 hour frequencies .</p> <p>The Pacific Connector route in Clatsop County provide 3 runs per weekend day, with 1-2 hour frequencies.</p>	<p>Even though headways are different, the number of round trips per weekend day on inter-community routes in both counties is the same. For weekend service, this is roughly equitable and no adjustment is suggested for this service category.</p>
Weekend Intra-Community Fixed Route Circulators	<p>In Clatsop County, Route 10 does not operate on weekends, so Astoria has no weekend circulator service. Weekend circulators targeting visitor populations are available in Seaside and Cannon Beach with 30-60 minute service (summer only in Seaside).</p> <p>Columbia County's Route 3 provides weekend circulator service for St Helens and Scappoose with 90 minute headways.</p>	<p>Recommended Option: Add Saturday and Sunday service on Clatsop County Route 10 with approx 90 minute headways. (Add 7 runs per weekend day, 0.4 FTE.) Also add Saturday and Sunday service on Columbia County Route 3 (Add 7 runs on two weekend days, 0.4 FTE.)</p> <p>Minimum Option: Eliminate weekend service on Columbia County Route 3. (Subtract 7 Saturday runs and 1.5 driver FTE.)</p>
Paratransit	<p>Paratransit service is currently provided for all fixed routes in Clatsop County.</p> <p>No paratransit is currently provided in Columbia County; however Route 3 currently offers deviated route service and Routes 1, 2, 4 and 7 may meet FTA's definition of commuter service which is exempt from paratransit requirements.</p>	<p>Expanded Option: Add paratransit service for Columbia County Routes 3, 5 and 6. (4 FTE drivers.) No change to other existing paratransit, route-deviation and dial-a-ride services.</p> <p>Reduced Option: Add route deviation to Columbia County Routes 5 and 6. Remove County-wide dial-a-ride in Columbia County.</p>

EXISTING SERVICE LEVELS

Current Fixed Routes	Round Trip Miles	Round Trip Time	Service Days	Number of Weekdays Per Week	Runs per Weekday	Weekday Headways (Hours)	Weekday Headways (Range)	Number of Weekend Days Per Week	Runs per Weekend Day	Weekend Headways (Hours)	Weekend Headways (Range)	Total Revenue Miles Per Week	Est Revenue Hours Per Week	Weeks of Operation per Year	Total Est. Annual FR Rev Miles
SETD Seaside Streetcar	23.8	0:50	Sa-Su					2	9	1:00	30-60 min	428	15:00	22	9,425
SETD 10 Astoria-Only Runs	14.2	0:46	M-F	5	10	1:00	30-60 min	2				710	14:20	52	36,920
SETD 10 Extended Runs to Warrenton/Hammond	13	1:32	M-F	5	4	peak only (am noon, pm)	3-4 hours	2				260	6:40	52	13,520
SETD 101 Astoria-Seaside-Cannon Beach	20.2	1:50	M-F	5	12	1:00 peak 2:00 off peak	1-2 hours					1,212	14:00	52	63,024
SETD 15 Warrenton-Hammond	11.8	0:35	M-Su	5	6	0:30-3:30	2-4 hours	2	6	0:30 - 3:30	2-4 hours	496	0:30	52	25,771
SETD 20 Cannon Beach - Seaside	23.8	0:55	M-F	5	14	1:00	30-60 min					1,666	16:10	52	86,632
SETD 20 Extended Run to Manzanita	25.8	2:55	M-F	5	1	noon peak only	> 4 hours					129	14:35	52	6,708
SETD 21 Cannon Beach early June-Sept	6.6	0:30	M-Su	5	14	0:30-1:00	30-60 min	2	14	0:30-1:00	30-60 min	647	1:00	17	10,996
SETD 21 Cannon Beach Ext to Seaside early June - Sept	18.4	1:00	M-Su			1:30-3:30	2-4 hours	2	3	1:30-3:30	2-4 hours	110	6:00	17	1,877
SETD 21 Cannon Beach Oct - early June	6.6	0:30	Sa-Su					2	14	0:30-1:00	30-60 min	185	14:00	35	6,468
SETD 21 Cannon Beach Ext to Seaside Oct - early June	18.4	1:00	Sa-Su					2	4	1:30-3:30	2-4 hours	147	8:00	35	5,152
SETD Lower Columbia Connector (Astoria to Rainier)	98.6	2:20	M-Su	5	2	8:00	> 4 hours	2	2	8:00	> 4 hours	1,380	8:40	52	71,781
SETD Pacific Connector (weekend service on 101 and 20)	52.4	2:00	Sa-Su					2	3	2:10-4:40	2-4 hours	314	12:00	52	16,349
SETD Pacific Connector Extended Run to Manzanita	27.9	2:50	Sa-Su					2	1	mid day only	> 4 hours	56	5:40	52	2,902
														Subtotal	357,524
CCR 1 Downtown Portland	59.8	1:50	M-Su	5	12	0:30 peak 1:00 off peak	30-60 min	2	4	4:00 - 6:00	> 4 hours	4,066	4:40	52	211,453
CCR 2 PCC Rock Creek	57.4	2:10	M-F	5	6	2:10	2-4 hours					1,722	17:00	52	89,544
CCR 3 South County Flex	23	1:20	M-F	5	7	1:30	1-2 hours	2				805	22:40	52	41,860
CCR 4 Clatskanie	62.6	2:00	M-F	5	3	3:30	2-4 hours					939	6:00	52	48,828
CCR 5 Kelso	16.9	1:00	M-F	5	3	3:00-4:00	2-4 hours					254	15:00	52	13,182
CCR 6 Nehalem Valley	72	1:50	M-W-F	3	2	10:15	> 4 hours					432	11:00	52	22,464
CCR 7 Lower Columbia Connector (Astoria to Portland)	95	5:00	M-Su	5	2	6:00	> 4 hours	2	2	6:00	> 4 hours	1,330	22:00	52	69,160
County-wide dial-a-ride														Subtotal	496,491

SERVICE EQUITY ESTIMATION	Increase (Decrease) to Current Number of Weekday Runs		Increase (Decrease) to Current Number of Weekend Runs		Increase (Decrease) in FTE Drivers		New Total Annual FR Miles		Total Percent Increase (Decrease) in Annual FR Miles	
	Reduced Option	Expanded Option	Reduced Option	Expanded Option	Reduced Option	Expanded Option	Reduced Option	Expanded Option	Reduced Option	Expanded Option
SETD Seaside Streetcar							9,425	9,425	0%	0%
SETD 10 Astoria-Only Runs	(4)			7	(1.0)	2.4	22,152	47,258	-40%	28%
SETD 10 Extended Runs to Warrenton/Hammond							13,520	13,520	0%	0%
SETD 101 Astoria-Seaside-Cannon Beach		11					63,024	120,796	0%	92%
SETD 15 Warrenton-Hammond							25,771	25,771	0%	0%
SETD 20 Cannon Beach - Seaside							86,632	86,632	0%	0%
SETD 20 Extended Run to Manzanita	(5)						(26,832)	6,708	-500%	0%
SETD 21 Cannon Beach early June-Sept							10,996	10,996	0%	0%
SETD 21 Cannon Beach Ext to Seaside early June - Sept							1,877	1,877	0%	0%
SETD 21 Cannon Beach Oct - early June							6,468	6,468	0%	0%
SETD 21 Cannon Beach Ext to Seaside Oct - early June							5,152	5,152	0%	0%
SETD Lower Columbia Connector (Astoria to Rainier)							71,781	71,781	0%	0%
SETD Pacific Connector (weekend service on 101 and 20)							16,349	16,349	0%	0%
SETD Pacific Connector Extended Run to Manzanita							2,902	2,902	0%	0%
							309,216	425,633	-14%	19%
CCR 1 Downtown Portland	(7)						102,617	211,453	-51%	0%
CCR 2 PCC Rock Creek							89,544	89,544	0%	0%
CCR 3 South County Flex		4	(7)	7	(2.5)	1.4	25,116	82,524	-40%	97%
CCR 4 Clatskanie							48,828	48,828	0%	0%
CCR 5 Kelso							13,182	13,182	0%	0%
CCR 6 Nehalem Valley							22,464	22,464	0%	0%
CCR 7 Lower Columbia Connector (Astoria to Portland)							69,160	69,160	0%	0%
County-wide dial-a-ride					(4.0)	4.0				
							370,911	537,155	-25%	8%

Increase (Decrease) to FR Miles Requiring Paratransit		
Current FR Miles with Paratransit	Reduced Option	Expanded Option
9,425	-	-
36,920	(14,768)	10,338
13,520	-	-
63,024	-	57,772
25,771	-	-
86,632	-	-
6,708	(33,540)	-
10,996	-	-
6,468	-	-
71,781	-	-
16,349	-	-
2,902	-	-
	(48,308)	68,110
0	-	-
0	-	-
0	-	82,524
0	-	-
0	Add Deviation	13,182
0	Add Deviation	22,464
0	-	-
	Remove County-wide DAR	
-	-	118,170

TOTAL BOTH COUNTIES

(7.5) 7.8 680,126 962,788 -20% 13%

Fuel cost (savings) \$ (51,406) \$ 32,157
Maintenance and repair cost (savings) \$ (48,867) \$ 30,568
Labor cost (savings), including indirect \$ (392,137) \$ 407,822
Total Cost (Savings) \$ (492,410) \$ 470,547

Paratransit Equity Cost Considerations**REDUCED EQUITY OPTION****Increase in service costs to add route deviation to Columbia County Routes 4 and 5**

Route 4 and 5 total annual miles	35,646 (estimated for 2017)
Total annual miles all fixed routes	854,014 (estimated for 2017)
Total annual miles all demand-response	163,511 (from 2015 NTD data, sum of both counties, see Agency Profiles workbook)
Total all annual miles	1,017,525
Route 4 and 5 percent of all miles	4%
Total all operating costs	\$5,041,068 (from Case B.2 worksheet)
Est operating cost for Routes 4 and 5	\$ 176,599
25% premium to add route deviation	\$ 44,150

Potential savings if Columbia County Dial-A-Ride service is eliminated

Reduce by 5 FTE Drivers (including indirect)	\$ (261,425)
Reduce fuel costs:	
Total annual miles all fixed routes	854,014 (estimated for 2017)
Total annual miles all demand-response	163,511 (from 2015 NTD data, sum of both counties, see Agency Profiles workbook)
Total all annual miles	1,017,525
2015 CCR demand response miles	102,938
% fuel attributed to CCR demand response	10%
Reduction in fuel cost	\$ (25,541)
Reduction in maintenance and repair cost	\$ (24,280)
Total savings	\$ (286,966)

Est. paratransit savings from reduced fixed route service

SETD 2015 paratransit cost	\$ 253,199
SETD 2015 fixed route miles	253,773
Est. paratransit cost/fixed route mile	\$ 1.00
Reduced number fixed route miles	\$ (48,308)
Est. paratransit savings	\$ (48,199)

EXPANDED EQUITY OPTION**Cost to add paratransit to Columbia County Routes 3, 4, and 5**

Drivers: 4 FTE (including indirect)	\$ 209,140
Route 3, 4 and 5 annual miles	118,170
Total all annual miles	1,017,525
Percent miles attributable to Routes 3, 4 and 5	12%
Increase in fuel costs	\$ 29,321
Increase in maintenance and repair costs	\$ 27,872
Total cost	\$ 266,333

Est. paratransit cost increase from additional Clatsop County fixed route miles

SETD 2015 paratransit cost	\$ 253,199
SETD 2015 fixed route miles	253,773
Est. paratransit cost/fixed route mile	\$ 1.00
Increased number fixed route miles	\$ 68,110
Est. paratransit cost increase	\$ 67,956

Date: February 15, 2018

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10.a Budget Calendar

We are entering the annual budget season and a draft budget calendar is included. As in recent history, I have included two committee meeting dates in case a second committee meeting is needed. This still gives us ample time before the June 28th Budget Hearing that will be held during the Board's regular meeting. By pushing these dates out, it will allow more time for Tracy, Paul, and I to work on the budget. This will be their first go around as staff in formulating a budget under Oregon Budget Law.

Staff is recommending that the budget calendar be adopted.



BUDGET PROCESS CALENDAR

2018-2019

Appoint Budget Officer	March 22, 2018
Appoint Budget Committee	March 22, 2018
Budget Committee Training-Workshop	May 25, 2018
Budget Committee Meeting	May 31, 2018
Budget Committee Meeting (if needed)	June 7, 2018
<i>Hold Budget Hearing/ Board Meeting</i>	June 28, 2018
Make Resolutions to:	
• Adopt Budget	
• Make appropriations	
• Declare taxes	
• Categorize taxes	
Certify Taxes and submit to Assessor before:	July 15, 2018

Date: February 15, 2018

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10.b Seaside Kiosk

SETD opened up the kiosk at the Outlet Mall in March of 2015. The District saw this as an opportunity to have a presence in the south county area where people could go for transportation information and to purchase passes. It is currently open Thursdays through Monday and staffed by one employee. Last fiscal year, we averaged 101 visits per month to the kiosk and averaged \$435 in sales. YTD this year, we averaged 96 visits per month with \$496 in sales.

The kiosk location was originally unenclosed when the outlet mall was first built. It held vending at that time. The area eventually enclosed and it served as an outreach center for the Worldmark timeshares. Mary discovered that it was available and that is when the District decided to establish our presence in Seaside. In the time that we have leased it we have had numerous issues with water seepage due to the weather in Seaside. Water leaking in the windows is our responsibility, so we have addressed it on numerous occasions. There is also no heat with the exception of portable space heaters. The space heater has worked okay, but it really never gets warm enough in the winter. The employee has to wear a coat and stocking cap all day. Also, space heaters should never be a permanent heating solution. Our current lease extension is up at the end of February. We can do one more one-year extension on the current lease agreement.

In order to increase our relevancy and add a new amenity in the south county area, I began looking at properties that were for sale or lease in Seaside on or near Highway 101. One of the first ones I looked at was at the outlet mall where the Tree of Life store was next to Tokyo Teriyaki. It is near to our Seaside Cinema stop that we share with the NW Point bus. That space is 2400 sq. ft. which is larger than we really need. The cost per square foot is \$18.00 annually so it works out to about \$3,600 per month plus utilities and NNN charges (portion of the owner's property taxes, property insurance, and common area maintenance).

Another potential location is located across Highway 101 from Safeway, next to Angelina's Pizza. It is a storefront not facing the highway, but there is an area that the bus could actually pull out of the highway lane in front of the building. The pullout would only allow for one bus so that would be an issue since our 20 and 101 connect in Seaside. The available space in the building is 1200 sq. ft. and the cost would be \$1,200 per month. I have an appointment to view the space on Monday the 19th. I know that the restroom is located in the rear of the building, so that may be an issue.

Last week, I showed most of you another location on the north end of Seaside near the high school that I feel is best suited for us. It is a building that is owned by Inland Electric. They are

leasing the south end of the office which holds a 675 sq. ft. office/retail space connected with a 1,975 sq. ft. shop space. They are asking \$1.00 per sq. ft. for the office space and \$0.75 per sq ft for the shop space. This totals \$2,456 per month plus utilities. This rate is negotiable. The biggest advantage of this location is the shop space. We would be able to store our Route 20 bus, our Route 21 bus, and our Seaside Streetcar in the shop. This will eliminate the deadhead time from Warrenton each day saving us over 10,000 of non-revenue miles over a year's time. It also saves over \$21,000 in fuel costs. Drivers would report directly there without needing to stop at Warrenton and this would save over 300 hours of driver time for non-revenue miles. 300 hours is equivalent to \$6,241. There would be increased costs involved for staffing the facility. One of items called out in our compliance review a couple of years ago was bus passes being sold by drivers. It was advised that we have drivers focus on safe driving and not selling passes. This slows down the boarding process especially at the beginning of each month when riders are buying their monthly passes. In order to accomplish this, we would need the Seaside location to be open 7 days a week. The added cost of this would be about \$14,000 per year in additional personnel costs.

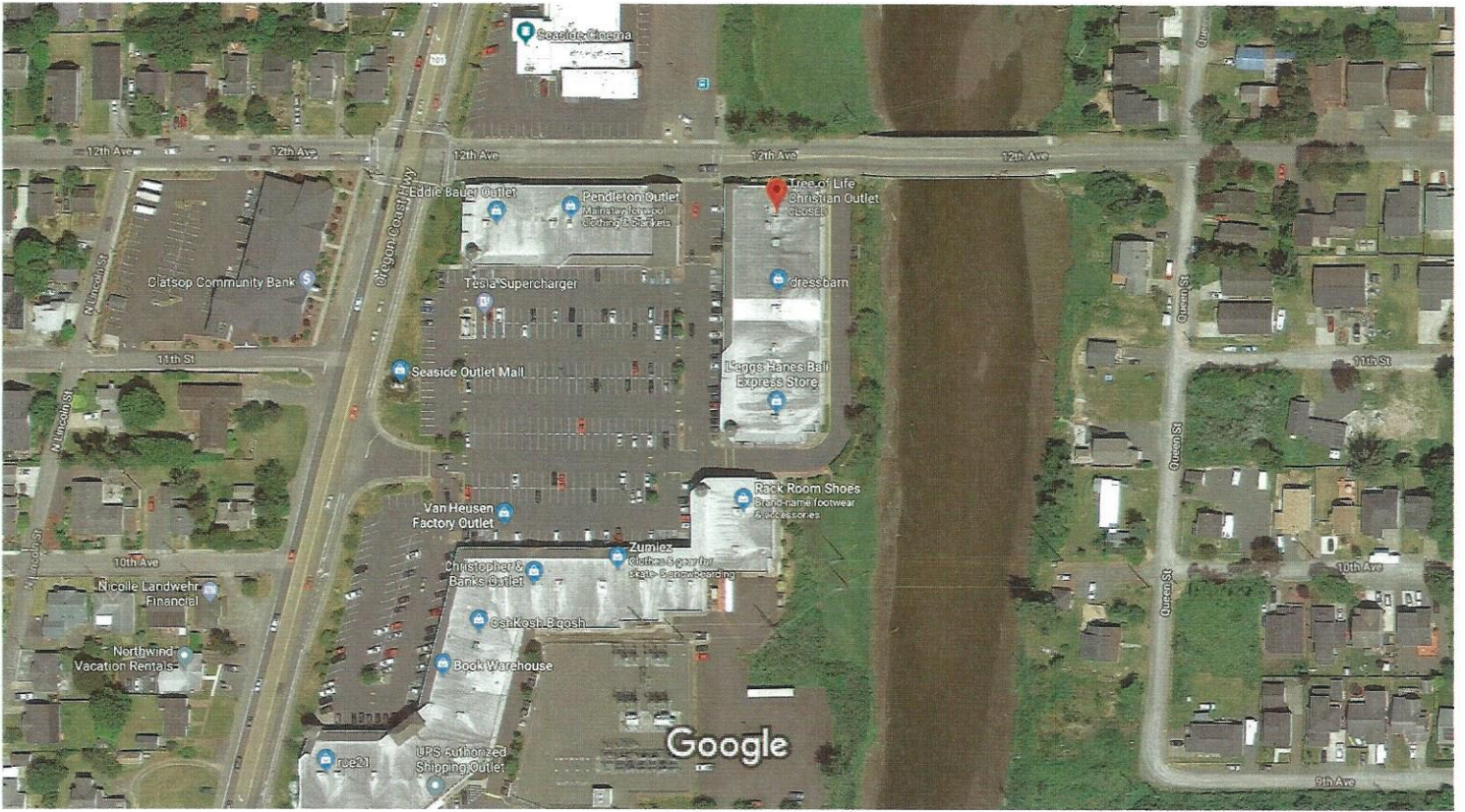
Increase in annual cost from current location

Rent	+ \$26,500
Staffing	+ \$14,000
Fuel	- \$21,000
<u>Total</u>	<u>+ \$19,500</u>

As you were able to see, the left hand turn out of this location is problematic as are all left hand turns in Seaside on 101 unless there is a traffic signal. We can remedy this by turning right on 101 and then turn on Wahanna Rd to get back to 12th St. There are several houses on Wahanna so this may be an opportunity. Currently, we don't pick up anyone between 17th St. and 12th St. on the southbound run of 101, there is no place to safely pull over.

I contacted the Point system administrator at ODOT and he's not inclined to move there stop from the cinema at this time. They like the pedestrian access there. His concern included the left hand turn from 17th back onto 101 when I pointed that out to him. If we did decommission the cinema stop, he would have moved the stop to join us if we move forward with this location. It would not make sense for them to turn right and go on Wahanna.

Staff is seeking guidance from the Board if they want to move forward with negotiating a lease at this location or continue researching other facilities.



Imagery ©2018 Google, Map data ©2018 Google 100 ft



Tree of Life Christian Outlet

Book Store





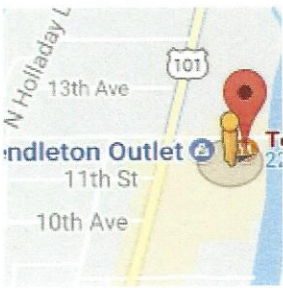
-  1111 N Roosevelt Dr # 206, Seaside, OR 97138
-  (503) 717-1000
-  Permanently closed



Image capture: Oct 2015 © 2018 Google

 Google, Inc.

Street View - Oct 2015





Imagery ©2018 Google, Map data ©2018 Google 50 ft



300 S Roosevelt Dr #3
Seaside, OR 97138



At this location



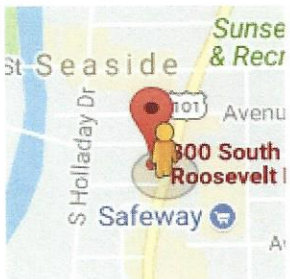


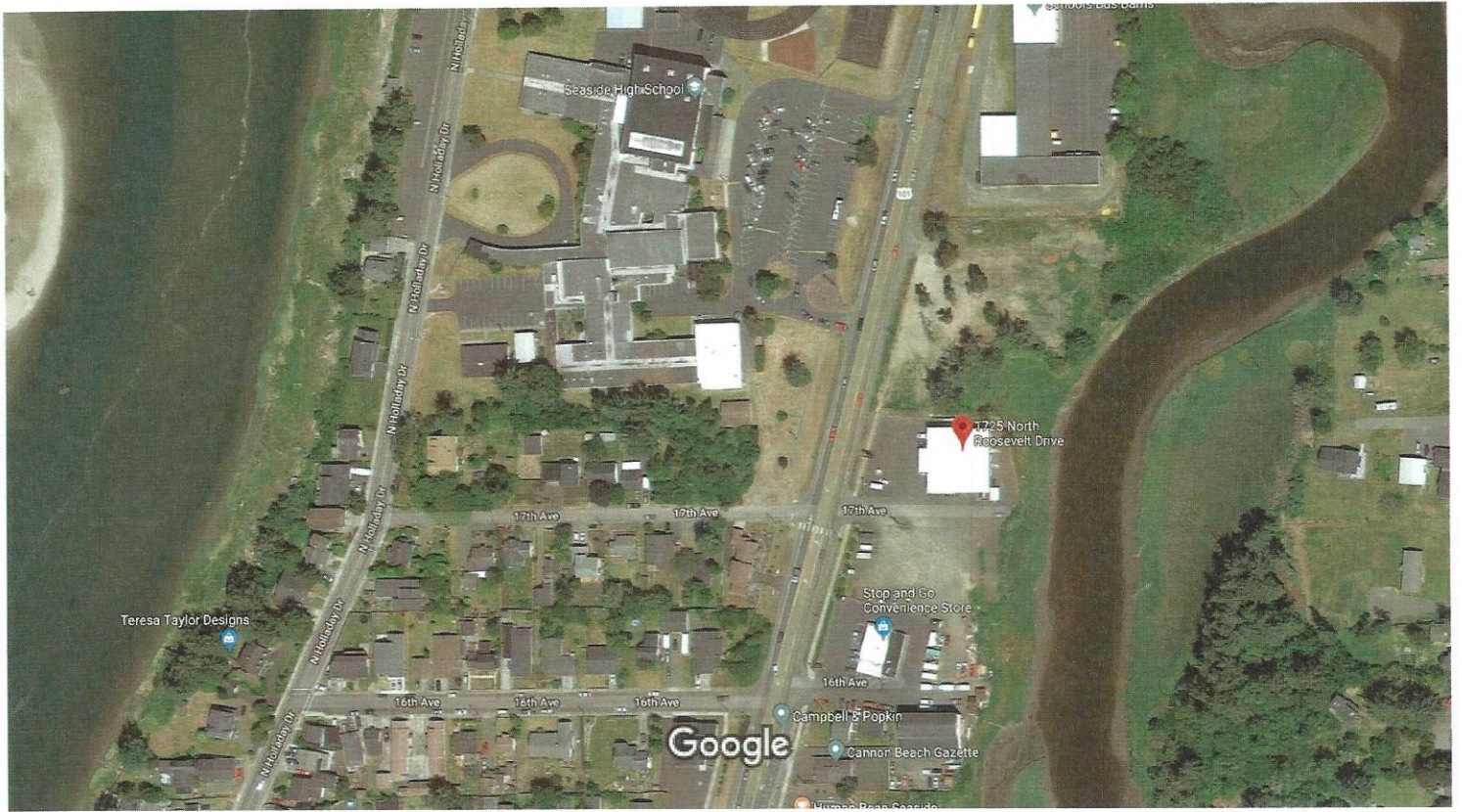
Image capture: Jun 2016 © 2018 Google

Seaside, Oregon



Street View - Jun 2016





Imagery ©2018 Google, Map data ©2018 Google 100 ft



1725 N Roosevelt Dr
Seaside, OR 97138



Date: February 15, 2018


To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10.c RideCare Presentation


Jason Jones will be doing a presentation on RideCare and the services it provides for non-emergent medical transportation.

No Board action is required.




RIDE CARE 101
A guide through the essentials of Non-Emergent
Medical Transportation


RIDECARE




Clatsop County





Tillamook County




Columbia County



SUNSET EMPIRE
TRANSPORTATION
DISTRICT









RIDE CARE 101
A guide through the essentials of Non-Emergent
Medical Transportation

RIDECARE

Jason Jones
NEMT Brokerage Manager
RIDECARE 900 Marine Drive | Astoria, OR 97103
Ph. (503)861-5398 | Fax (503)861-0553 | jason@ridethebus.org | www.ridethebus.org



Who brought forth the idea of Non-Emergent medical transportation?

RIDECARE

The Non-Emergency Medical Transportation plan in Medicaid was created by... patient litigation.

Smith v. Vowel
(US District Court, Western District of Texas, June 27, 1974)

Available at:
www.ctaa.org



RIDECARE

What were the keys to bringing NEMT to life?

- By providing health coverage under Medicaid the patient would be guaranteed of access to their healthcare.
- 1 patient – many potential needs.
- There are many ways to access the NEMT services. Buses, vans, sedans, family members, friends or neighbors.



RIDECARE

Why was this litigation so important to those patients?

- There was an ongoing requirement for consistent medical transportation to ongoing medical needs.
- The court made note of the need for not just one-time access to health services for the patients, but continuing access.
- It was also found that skilled agents in the transportation industry would be needed to help a patient manage their transportation needs.



RIDECARE

What were some of the requirements that the court ordered the states to accomplish?

- The states were required to develop a transportation program for their Medicaid patients.
- When the states were concerned about the cost of this program, the courts mentioned that it would be incorrect to assume that not having continual access to medical care was actually saving us money.



In 1974 compared to today, What's the difference?

RIDE CARE

- Some of the treatments that are common today for Life threatening conditions simply did not exist then.
- Inpatient services were actually much more prevalent than they are today.
- There was an incredible lack of Medicaid coverage as whole across the country.
- Today we have the affordable care act that has helped shape the direction for healthcare services in the future.
- For most part, healthcare and the payment structures surrounding healthcare was incredibly different in 1974.



Why do members need this program?

RIDE CARE


- 3.6 million Americans delay or miss appointments.
- No access to a working car.
- Lack of public transit options.
- Consistent transportation access to healthcare helps enhance the medical outcomes of Medicaid recipients and leads to cost-savings.



What is RIDE CARE?

RIDE CARE

- Ride Care is a Non-Emergent Medical Transportation brokerage.
- Ride Care employees the skilled agents that care for our members.
- Ride Care is a communications call center.



What are some of the services we transport current NEMT members to?

1. The ever increasing need for dialysis.
2. Drug and alcohol treatment
3. Basic medical care services such as primary care visits.
4. Behavioral health care.
5. Various surgical procedures.
6. Out of area trips to see medical specialists.
7. Basic medical care services such as primary care visits
8. And other services.



Non-Emergent Medical Transportation services
Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook counties

Partnerships

Ride Care has a long history of being welcoming partners for other agencies to contract with us for services.





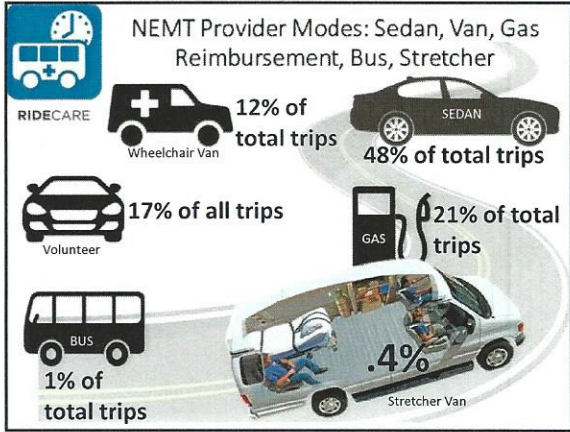



Mobility Standards: What is a mobility device?

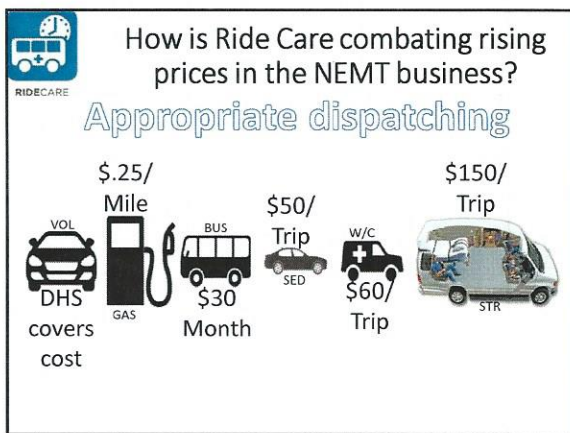













 How is Ride Care combating rising prices in the NEMT business?
Ride Sharing




\$225
44% SAVINGS

\$400

Sharing is caring

 How is Ride Care combating rising prices in the NEMT business?
Appointment alterations



ORDINARY LIFE UNUSUAL SITUATION

DOCTOR'S APPOINTMENT

 **Non-Emergent Medical Transportation services**
Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook communities.



Together! Everyone! Accomplishes! More!
Ride Care Teams

Non-Emergent Medical Transportation services
 Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook counties

Ride Care teams
Ride Care has 8 distribution teams that come together to form one solid unit

90 Sec. hold time 10,000+ call average per month.

Call Team



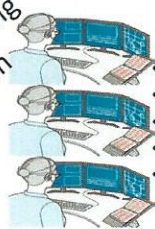
Under 3 min. calls 3.5 trips sched./call

120 calls per day

Non-Emergent Medical Transportation services
 Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook counties

Ride Care teams
Ride Care has 8 distribution teams that come together to form one solid unit

Dispatching Team



- Just under 500 trips per day.
- 65 calls per day.
- Multiple legs are routine.
- Very analytical.
- Broad range of conversation types.

Non-Emergent Medical Transportation services
 Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook counties

Ride Care teams
Ride Care has 8 distribution teams that come together to form one solid unit

Billing Team



- Daily auditing of trips.
- Training providers on the use of software
- Meals and Lodging
- DHS Volunteer manifest processing
- Retention of records

Non-Emergent Medical Transportation services
 Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook counties

Ride Care teams
 Ride Care has 8 distinct teams that come together to form one solid unit

Management

- HR, OPS, Finance Director and Lead.
- Leadership.
- Policy
- Procedures.

Ride Care is located at the Warrenton SETD operations lot.

Ride Care does not service members at the facility since we are a call center and not geared to handle walk-in requests.

Ride Care is cramped in our current facility but it is better than what we had before.....

Moving forward to success

In order to move forward we have to understand that NEMT is not an easy program to run.


- Ever changing face of Medicaid.
- New member procedures.
- Communication.
- Education.
- Outreach
- Resolutions to concerns.

Servicing the community with transportation is not cheap:


- We live on the coast.
- Fuel prices rise.
- Lack of Drug and Alcohol treatment centers.
- Low specialists numbers.

SUCCESS (straight arrow) vs **SUCCESS** (jagged arrow)

What people think it looks like vs What it really looks like

 Enhanced customer service training.

ROADMAP TO TRAUMA INFORMED CARE



More outreach to our members especially in the limited English category could help us stabilize some situations that come up from time to time.

 Community and other brokerage partnerships



 Community outreach and education

WE BELIEVE IN MAKING DIFFERENCE






Reducing costs while keeping great customer service.

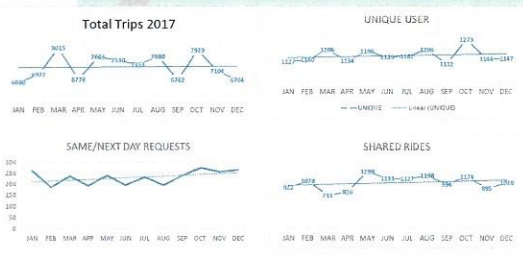
What are some practical ways we can bring these costs down?


- More training in cost saving procedures.
- Change the Gas voucher system to a Gas Reimbursement Debt. Card system.
- Online trip scheduling.
- Recruit more volunteers.
- Creative routes from the coast to Portland.
- Finding more opportunities to share.
- Community transportation liaison.
- More staffing to allow for more verifications and confirmations.



Making sense out of all of it!

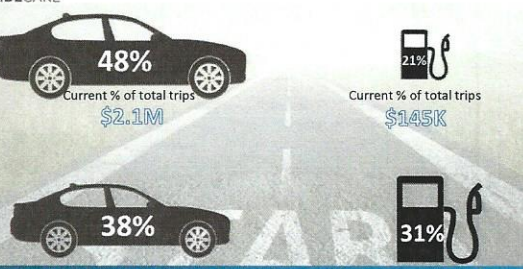
What are some markers we watch closely?



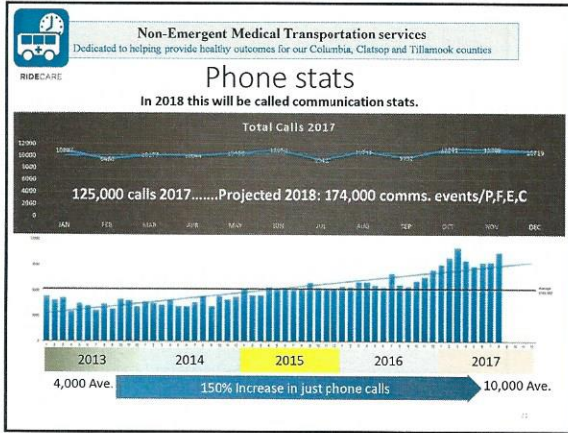


Sedans and Gas Reimbursement

What would happen if when?



With a 10% Sedan reduction vs. a 10% reimbursement increase we could save \$370K



-
- What is our outlook on the future like?**
- Medicaid will expand.
 - Member utilization will be key.
 - Gas prices will continue to rise.
 - Medical advances will increase utilization.
 - Brokerages will be in constant change and growth.
 - Better scheduling technologies will aid in lowering costs.
 - GPS systems will enhance the service.

Non-Emergent Medical Transportation services
Dedicated to helping provide healthy outcomes for our Columbia, Clatsop and Tillamook counties

THANK YOU!!

Jason Jones
NEMT Brokerage Manager
RIDE CARE 900 Marine Drive | Astoria, OR 97103
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GO TO: www.ridethebus.org/ridecare

Ride Care is open Monday through
Friday 8-5pm
Toll Free: 1-888-793-4391
Office: 503-861-0657



Date: February 15, 2018

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda Item 10.d. SETD 25th Anniversary

On March 24th, 1993, the Clatsop County Board of Commissioners, through a Resolution and Order, created Sunset Empire Transportation District. This means that our 25th anniversary of existence is next month.

Staff is seeking guidance from the Board on how the Board would like to commemorate this auspicious occasion. Staff will be providing some suggestions that they have thought of as well. This would be appropriately charged to the Education/Outreach line under Materials and Services. YTD the Outreach line is \$21,700 under budget. Materials and Services is under budget by \$112,000 YTD so we have funds to pay for any costs associated with this commemoration.



SUNSET EMPIRE TRANSPORTATION DISTRICT
900 Marine Drive Astoria, Oregon 97103

February 10, 2018

Lois J. Dupey
P.O. Box 1282
Astoria, OR 97103

Dear Ms. Dupey:

Thank you for the letter dated December 27, 2017 that you sent to the Board of Commissioners. The Board discussed your letter and would like to provide some responses to you.

In 2016, we completed a Long Range Comprehensive Transportation Plan. This eighteen-month planning process involved many people including riders, stakeholder groups, drivers, staff, Clatsop County, the cities of Astoria, Warrenton, Gearhart, Seaside, and Cannon beach along with other interested parties. This plan identified service improvements that could be made to the transit system over the next twenty years. However, because funding for public transportation has remained the same or has decreased, we have had no way to implement the service improvements in the plan. HB2017 passed by the Legislature provides transit agencies in Oregon a dedicated source of funding to improve service and we look forward to adding additional routes with this funding.

One of the things the plan calls for is tracking on time performance of the system in order to make sure that the routes and schedules we have are accurate. The only way to track this is by having technology in place that provides us with that valuable data. This technology also allows riders with a smart phone the ability to see when the bus that they are waiting for will arrive. Understanding that not everyone has a smart phone, other options are available through text messaging and direct phone calls to the app to find out where the bus is. The data that this technology will provide us will give us the opportunity to fine tune decisions. Research by staff over the last two years has provided us with a very cost-effective solution to collecting the needed data we need to improve service system wide.

We appreciate your comments and look forward to the improved service we will be providing over the next several years.

Sincerely,

A handwritten signature in blue ink that reads "Kathy Kleczek".

Kathy Kleczek
Board Chairperson

February 6, 2018

**S.E.T.D. Board of Directors
Sunset Transportation District
900 Marine Drive
Astoria, Or. 97103**

RECEIVED

FEB 10 2018



Dear Board of Directors,

I retired in June of 2016, after working for the Bus District over 12 years. I elected to do Cobra Insurance, since I was not yet 65 years old. I have made the payments to S.E.T.D. every month in a timely manner as per the agreement until December of 2017. I let Tracy Lofstrom know I could not pay until later and she indicated to me that was not a problem as she pays the premiums to Regence later in the month anyway.

February 1st I spoke to Tracy because I was not able to pay the January premium. She said she had already paid Regence Blue Cross for my premium. I told her I would pay S.E.T.D. on the 14th of this month when I get my Social Security payment. She said she would have to check the rules regarding Cobra and call me back on February 2nd.

Tracy called me back February 2nd, but not to discuss the rules of Cobra payments. She said that she could not find a payment for December, 2016. I told her I showed a payment on December 5, 2016, and I would check my bank records. I recalled this payment after I hung up the phone. I gave the check on or around December 5, 2016 to Al Hernandez. In January, I asked Al Hernandez, who was then the Financial Officer, about the check because I saw it had not cleared my bank. He said it might be with Jeff Hazen, as Jeff wants to see everything that comes in. I asked Al again a month or so later and he indicated to me he was still working on it. I suspect the check was misplaced or lost. I never got a call, or letter, or late notice from S.E.T.D after I last spoke to Al Hernandez.

I feel it is unfair to request I make another payment, especially since I tried to talk to Al Hernandez about the payment . He never told me that he needed another check or notified me about the matter after we last spoke. It has now been over a year! I let it go after I talked to Al the second time, and truthfully I forgot about it. I will be unable to pay the February premium so I will loose my insurance. Jeff Hazen wants me to make installment payments to pay for the missing payment. I do not feel I am able to do that.

I am hoping that you can help me in this matter as I feel the District has some responsibility for not keeping better track of payments and not letting me know sooner that another payment was needed to replace the one that was obviously mishandled by the District's Financial Officer.

Sincerely,

Carol Penuel

**Carol Penuel
33167 Oregon Lane,
Warrenton, Or. 97146
503-861-2664**

Executive Director Report
February 2018 Board Meeting
Jeff Hazen

-Pacific Rim

We are in discussions with the developer of the Pacific Rim development for the installation of a shelter in front of the Northwest Seniors and Disabilities Services office.

-Budget Committee

Help! We have not received any applications as of the 15th for the vacant budget committee positions. The deadline is February 28th. We are asking for the Board's assistance in recruiting.

-Audit

I was hoping that the audit would be ready for the February meeting, but it looks like it will be presented to you in March.

-TouchPass

Mary, Tracy, John, Paul and I sat in on a video conference for the TouchPass E-Fare system. Everyone was impressed with it and I'm sure they will speak to it at the meeting.

-Rotary

I was the featured speaker at the Seaside Rotary Club's meeting on the 15th. I spoke about our long range plan.

-CC Rider

Transit Coordinator and finance clerk are no longer with the County. We have made ourselves available for any assistance they may need.

Weekly Reports:

1/22/18

Last week we had the auditors on site. As I reported in the Board Meeting packet, their focus this year is on grants. I attended the Safe Routes to Schools (SRTS) Rules Advisory Committee meeting. As a reminder, this committee is making the rules for the funding package that was part of last year's transportation bill. This funding is for capital projects to improve safe access to schools. We are involved because transit agencies are eligible to apply for funding through this program along with cities and counties. The new law provides \$10,000,000 per year through 2022 and then the funding increases to \$15,000,000 per year. There will be opportunities to improve access to transit stops with these funds. I attended the Seaside Transportation Advisory Committee's workshop on Thursday night. They are updating their Transportation Systems Plan (TSP) that was adopted in 2010. They were pleased that we were there for the workshop and I

am glad I went because I learned that they are wanting to work with us on shelters. I was told that they were moving forward with installing a shelter at Goodman Park. This was part of the 2010 TSP and at that time, we had a route that went by there. I let them know that having a route serving that park is in our long range plan, but it will be two to five years before we have that route established. They are going to move ahead with the improvements and just have the area seeded with grass until there is a need for the shelter. I will continue to go to there meetings each month. There was a competitive 5310 grant available with a deadline of today so I wrote a small grant asking for \$30,000 to help with preventative maintenance. With our aging fleet, we can use these funds to help us keep these buses in service much longer than their useful life. There is only \$1.7 million available so I'm not optimistic about getting an award. Paul is currently writing grants for bus replacements through two grants that are available. These grants will be awarded in the spring so we will be able to budget for the grants that we are awarded. Speaking of budget, we will have a proposed budget calendar on the February agenda.

1/29/18

Last week we held our last 5311 work group meeting in Salem. We used survey results from transit agencies across Oregon to pin down our recommendation on how 5311 funds should be distributed throughout Oregon. Once I have the final report, I'll share it with you. I've reached out to the County to discuss right of way access on Hillcrest Loop in Knappa as part of our NWOTA Transit Access Study. I've also been engaging with Community Development Department at the City of Astoria in regards to the relocation of the Astoria Co-op store. On Friday, I met with Mimi Haley, Executive Director of the Columbia Pacific Coordinated Care Organization, in regards to RideCare finances. I shared that even with the new rate and cost sharing plan, it still doesn't meet our needs financially. We are both going back to our respective staffs to dive deeper into our calculations to see what direction we need to go. I want to assure that Board that we have a great relationship with the CCO and I am cautiously optimistic that we will come up with a plan that satisfies both our needs. This will consume a great deal of my time this week that we are in.

2/12/18

It was great seeing the entire Board at the SDAO conference last week in Seaside. It was definitely the best SDAO conference I've been to. My biggest take away was from the session on Marijuana and the workplace. We were going to be having the Board approve a revision on our Drug & Alcohol Policy at this month's Board meeting. It was to address new federal D.O.T regulations. We will need to make some other revisions to non-safety sensitive positions based on case law here in Oregon. As you know, I was chairing the Section 5311 work group taking a look at how 5311 funds are distributed across the state. Our work is complete, and I will be presenting it to the PTAC next month for their sign off and then it will go to the OTC for final approval. The process that we went through was very open and transparent unlike what had occurred several years ago. We engaged all of the recipients of 5311 funds to get their feedback on options that we came up with. With their input, we feel that we have a fair system that not only provides stability in funding for all agencies, but also rewards agencies that are increasing

their performance. Here is a link to our final report for your reading pleasure. If you have questions, please feel free to let me know before March 12th.

http://www.oregon.gov/ODOT/RPTD/RPTD%20Committee%20Meeting%20Documents/FINAL%20Section%205311%20Allocation%20Report%202018_02_07.pdf.

I'm pleased to report that the follow up meeting with Mimi Haley, Executive Director of the CCO, went very well. When Tracy went back for a third look at the spreadsheet that I did some calculations on, she discovered an error that I had made on a couple of the quarters for last year. I had taken last year's quarterly reconciliation numbers and recalculated them based on our new capitated rate and the new asymmetrical cost sharing formula. I inadvertently had shown two quarters as still losing money when, in fact, they actually were positive numbers. If we would have had the new rates in place last year, we would have showed a net income of over \$167,000 from the CCO. Our discussion with Mimi turned to the concern we had on some of our most costly clients. Our top 20 clients cost RideCare over \$725,000 in calendar year 2017. That represents 25% of all of the money we spend on rides. These are clients that have to go to Portland from the 3 counties for their treatment because it is not available anywhere else. Mimi was shocked when we shared the top 20 list with her. She is reacting by getting a clinician involved with these client and others that are further down on the list to see if their treatment can get changed to an alternative medication that can be dispensed in the rural counties. One of the other things we discussed was the cost of providing rides by private sedan companies. Jason and I have talked about this before and we feel that the time is ripe to move forward with studying the feasibility of purchasing a fleet of vans and hiring drivers in order to provide the NEMT service at a much less cost. Last year, we paid Tillamook County Transportation District over \$470,000 for rides that were dispatched to them. In talking with Mimi about this, she referenced a grant program that they have that would definitely fit the bill for this if we moved forward with it. Their grant is to help start up new services for their clients to improve their health. If we can show that we can reduce our cost and the CCO's cost, we could potentially use a grant from them to purchase a fleet of vans. We will be working on the numbers for this over the next couple of weeks in order to apply for the grant.

Strategic Priorities Monthly Update (this month's updates in **Blue**):

2017-2019 SETD Strategic Plan

Priority One

Benchmark Services

- Ridership increases & Decreases **Goal = +15%** **YTD = +4.8%** **YTD= (5%)(9%)(8%)**
- On-time Performance **Goal = 95%** **Tracking not in place yet**
- Fleet reliability **Goal = Less than 10 breakdowns per 100,000 miles.** **Tracking not in place yet.**
- Employee Retention statistic **Goal = Less than 20% turnover.** **YTD = 7.5%**

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

- Complete a feasibility study including associated cost to include
 - Adding Columbia County services into SETD **In progress Options have been narrowed down to 3. Consultant will be drilling down further in those three options. They are: Creating a new Special District in Columbia County; Columbia County contracts with SETD to provide service; SETD expands to encompass Columbia County. Advisory committee meeting on December 19th to review results. Draft results have been given to the committee. Their comments to the consultant are due 1/26. Study complete, results at the 2/22/18 meeting.**
 - Increasing services **New transportation package will provide funding in 2019 to allow for additional services. ODOT's Rulemaking Advisory Committee (RAC) has begun their process of determining rules for agencies. Likely to not receive new funding until late FY 2019.**
 - Fixed routes
 - Para-transit
 - Dial-a-ride
 - RideCare
 - Improving System
 - Improved lighting at bus shelters **Operations researching. I will be meeting with vendors at the APTA Expo next month. Met with several vendors at APTA. Paul is currently working on this.**
 - Route on-time performances **RFQ going out this year for App Paul and I will be at the NW Connector meeting on Friday, December 8th. We will be looking at Swiftly there. Swiftly presentation at the January Board meeting. In process of implementation**
 - Amenities **Added temporary trash cans at Safeway stops This has made a huge difference in cleanliness.**
 - Technologies
 - Real-time bus tracking **Will be part of RFQ for App**
 - Website **Launched on 8/12/17**
 - Mobile apps **Will be part of RFQ for App**
 - E-fare **RFQ going out this year. Presentation to staff on 2/14**

- Credit cards **Credit cards now accepted at kiosk. Processed by Square Adding a Square cash register in the transit center to improve accuracy of cash handling. Square cash register has been added.**
- Electronic charging stations
- On-board wi-fi **This will be added when we add technology to buses**
- Improve Appearance
 - Buses
 - Shelters **Now having Coast Rehabilitation Services cleaning shelters. They are only doing south county currently. We have added north county service as well.**
 - Facilities **Major headway made at the Warrenton facility. Our new maintenance supervisor saved us \$9,500 this week on repairing lighting in the yard. We will be able to do it in house.**
 - Employees Paul and Tami exploring different dress code for drivers than the current one to give our drivers a fresh look.

Priority Two

- Increase employee recruitment and retention
 - Develop SETD succession plan **Operations Mgr. is also Deputy Executive Director.**
 - Identify on-going training opportunities at all levels **Ongoing. Sending 3 Leadership Team members to intensive training with HR Answers this fall. This training is currently taking place and is yielding positive feedback on the training. Training completed for this year. Some make up classes will be held in 2018 for classes missed this year.**
 - Update job descriptions
 - Develop employee incentive programs **Handed out our first Gotcha gift card this week to Steve W. for all of his efforts in scheduling to keep our buses rolling. Thank you Carol for the great idea! Tami working on driver recognition to be done at the holiday party this year. Gave out Bridgewater Bistro gift cards to all drivers. Gave out holiday dinner gift cards to all employees.**
 - Conduct market compensation reviews **Tami has begun the process**
 - Employee rewards
 - Hats
 - Pins
 - Shirts

Priority Two (cont.)

- Increase District Relevancy **Positive article in the Daily Astorian on December 4th. Article in Columbia Press. Another article in Daily Astorian. Researching new site for Seaside Kiosk relocation**
 - Greater awareness of the District Services

- Who
- What
- When
- Where
- Accessibility
- Information about all things SETD services
- Create a positive culture **New leadership has made a positive difference.**
 - Define Sunset Empire Transportation District
 - Establish expectation
 - Raise the bar **Ongoing in all aspects of the business**

Priority Three

- Develop capital replacement Plan
 - Fleet **Replacement plan has been in place. 65% (15) of vehicles are beyond useful life. Application in for \$5339 for 3. 2 additional grants will be written and submitted in February.**
 - Technology **In place**
 - Facilities
- Identify new funding opportunities
 - Review fares **In progress**
 - Seek public/private partnerships **Working with college.**
 - Volunteers
 - Analyze current non-emergency medical transportation services for potential increased or new revenue **Working with Clatsop Behavior Health and DHS on Developmental Disabilities transportation program. On standby until RideCare financials are assessed.**
 - Continue to explore new Federal/State/Local grant opportunities **Unsuccessful with NO-Low grant for electric bus. Partnering with NW Connector partners to apply for TIGER grant for bus replacement. Researching Federal Lands Access Program (FLAP) grant.**
- Implement current budget process **Will begin in January. In progress.**

Operations
February 2018 Board Meeting Report
Paul Lewicki

The new Ford transit vans used by Paratransit were returned to Creative Bus Sales in Boring for some warranty service, were repaired and are back in service.

The Point bus recently experienced a mechanical failure in Astoria stranding its passengers bound for Portland. SETD provided a bus and a driver to rescue their riders and deliver them, along with others in Clatsop County, to their destinations along the Point's route back to Portland. The point reimbursed SETD for the expense incurred.

We have engaged Cintas to replenish and maintain the first aid kits in our buses and facilities at the Warrenton bus yard. This will ensure needed supplies are available in case of minor injuries.

The replacement compressor for our bus repair facility was installed during the month and is operational. The previous compressor failed at the end of last year, and we have been limping along on a smaller, temporary compressor. Capacity to pump motor oil and operate pneumatic tools has been restored.

I attended the SDAO conference in Seaside earlier this month. The conference was well attended, and presentations were relevant and educational. There were many opportunities to speak with SDAO representatives that provide our district with many valuable services. Also, many new connections were made with folks from other districts.

We are completing work on grant applications for replacement buses. One application is for 5339 funds, and the other is for STF funds. The deadline for submission to OKOT is February 20, notifications of award should be available in April, and funding agreements should be available in July of this year. We are seeking funding for four replacement buses. Matching funds will be required at the 10% and 15% levels, depending on the funding source.

We are seeking final bids for the demolition and repouring of the concrete slab near the Seaside McDonald's restaurant in preparation for replacing the bus shelter that was recently destroyed there. We are working with staff at Tongue Point to arrange to have a crew from their program help with the installation of the new bus shelter.

The modems (CradlePoints) in our buses have been activated on Verizon's cellular network in preparation for the implementation of our bus tracking software. We plan to have this software active and available for use by staff and our riders by April of this year.

Jim Paul, Regional Manager for Complete Coach Works has offered to make available an electric bus for our use and examination for one day. Jim will have the bus delivered to Warrenton, we will deploy the bus on one of our routes (likely route 10) in revenue service for one day. We expect that this will occur on March 5th. I would encourage Board members to take advantage of this opportunity to experience an electric bus first hand. Of course, SETD has no immediate plans to acquire an electric revenue vehicle, but this is an opportunity to familiarize ourselves with the technology and see just how it feels to ride an electric bus in service. The vehicle is a 2000 Gillig bus that has been retrofitted with an all-electric power train. The bus will be charged with a 50KW generator that is trailered from point to point as the bus travels from one bus property to another on its tour.

Rider Report
February Board Meeting Report
John Layton

January Data

Fixed Route Highlights:

- 14,875 people used fixed routes in January for an average of 495.8 riders per day.
- 0.1% decrease in average passengers who rode fixed routes per day from last January (496.2 to 495.8)
- 9.0 people per hour, on average, got on any fixed route at any time that the bus runs in January. 2.2% decrease (9.2 to 9.0) from last January.
- 6.5% increase in the ratio of elderly/disabled riders from last January (17.6 % to 18.7%)

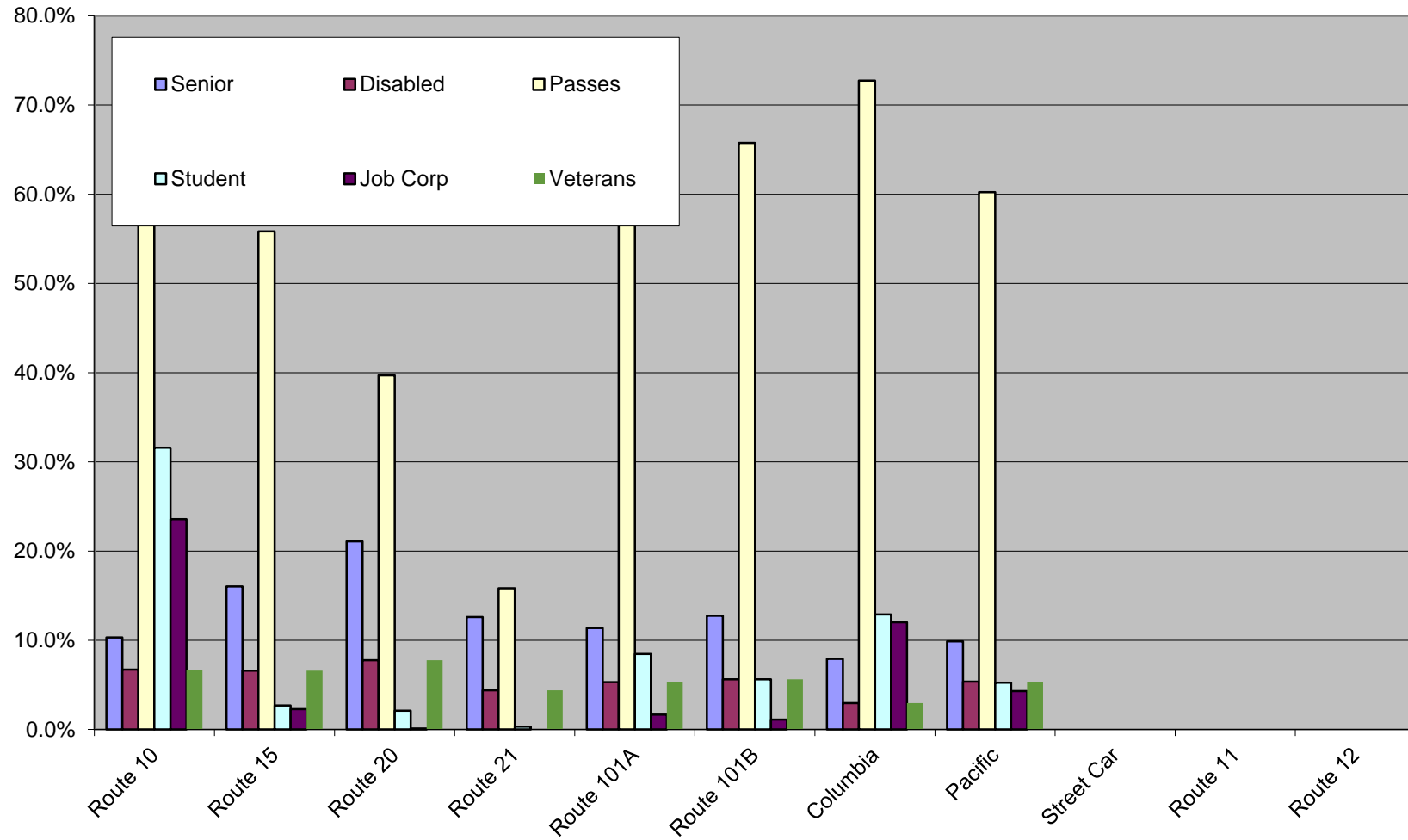
RideAssist Highlights:

- 1,065 rides were provided by RideAssist in January for an average of 39.4 rides per day.
- 57.5% increase in average RideAssist passengers per day from last January (25 to 39.4)
- 50.8 % increase in all ADA Paratransit rides from last January (433 to 653)

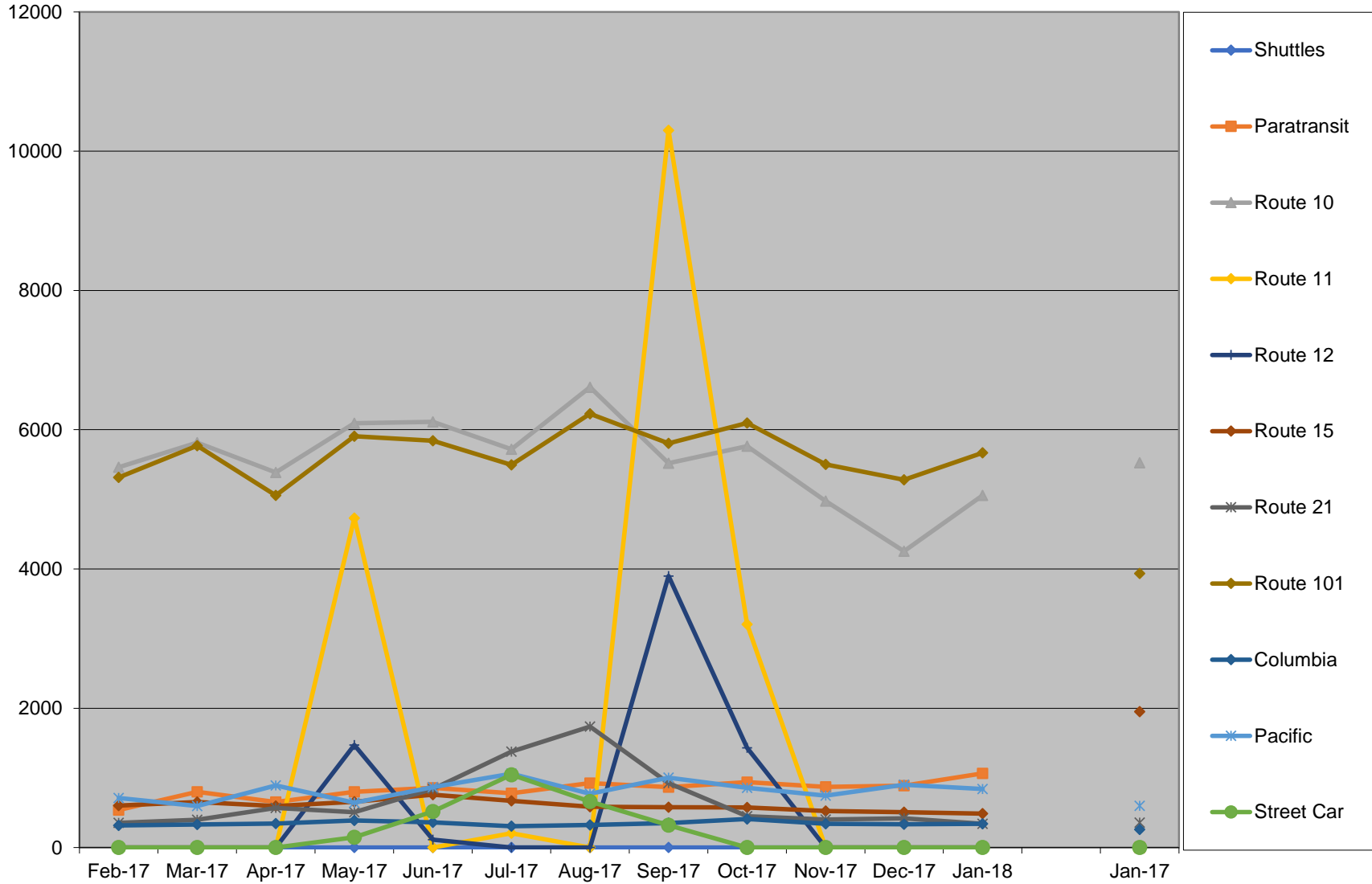
System Highlights:

- 15,940 people used Sunset Empire Transportation in January for an average of 531.3 riders per day.
- 2.8 % increase in all average passengers per day from last January (516.7 to 531.3)

Rider Breakdown by Route



SETD Rides



RideAssist
February 2018 Board Meeting Report
Jennifer Geisler

- In January, RideAssist had a total of 1065 rides for an average of 40 rides per day. There were 653 ADA rides, six Dial-A-Ride, 87 PCA's and we provided 319 RideCare rides.
- There were eight new ADA Paratransit applications received.
- The Paratransit drivers sold 23 ticket books.
- We provided ADA Paratransit service to 79 veterans.
- There were 0 ride denials for ADA Paratransit rides.
- On Rider Appreciation Day, we provided 22 free rides to our ADA clients.

Paratransit Fares Collected for January 2018

- Para-transit Fares: \$1067
- Tickets Collected: \$723
- Medicaid Billed: \$5594
- Ticket books sold: \$567
- Dial-A-Ride Fares: \$48

Marketing and Outreach
February 2018 Board Meeting Report
Mary Parker

Route Changes- We are continuing to make sure that our new route schedules are up in our shelters and copies of the new routes are available on the buses, at the Transit Center and the Seaside Kiosk. It is great to see the very obvious increase in riders waiting at our stops for the Pacific Connector on the weekends.

Community Outreach- On January 30th we celebrated our wonderful riders during our annual SETD Rider Appreciation Day. We offered bus service at no cost to everyone for the entire day on all our routes within the County. We served doughnuts, cookies and coffee all day at the Transit Center. We also had a drawing for prizes including umbrellas, safety lights and bus passes.

Having Rider Appreciation Day on the January 30th also assists with the annual Project Homeless Connect event which is held at the Seaside Convention Center on January 30th each year. Having bus service at no cost provides needed transportation to those wanting to attend this very helpful event. Project Homeless Connect is a well-attended program organized by Clatsop Community Action and supported by many local services and organizations.

A big THANK YOU to all the staff at SETD who helped with this year's Rider Appreciation Day!

Transportation Options
February 2018 Board Meeting Report
Matthew Weintraub

I have continued to develop a working relationship with the Tillamook Dairy Farmers Association. As a major employer in Tillamook County, they are a potential high value partner in TO work. I have also started engaging with several other entities in Tillamook County who are involved in their Year of Wellness program. As many forms of active transportation are known to have health benefits, our work is a great tie-in. This will also provide additional programmatic inroads around Tillamook County.

I have also been applying many of the ‘lessons learned’ from the ToGo meeting last month in Portland to my work here with SETD. In particular, this means additional and continued outreach throughout the community, and tailoring programs for specific employers. Two other key takeaways were a renewal of our local Safe Routes to School Program and dispersing additional safety lights to riders.

We have dispersed a survey to community partners that is positioned to gauge their awareness of our programs and identify barriers for engagement. This will wrap up at the end of February and should provide insight for continued work in the spring and summer.

Meetings attended/held over the past month

CHART

ODOT

Lincoln County Transit

Clatsop County Public Works

Tillamook Dairy Farmers Association

North Coast Trail Alliance

Human Resource
February Board Meeting Report
Tami Carlson

- January 3rd attended LCHRMA seminar in Astoria. Event topic Employment Law Update 2018 was presented by Jennifer Germundson. In this session Jennifer, a BOLI Technical Assistant for Employers covered new employment laws passed at both Oregon and Federal levels. Oregon Sick Leave; Equal Pay; Overtime; Oregon Minimum Wage. The presentation included information on legislation, proposed and new BOLI rules, and practical tips for compliance.
- January 11th participated in a phone conference/webinar with Tracy and Paul presented by Fleet Net (transportation software program).
- January 17th participated in a Cobb Allen webinar Best Practices for Dealing with Sexual Harassment in the Workplace. Hot topic and very informational.
- RideCare recruiting for a CSR/Dispatcher. Sandra Kahler is moving on. Postings resulted in several candidates. Interviews January 18th.
- January 19th submitted requested additional/action items to RLS for SETD's Drug & Alcohol Desk Review Audit. SETD's Zero Tolerance Testing Policy is still a work in progress.
- January 23rd VALIC Rep Terry Helland met with employees individually about their retirement plans.
- January 24th at the mandatory driver's meetings United Way Rep Jennifer Holen gave great presentations on how and where contributions are distributed throughout the local community. SETD is participating in the 2017-18 UW Campaign.
- January 29th participated in the monthly Safety Committee Meeting.
- Other projects – Submitted Federal & State Quarterly Payroll Reports; 2017 W-2s to Employees and submitted OR WR/Federal W-3 Forms; met with Boldt Carlisle Auditors for SETD; continued TECC wage and compensation data survey.