

Tillamook County Transportation District
Board of Directors
Regular Monthly Meeting



Dial-A-Ride
A Service of Tillamook County Transportation District

Thursday, August 22, 2019 at 6:30PM
Transportation Building
3600 Third Street, Tillamook, Oregon



BOARD OF DIRECTORS – REGULAR MONTHLY MEETING
Tillamook County Transportation
AGENDA

Thursday, August 22, 2019

Robert J. Kenny Board Hearing Room 3600 Third St., Ste. A, Tillamook, Oregon

REGULAR MEETING

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Announcements & Changes to Agenda
5. Public & Guest Comments
6. Executive Session, *Real Property Transaction* ORS 192.660(2)(e) and *Performance Evaluations* ORS 192.660(2)(i)

GENERAL MANAGERS REPORT

7. Financial Report (Pgs. 1-20)
8. Service Performance Report (Pgs. 21-25)
9. Northwest Oregon Transit Alliance (Pgs. 26-32)
10. Planning & Development (Pgs. 33-68)
11. Grant Funding
12. Facility/Property Management
13. NW Rides Brokerage
14. Miscellaneous (Pgs. 69-93)

CONSENT

15. Motion to Approve the Minutes of July 18, 2019 Regular Board Meeting (Pgs. 94-99)
16. Motion to Accept Financial Report: July 2019

ACTION ITEMS

17. Resolution 19-24 In the Matter of Authorizing the GM to Execute an Agreement with Trillium Solutions, Inc. to Establish a NW Connector Marketing Plan (Pgs. 100-142)

DISCUSSION ITEMS

18. SDAO Board Risk Assessment (Pgs. 143-147)
19. TCTD Business/Strategic Plan
20. Staff Comments/Concerns
21. Board of Directors Comments/Concerns
22. Adjournment

Tillamook County Transportation District
 Normal Trial Balance - Unposted Transactions Included In Report
 From 7/31/2019 Through 7/31/2019

Account Code	Account Title	Debit Balance	Credit Balance
1001	General Checking Account	66,522.83	
1006	Payroll Checking	4,700.88	
1009	NW RIDES ACCOUNT	4,660.53	
1011	Prop. Mgmt. Checking	60,299.92	
1020	LGIP - General Account	667,039.10	
1030	LGIP - Capital Reserve	660,753.81	
1040	Petty Cash	200.00	
Report Total		1,464,177.07	0.00
Report Difference		1,464,177.07	

DL
8-6-19

AW
8-6-19

Tillamook County Transportation District
Financial Statement

From 7/1/2019 Through 7/31/2019

	Current		Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
	Period Actual	Period Budget					
Resources							
Working Capital	3500	0.00	1,596,525.00	0.00	1,596,525.00	(1,596,525.00)	0.00%
Fares	4000	29,198.73	22,916.67	29,198.73	275,000.00	(245,801.27)	10.61%
Contract Revenue	4020	54,577.70	73,583.33	54,577.70	883,000.00	(828,422.30)	6.18%
Property Tax	4100	4,292.58	0.00	4,292.58	925,000.00	(920,707.42)	0.46%
Past Years Property Tax	4110	2,295.91	0.00	2,295.91	40,000.00	(37,704.09)	5.73%
State Timber Revenue	4120	0.00	0.00	0.00	250,000.00	(250,000.00)	0.00%
Mass Transit State Payroll Tax	4130	23,822.35	7,083.33	23,822.35	85,000.00	(61,177.65)	28.02%
STIF Formula	4135	0.00	287,000.00	0.00	287,000.00	(287,000.00)	0.00%
STIF Intercommunity	4136	0.00	320,000.00	0.00	320,000.00	(320,000.00)	0.00%
STIF Discretionary	4137	0.00	149,000.00	0.00	149,000.00	(149,000.00)	0.00%
Capital Grants	4210	0.00	0.00	0.00	791,414.00	(791,414.00)	0.00%
Grants - FTA 5311	4220	0.00	0.00	0.00	370,000.00	(370,000.00)	0.00%
NWOTA Partner Cont. Match	4225	0.00	0.00	0.00	48,000.00	(48,000.00)	0.00%
Grants - STF	4230	0.00	0.00	0.00	67,700.00	(67,700.00)	0.00%
Grants - 5311 (f)	4240	0.00	0.00	0.00	310,000.00	(310,000.00)	0.00%
Grants - 5310	4245	0.00	0.00	0.00	105,000.00	(105,000.00)	0.00%
Special Bus Operations	4300	716.70	83.33	716.70	1,000.00	(283.30)	71.67%
Miscellaneous Income	4400	0.00	83.33	0.00	1,000.00	(1,000.00)	0.00%
Sale of Assets - Income	4410	0.00	833.33	0.00	10,000.00	(10,000.00)	0.00%
Interest Income	4510	3,217.69	0.00	3,217.69	22,000.00	(18,782.31)	14.62%
Advertising Income	4520	0.00	83.33	0.00	1,000.00	(1,000.00)	0.00%
Lease Income	4900	1,900.00	6,500.00	1,900.00	23,000.00	(21,100.00)	8.26%
Lease Operational Exp Income	4910	537.67	1,041.67	537.67	7,000.00	(6,462.33)	7.68%
Transfer From General Fund	4911	0.00	22,000.00	0.00	22,000.00	(22,000.00)	0.00%

Monthly BOD Report w/YTD Budget & Variance

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Tillamook County Transportation District
Financial Statement

From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
Transfer from Veh. Purch. Res.	4915	0.00	11,835.00	0.00	11,835.00	0.00%
Transfer from STF Fund	4916	0.00	46,786.00	0.00	(46,786.00)	0.00%
Transfer from NWOTA	4917	0.00	3,000.00	0.00	(3,000.00)	0.00%
Transfer from STIF Fund	4918	0.00	915,842.00	0.00	(915,842.00)	0.00%
Total Resources		<u>120,559.33</u>	<u>3,464,196.32</u>	<u>120,559.33</u>	<u>(7,446,542.67)</u>	<u>1.59%</u>
Expenses						
Personnel Services						
Payroll: Administration	5010	20,231.24	28,750.00	20,231.24	324,768.76	5.86%
Payroll: Dispatch	5020	6,910.66	9,583.33	6,910.66	108,089.34	6.00%
Payroll: Drivers	5030	75,953.85	96,791.67	75,953.85	1,085,546.15	6.53%
Payroll: Maintenance	5040	2,146.63	5,833.33	2,146.63	67,853.37	3.06%
Payroll Expense	5050	7,731.75	11,841.67	7,731.75	134,368.25	5.44%
Payroll Healthcare	5051	27,282.64	269,154.00	27,282.64	241,871.36	10.13%
Payroll Retirement	5052	4,100.14	75,600.00	4,100.14	71,499.86	5.42%
Payroll Veba	5053	5,177.65	66,000.00	5,177.65	60,822.35	7.84%
Workers Compensation Ins.	5055	30,969.64	1,875.00	30,969.64	(8,469.64)	137.64%
Total Personnel Services		<u>180,504.20</u>	<u>565,429.00</u>	<u>180,504.20</u>	<u>2,086,349.80</u>	<u>7.96%</u>
Materials and Services						
Professional Services	5100	20,668.06	13,979.17	20,668.06	92,081.94	18.33%
Administrative Support	5101	0.00	2,083.33	0.00	25,000.00	0.00%
Website Maintenance	5102	0.00	625.00	0.00	7,500.00	0.00%
Planning	5103	364.25	6,250.00	364.25	74,635.75	0.48%
Dues & Subscriptions	5120	52.00	1,000.00	52.00	11,948.00	0.43%
Office Equipment R&R	5140	225.22	250.00	225.22	2,774.78	7.50%

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Tillamook County Transportation District
Financial Statement

From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
5145 Computer R&M	2,300.00	3,625.00	2,300.00	43,500.00	41,200.00	5.28%
5150 Fees & Licenses	499.99	5,708.33	499.99	35,500.00	35,000.01	1.40%
5160 Insurance	0.00	7,000.00	0.00	84,000.00	84,000.00	0.00%
5170 Office Expenses	397.42	1,083.33	397.42	13,000.00	12,602.58	3.05%
5175 Board Expenses	926.40	833.33	926.40	10,000.00	9,073.60	9.26%
5180 Operational Expenses	2,211.29	3,500.01	2,211.29	42,000.00	39,788.71	5.26%
5185 Drug & Alcohol Administration	250.00	125.00	250.00	1,500.00	1,250.00	16.66%
5190 Marketing	8,028.80	5,458.33	8,028.80	65,500.00	57,471.20	12.25%
5191 Website Re-Design	0.00	164,560.00	0.00	164,560.00	164,560.00	0.00%
5210 Telephone Expense	1,302.21	2,250.00	1,302.21	21,500.00	20,197.79	6.05%
5220 Travel & Training	793.96	3,125.00	793.96	37,500.00	36,706.04	2.11%
5240 Vehicle Expense	3,831.85	16,666.67	3,831.85	200,000.00	196,168.15	1.91%
5245 Fuel Expenses	23,034.08	29,166.67	23,034.08	350,000.00	326,965.92	6.58%
5260 Postage	100.00	125.00	100.00	1,500.00	1,400.00	6.66%
5270 Mgmt/Labor Recreation Fund	0.00	197.25	0.00	2,367.00	2,367.00	0.00%
5280 Transit & Visitor Center Lease	700.00	700.00	700.00	8,400.00	7,700.00	8.33%
5285 Transit & Visitor Center Maint	1,405.42	1,250.00	1,405.42	15,000.00	13,594.58	9.36%
5290 General Operating Cont.	0.00	9,708.33	0.00	116,500.00	116,500.00	0.00%
5300 Property Operating Expenses	1,215.56	2,041.67	1,215.56	24,500.00	23,284.44	4.96%
5330 Flex Lease: Fees	0.00	83.33	0.00	1,000.00	1,000.00	0.00%
5340 Property Maint. & Repair	1,481.91	1,083.33	1,481.91	13,000.00	11,518.09	11.39%
5346 Operations Facility Maint.	74.10	208.33	74.10	2,500.00	2,425.90	2.96%
Total Materials and Services	69,862.52	282,686.41	69,862.52	1,488,577.00	1,418,714.48	4.69%
Special Payments						
5200 STF Payments to Recipients	5,229.00	17,614.00	5,229.00	20,914.00	15,685.00	25.00%

Monthly BOD Report w/YTD Budget & Variance

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Tillamook County Transportation District
Financial Statement

From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
STIF Payments to Recipients	1,250.00	5,000.00	1,250.00	5,000.00	3,750.00	25.00%
Total Special Payments	6,479.00	22,614.00	6,479.00	25,914.00	19,435.00	25.00%
Transfers						
Transfer to LGIP 5931	0.00	11,835.00	0.00	11,835.00	11,835.00	0.00%
Transfer to General Fund	0.00	864,476.00	0.00	864,476.00	864,476.00	0.00%
Transfer to Vehicle Reserve	0.00	10,000.00	0.00	10,000.00	10,000.00	0.00%
Transfer to NWOTA Fund	0.00	161,000.00	0.00	161,000.00	161,000.00	0.00%
Reserve for Future Expenditure	0.00	595,835.00	0.00	595,835.00	595,835.00	0.00%
Unappropriated Ending Fund Bal	0.00	596,520.00	0.00	596,520.00	596,520.00	0.00%
Total Transfers	0.00	2,239,666.00	0.00	2,239,666.00	2,239,666.00	0.00%
Capital Outlay						
Debt Service						
Flex Lease: Principal	0.00	4,166.67	0.00	50,000.00	50,000.00	0.00%
Flex Lease: Interest	0.00	1,250.00	0.00	15,000.00	15,000.00	0.00%
PUD Loan Expense	602.58	416.67	602.58	5,000.00	4,397.42	12.05%
OTIB Debt Service	0.00	29,591.00	0.00	29,591.00	29,591.00	0.00%
Total Debt Service	602.58	35,424.34	602.58	99,591.00	98,988.42	0.61%
Capital Purchases						
Building Repair & Renovation	0.00	22,500.00	0.00	22,500.00	22,500.00	0.00%
Admin. Expenses- Renovation	0.00	7,500.00	0.00	7,500.00	7,500.00	0.00%
Bus Replacement/Addition	0.00	0.00	0.00	900,000.00	900,000.00	0.00%
Van Replacement/Addition	0.00	75,000.00	0.00	75,000.00	75,000.00	0.00%
Computer Upgrade	54.83	416.67	54.83	5,000.00	4,945.17	1.09%
Fuel Cell Triangulation Point	0.00	500.00	0.00	6,000.00	6,000.00	0.00%
Bus Stop Signage/Shelters	0.00	2,500.00	0.00	30,000.00	30,000.00	0.00%

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Monthly BOD Report w/YTD Budget & Variance

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Tillamook County Transportation District

Financial Statement

From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
6050	3,475.00	400,500.00	3,475.00	400,500.00	397,025.00	0.86%
Other Capital Projects	3,529.83	508,916.67	3,529.83	1,446,500.00	1,442,970.17	0.24%
Total Capital Purchases	4,132.41	544,341.01	4,132.41	1,546,091.00	1,541,958.59	0.27%
Total Capital Outlay	260,978.13	3,654,736.42	260,978.13	7,567,102.00	7,306,123.87	3.45%
Total Expenses						

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Tillamook County Transportation District
Financial Statement
From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
Resources						
NWR Revenue	279,998.26	262,500.00	279,998.26	3,150,000.00	(2,870,001.74)	8.88%
Miscellaneous Income	0.00	29,166.67	0.00	350,000.00	(350,000.00)	0.00%
Total Resources	<u>279,998.26</u>	<u>291,666.67</u>	<u>279,998.26</u>	<u>3,500,000.00</u>	<u>(3,220,001.74)</u>	<u>8.00%</u>
Expenses						
Personnel Services						
Payroll: Administration	17,362.52	26,250.00	17,362.52	315,000.00	297,637.48	5.51%
Payroll: Indirect	0.00	1,000.00	0.00	12,000.00	12,000.00	0.00%
Payroll Expense	1,300.32	6,250.00	1,300.32	75,000.00	73,699.68	1.73%
Payroll Healthcare	8,277.63	15,000.00	8,277.63	15,000.00	6,722.37	55.18%
Payroll Retirement	909.92	2,000.00	909.92	2,000.00	1,090.08	45.49%
Payroll Veba	379.38	2,000.00	379.38	2,000.00	1,620.62	18.96%
Workers Compensation Ins.	205.54	0.00	205.54	0.00	(205.54)	0.00%
Total Personnel Services	<u>28,435.31</u>	<u>52,500.00</u>	<u>28,435.31</u>	<u>421,000.00</u>	<u>392,564.69</u>	<u>6.75%</u>
Materials and Services						
Professional Services	0.00	1,666.67	0.00	20,000.00	20,000.00	0.00%
Dues & Subscriptions	0.00	125.00	0.00	1,500.00	1,500.00	0.00%
Office Equipment R&R	425.17	208.33	425.17	2,500.00	2,074.83	17.00%
Computer R&M	700.00	1,250.00	700.00	15,000.00	14,300.00	4.66%
Fees & Licenses	0.00	166.67	0.00	2,000.00	2,000.00	0.00%
Insurance	0.00	166.67	0.00	2,000.00	2,000.00	0.00%
Office Expenses	167.01	1,150.00	167.01	13,800.00	13,632.99	1.21%
Operational Expenses	0.00	208.33	0.00	2,500.00	2,500.00	0.00%
Telephone Expense	1,632.19	1,666.67	1,632.19	20,000.00	18,367.81	8.16%

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Tillamook County Transportation District
Financial Statement

From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
Travel & Training	5220	0.00	750.00	0.00	9,000.00	0.00%
Postage	5260	9.95	416.67	9.95	5,000.00	0.19%
Purchased Transportation	5265	255,904.88	200,000.00	255,904.88	2,144,095.12	10.66%
Member Mileage Reimbursement	5266	21,800.00	15,833.33	21,800.00	190,000.00	11.47%
Volunteer Mileage Reimburse	5267	3,200.00	29,166.67	3,200.00	346,800.00	0.91%
Office Rent	5281	0.00	400.00	0.00	4,800.00	0.00%
Property Operating Expenses	5300	0.00	75.00	0.00	900.00	0.00%
Total Materials and Services	283,839.20	253,250.01	283,839.20	283,839.20	2,755,160.80	9.34%
Capital Outlay						
Capital Purchases						
Ecolane Investment	6022	0.00	3,333.33	0.00	40,000.00	0.00%
Total Capital Purchases		0.00	3,333.33	0.00	40,000.00	0.00%
Total Capital Outlay		0.00	3,333.33	0.00	40,000.00	0.00%
Total Expenses		312,274.51	309,083.34	312,274.51	3,187,725.49	8.92%

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Tillamook County Transportation District

Check/Voucher Register
 1001 - General Checking Account
 From 7/1/2019 Through 7/31/2019

Document Number	Document Date	Transaction Amount	Payee	Transaction Description
14541	7/10/2019	645.85	ADP, LLC	06/21/2019 PAYROLL
14542	7/10/2019	100.00	AH TILLAMOOK MEDICAL GROUP	CDL FOR JIM PALMER
14543	7/10/2019	245.76	ALSCO - Portland Linen	MATT SERVICE
14544	7/10/2019	367.50	APW DISTRIBUTING	WALL THERMOSTAT AND LABOR F THE SHOP
14545	7/10/2019	86.19	ARAMARK	UNIFORMS
14545	7/10/2019	172.38	ARAMARK	UNIFORMS
14546	7/10/2019	107.88	BRENT OLSON	MILEAGE BUS 302 AND BUS 27
14546	7/10/2019	82.36	BRENT OLSON	MILEAGE P/U BUS 27
14546	7/10/2019	107.88	BRENT OLSON	MILEAGE P/U BUS 302
14547	7/10/2019	804.00	Burden's Muffler & Towing	TOWING BUS 301
14548	7/10/2019	39.75	CAR CARE SPECIALISTS, INC.	DEF
14549	7/10/2019	219.00	Coast Printing & Stationery	DIAL A RIDE
14550	7/10/2019	6,097.04	Columbia Pacific Economic	NWOTA ADMIN
14550	7/10/2019	5,012.57	Columbia Pacific Economic	NWOTA ADMIN
14551	7/10/2019	62.45	CRYSTAL AND SIERRA SPRINGS	WATER
14552	7/10/2019	95.00	DOUGLAS PILANT	CDL
14553	7/10/2019	125.32	CENTURYLINK	TELEPHONE
14554	7/10/2019	50.00	Gary A. Hanenkrat	06202019
14555	7/10/2019	945.00	INNOVA LEGAL ADVISORS	LEGAL
14556	7/10/2019	50.00	JIM HUFFMAN	06202019
14557	7/10/2019	53.00	JORDAN SCHRADER RAMIS, PC	LEGAL
14558	7/10/2019	50.00	JUDY RIGGS	06202019
14559	7/10/2019	300.00	KITTELSON & ASSOCIATES, INC.	UPDATED TO PC BROCHURE
14560	7/10/2019	300.00	KNOWLEDGE IN MOBILITY	CONSULTING
14561	7/10/2019	1,100.59	Marie Mills Center, Inc	JUNE 2019
14562	7/10/2019	95.00	MARK STRICKER	CDL
14563	7/10/2019	50.00	MARTY HOLM	06202019
14564	7/10/2019	50.00	MELISSA CARLSON-SWANSON	06202019
14565	7/10/2019	100.00	North Coast Lawn	LANDSCAPE
14566	7/10/2019	38.99	North Coast Citizen	ONE YEAR SUBSCRIPTION
14567	7/10/2019	3.00	OR DEPT OF MOTOR VEHICLES	DRIVER RECORDS
14568	7/10/2019	145.10	Pacific Office Automation	COPIES
14568	7/10/2019	146.93	Pacific Office Automation	COPIES
14569	7/10/2019	1,141.01	PETROCARD INC.	FUEL
14570	7/10/2019	36.16	PORTLAND GENERAL	7968374771 SALEM ELECTRIC
14571	7/10/2019	95.00	RICK ROGERS	CDL
14572	7/10/2019	136.88	SCOTT CHILDS	MILEAGE
14573	7/10/2019	512.85	Sheldon Oil Distributors	FUEL
14573	7/10/2019	19,936.55	Sheldon Oil Distributors	FUEL
14574	7/10/2019	44.25	Tillamook PUD	JUNE 2019 ELECTRIC
14574	7/10/2019	31.05	Tillamook PUD	JUNE 2019 ELECTRIC
14575	7/10/2019	48.00	TILLAMOOK COUNTY SHOPPER, LLC	HELP WANTED
14575	7/10/2019	48.00	TILLAMOOK COUNTY SHOPPER, LLC	PO 3344
14576	7/10/2019	260.00	TRANSPORT WISDOM, LTD	CDL TESTING
14577	7/10/2019	399.50	TRILLIUM SOLUTIONS, INC.	NWOTA
14578	7/10/2019	274.56	VERIZON	MAY 27- JUNE 26 2019
14579	7/11/2019	375.30	ADP, LLC	adp payroll svc
14580	7/11/2019	12,600.00	BOLDT, CARLISLE & SMITH LLC	audit
14581	7/11/2019	900.00	Care Inc.	STF AND STIF
14581	7/11/2019	1,250.00	Care Inc.	STF AND STIF
14582	7/11/2019	700.00	City Of Tillamook	TRANSIT CENTER LEASE
14583	7/11/2019	103.21	COMCAST	CABLE FOR SALEM OFFICE
14584	7/11/2019	168.00	COUNTRY MEDIA	advertising
14584	7/11/2019	344.10	COUNTRY MEDIA	advertising
14585	7/11/2019	387.87	Fred Meyer Customer Charges	JUNE CHARGES
14586	7/11/2019	4,329.00	Marie Mills Center, Inc	STF PAYMENT

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Tillamook County Transportation District

Check/Voucher Register

1001 - General Checking Account

From 7/1/2019 Through 7/31/2019

Document Number	Document Date	Transaction Amount	Payee	Transaction Description
14587	7/11/2019	1,000.00	NATHAN LEVIN	JULY RENT 70X
14588	7/11/2019	3,647.25	CARDMEMBER SERVICE	JUNE CHARGES
14589	7/11/2019	49.95	VANIR BROADBAND, INC.	internet
14590	7/12/2019	9,941.00	ADVANCED DIESEL SERVICE	BUS 27 ENGINE
14591	7/12/2019	213.70	Batteries Northwest	BATTERIES
14592	7/12/2019	406.96	Advance Auto Parts	SHOP SUPPLIES AND INVENTORY
14593	7/12/2019	183.16	O'REILLY AUTOMOTIVE STORES	INVENTORY
14593	7/12/2019	(107.00)	O'REILLY AUTOMOTIVE STORES	RETURN PART
14594	7/12/2019	3,570.05	E & E Auto Body, Inc.	VAN 108 ACCIDENT
14595	7/12/2019	322.40	FleetPride, Inc.	INVENTORY
14595	7/12/2019	284.00	FleetPride, Inc.	INVENTORY
14595	7/12/2019	(84.78)	FleetPride, Inc.	CREDIT
14595	7/12/2019	(40.00)	FleetPride, Inc.	CREDIT
14596	7/12/2019	3,928.48	LES SCHWAB WAREHOUSE CENTER	JUNE LES SCHWAB/TIRES
14597	7/12/2019	43.38	McCOY FREIGHTLINER	BUS 300
14597	7/12/2019	5,086.49	McCOY FREIGHTLINER	BUS 302 ENGINE WORK
14598	7/12/2019	16.49	DAVISON AUTO PARTS, INC.	SHOP SUPPLIES
14598	7/12/2019	185.65	DAVISON AUTO PARTS, INC.	VEHICLE
14598	7/12/2019	(7.88)	DAVISON AUTO PARTS, INC.	RETURN HOSE CONNECTOR
14599	7/12/2019	491.75	NORTHSIDE FORD	VEHICLE
14600	7/12/2019	20.00	TILLAMOOK RENTAL CENTER	POWER WASHER REPAIR
14601	7/12/2019	40.73	Rosenberg Builders Supply	SHOP SUPPLIES
14602	7/12/2019	38.87	TILLAMOOK FARMERS COOP	SHOP INVENTORY
14603	7/12/2019	178.95	Tillamook Motor Co.	BUS 202 COOLANT LEAK
14604	7/12/2019	144.00	WEST COAST EXHAUST	BUS 303 OIL CHANGE
14605	7/12/2019	253.41	Western Bus Sales	INVENTORY
14605	7/12/2019	106.58	Western Bus Sales	INVENTORY
14605	7/12/2019	57.42	Western Bus Sales	INVENTORY
14606	7/18/2019	2,373.17	SPECIAL DISTRICTS INS. SERVICE	sdis july 2019
14607	7/25/2019	441.30	ADP, LLC	ADP PAYROLL SERVICES
14608	7/25/2019	56.96	ARAMARK	UNIFORMS/SHIRT
14609	7/25/2019	250.00	BIO-MED TESTING SERVICE, INC.	DRUG TESTING
14610	7/25/2019	107.88	BRENT OLSON	PICK UP BUS 301 FROM SALEM
14611	7/25/2019	30.74	CHRIS MOTLEY	MILEAGE/OPERATIONS TRAVEL AT TRAINING
14612	7/25/2019	1,296.00	CHRISSY'S CLEANING SERVICE	JANITORIAL AND BUS CLEANING
14612	7/25/2019	1,296.00	CHRISSY'S CLEANING SERVICE	JANITORIAL AND BUS CLEANING
14613	7/25/2019	850.00	CoastCom, Inc.	TELEPHONE NWR & TCTD
14614	7/25/2019	52.00	COUNTRY MEDIA	YEARLY SUBSCRIPTION
14615	7/25/2019	51.45	CRYSTAL AND SIERRA SPRINGS	WATER
14616	7/25/2019	52.54	Dish	DISH
14617	7/25/2019	50.00	Gary A. Hanenkrat	07/18/2019 BOARD MEETING
14618	7/25/2019	2,300.00	GenXsys Solutions, LLC	COMPUTER SUPPORT
14618	7/25/2019	293.00	GenXsys Solutions, LLC	COMPUTER SUPPORT/LICENSE
14619	7/25/2019	912.82	Gillespie Graphics	NW CONNECTOR LOGO ON BUSSE
14620	7/25/2019	3,475.00	IconiPro Security & Alarms	SECURITY SYSTEM AT TRANSIT CENTER
14621	7/25/2019	5,900.96	INNOVA LEGAL ADVISORS	ADMIN PROFESSIONAL SERVICES/LEGAL
14622	7/25/2019	50.00	JACKIE EDWARDS	07/18/2019 BOARD MEETING
14623	7/25/2019	50.00	JIM HUFFMAN	07/18/2019 BOARD MEETING
14624	7/25/2019	50.00	JUDY RIGGS	07/18/2019 BOARD MEETING
14625	7/25/2019	5,500.00	KITTELSON & ASSOCIATES, INC.	TCTD TRANSIT SCHEDULE BROCH
14626	7/25/2019	50.00	Linda Adler	07/18/2019 BOARD MEETING
14627	7/25/2019	50.00	MARTY HOLM	07/18/2019 BOARD MEETING
14628	7/25/2019	1,000.00	NATHAN LEVIN	AUGUST LEASE PAYMENT SALEM
14629	7/25/2019	3,779.38	NWR BROKERAGE	sdis nwr true up

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Tillamook County Transportation District

Check/Voucher Register

1001 - General Checking Account

From 7/1/2019 Through 7/31/2019

<u>Document Number</u>	<u>Document Date</u>	<u>Transaction Amount</u>	<u>Payee</u>	<u>Transaction Description</u>
14630	7/25/2019	42.59	Office Depot Credit Plan	TABLET CLEANING WIPES
14630	7/25/2019	145.40	Office Depot Credit Plan	GENERAL PURPOSE OFFICE SUPPL
14631	7/25/2019	393.59	PACIFIC CITY SUN	SHUTTLE SCHEDULE & DAR ADS
14632	7/25/2019	44.58	Pacific Office Automation	COPIES - TCTD
14633	7/25/2019	1,130.57	PETROCARD INC.	FUEL
14634	7/25/2019	36.16	PORTLAND GENERAL	ELECTRIC SALEM OFFICE
14635	7/25/2019	225.22	Pacific Office Automation	TCTD COPIER LEASE
14636	7/25/2019	30,969.64	SPECIAL DISTRICTS INS. SERVICE	WORKERS COMP 2019-2020
14637	7/25/2019	311.51	STEVENS INTEGRATED SOLUTIONS	7-DAY CONNECTOR PASSES
14638	7/25/2019	43.28	Tillamook PUD	LARGE BUS BARN ELECTRIC
14638	7/25/2019	30.82	Tillamook PUD	SMALL BUS BARN ELECTRIC
14639	7/25/2019	144.00	WEST COAST EXHAUST	BUS 28 CHECKING FOR LEAKING GASKET
14639	7/25/2019	468.00	WEST COAST EXHAUST	BUS 200 FUEL PUMP/LABOR
14639	7/25/2019	72.00	WEST COAST EXHAUST	BUS 203 REPLACED HEAD LIGHT
14639	7/25/2019	59.60	WEST COAST EXHAUST	VAN 103 OIL CHANGE
Report Total		156,377.00		

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Tillamook County Transportation District

Check/Voucher Register

1006 - Payroll Checking

From 7/1/2019 Through 7/31/2019

<u>Document Number</u>	<u>Document Date</u>	<u>Payee</u>
5521	7/10/2019	ATU LOCAL #757
5522	7/10/2019	HRA VEBA TRUST
5523	7/10/2019	PACIFIC SOURCE
5524	7/18/2019	ATU LOCAL #757

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Tillamook County Transportation District

Check/Voucher Register
1009 - NW RIDES ACCOUNT
From 7/1/2019 Through 7/31/2019

Document Number	Document Date	Transaction Amount	Payee	Transaction Description
2051	7/5/2019	1,928.44	AAA RIDE ASSIST	provider transportation
2051	7/5/2019	1,924.60	AAA RIDE ASSIST	provider transportation
2051	7/5/2019	922.92	AAA RIDE ASSIST	provider transportation
2051	7/5/2019	1,024.00	AAA RIDE ASSIST	NWR
2051	7/5/2019	1,249.08	AAA RIDE ASSIST	NWR
2052	7/5/2019	160.50	COMMUNITY AMBULANCE	provider transportation
2053	7/5/2019	2,003.80	ELLIOTT'S MEDICAL TRANSPORT	NWR
2053	7/5/2019	2,576.20	ELLIOTT'S MEDICAL TRANSPORT	NWR
2054	7/5/2019	1,806.10	COLUMBIA MEDICAL	provider transportation
2054	7/5/2019	1,479.65	COLUMBIA MEDICAL	provider transportation
2054	7/5/2019	135.40	COLUMBIA MEDICAL	provider transportation
2054	7/5/2019	1,886.31	COLUMBIA MEDICAL	provider transportation
2054	7/5/2019	1,566.64	COLUMBIA MEDICAL	provider transportation
2054	7/5/2019	1,267.47	COLUMBIA MEDICAL	provider transportation
2054	7/5/2019	1,764.76	COLUMBIA MEDICAL	NWR
2055	7/5/2019	9,600.19	K & M MEDIVAN	provider transportation
2055	7/5/2019	12,573.73	K & M MEDIVAN	provider transportation
2055	7/5/2019	11,834.54	K & M MEDIVAN	NWR
2056	7/5/2019	9,548.00	MEDIX AMBULANCE	NWR
2056	7/5/2019	10,287.50	MEDIX AMBULANCE	provider transportation
2056	7/5/2019	9,054.50	MEDIX AMBULANCE	provider transportation
2056	7/5/2019	7,947.50	MEDIX AMBULANCE	provider transportation
2056	7/5/2019	236.00	MEDIX AMBULANCE	provider transportation
2057	7/5/2019	5,246.03	METRO WEST	provider transportation
2058	7/5/2019	2,937.50	MTN RETREAT SECURE TRANSPORT	NWR
2059	7/5/2019	10,714.08	RYANS TRANSPORTATION SERVICE	provider transportation
2059	7/5/2019	7,234.86	RYANS TRANSPORTATION SERVICE	provider transportation
2059	7/5/2019	1,601.08	RYANS TRANSPORTATION SERVICE	provider transportation
2060	7/5/2019	1,506.00	SUNSET EMPIRE TRANSIT	provider transportation
2060	7/5/2019	1,083.00	SUNSET EMPIRE TRANSIT	provider transportation
2060	7/5/2019	1,159.00	SUNSET EMPIRE TRANSIT	provider transportation
2060	7/5/2019	489.00	SUNSET EMPIRE TRANSIT	provider transportation
2060	7/5/2019	1,240.00	SUNSET EMPIRE TRANSIT	PASSES
2061	7/5/2019	20,575.25	WAPATO SHORES	NWR
2061	7/5/2019	18,729.50	WAPATO SHORES	NWR
2061	7/5/2019	19,942.25	WAPATO SHORES	provider transportation
2061	7/5/2019	15,272.25	WAPATO SHORES	provider transportation
2061	7/5/2019	14,747.50	WAPATO SHORES	provider transportation
2061	7/5/2019	21,579.25	WAPATO SHORES	provider transportation
2062	7/10/2019	85.00	CRYSTAL AND SIERRA SPRINGS	WATER
2063	7/10/2019	228.00	JORDAN SCHRADER RAMIS, PC	LEGAL NWR
2063	7/10/2019	715.50	JORDAN SCHRADER RAMIS, PC	NWR LEGAL
2064	7/10/2019	160.50	Office Depot Credit Plan	OFFICE SUPPLIES NWR
2065	7/11/2019	54.99	Fred Meyer Customer Charges	JUNE CHARGES
2066	7/11/2019	144.25	CARDMEMBER SERVICE	JUNE CHARGES
2067	7/12/2019	165.64	ALFREDO EVANGELISTA	JUNE 2019
2068	7/12/2019	1,179.14	ALICE CONLEY	JUNE 2019
2069	7/12/2019	1,378.00	JANNA SMITH	JUNE 2019
2070	7/12/2019	1,210.74	JOHN REKART JR	JUNE 2019
2071	7/12/2019	672.56	JOY WINKELHAKE	JUNE 2019
2072	7/12/2019	1,019.58	KANDIS LIDAY	JUNE 2019
2073	7/12/2019	381.90	LEANN CHUINARD	JUNE 2019
2074	7/12/2019	1,154.98	SEAN REKART	JUNE 2019
2075	7/12/2019	3,054.13	VAL HOLYOAK	JUNE 2019
2076	7/12/2019	1,090.24	WILLIAM NERENBERG	JUNE 2019
2077	7/12/2019	10,454.87	RYANS TRANSPORTATION SERVICE	provider transportation
2077	7/12/2019	10,851.92	RYANS TRANSPORTATION SERVICE	NWR

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Tillamook County Transportation District

Check/Voucher Register
 1009 - NW RIDES ACCOUNT
 From 7/1/2019 Through 7/31/2019

Document Number	Document Date	Transaction Amount	Payee	Transaction Description
2078	7/18/2019	173.60	BRENDA PARKER	JUNE NWR
2079	7/18/2019	8.12	CHRISTA HALL	JUNE NWR
2080	7/25/2019	1,346.59	CoastCom, Inc.	TELEPHONE NWR & TCTD
2081	7/25/2019	85.00	CRYSTAL AND SIERRA SPRINGS	WATER
2082	7/25/2019	700.00	GenXsys Solutions, LLC	COMPUTER SUPPORT
2083	7/25/2019	199.95	HEADSETS.COM	NWR/WIRELESS HEADSET
2084	7/25/2019	1,495.55	COLUMBIA MEDICAL	JULY NWR
2084	7/25/2019	1,258.39	COLUMBIA MEDICAL	JULY NWR
2085	7/25/2019	33.11	Pacific Office Automation	COPIES - NWR
2086	7/25/2019	225.22	Pacific Office Automation	NWR COPIER LEASE
2087	7/25/2019	205.54	SPECIAL DISTRICTS INS. SERVICE	WORKERS COMP 2019-2020
Report Total		276,567.39		

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Tillamook County Transportation District

Check/Voucher Register
1011 - Prop. Mgmt. Checking
From 7/1/2019 Through 7/31/2019

<u>Document Number</u>	<u>Document Date</u>	<u>Transaction Amount</u>	<u>Payee</u>	<u>Transaction Description</u>
4216	7/10/2019	382.36	Marie Mills Center, Inc	JANITORIAL
4217	7/10/2019	239.00	Miami Cove Electric	ELECTRICAL SERVICE
4218	7/10/2019	388.00	North Coast Lawn	LANDSCAPE
4219	7/10/2019	347.10	TILLAMOOK CITY UTILITIES	JUNE 2019
4220	7/10/2019	1,554.01	Tillamook PUD	ELECTRIC AND LOAN
4221	7/10/2019	158.75	CITY SANITARY SERVICE	GARBAGE
4222	7/25/2019	300.00	CHRISSY'S CLEANING SERVICE	JANITORIAL AND BUS CLEANING
4222	7/25/2019	300.00	CHRISSY'S CLEANING SERVICE	JANITORIAL AND BUS CLEANING
4223	7/25/2019	<u>1,273.65</u>	Tillamook PUD	3RD ST ELECTRIC AND LOAN PAYI
Report Total		<u>4,942.87</u>		

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FRED MEYER CARD CHARGES		
Date	Description of Transaction	Amount
	DOUG PILANT CARD #1	
	TABATHA WELCH #5	
	BRENT OLSON CARD #3	
06/24/19	HIDE A KEY/OPERATIONS	\$ 2.29
		\$ 2.29
	CATHY BOND CARD #4	
07/09/19	NWR/COFFEE	\$ 48.90
07/18/19	MEALS/BOARD MEETING	\$ 151.42
07/18/19	EMPLOYEE APPRECIATION/BDAY	\$ 24.99
		\$ -
		\$ 225.31
	CLAYTON NORRBOM CARD # 6	
07/08/19	BUS CLEANING	\$ 52.78
		\$ -
		\$ -
		\$ 52.78
	Grand Total	\$ 280.38
APPROVAL DATE	<i>[Signature]</i> 8-12-19	

UMPQUA BANK: CLOSING DATE 7/25/2019			
Date	Vendor	Description of Transaction	Amount
DOUG PILANT			
6/27/2019	PACIFIC RESTAURANT	MEALS/MEETING W/MELISSA	\$ 39.50
7/1/2019	TORA SUSHI	MEALS/MEETING W/CHRIS	\$ 47.43
7/8/2019	AMAZON.COM	BOOK/TRAINING	\$ 15.40
7/8/2019	PACIFIC RESTAURANT	MEALS/STAFF MEETING	\$ 86.00
7/10/2019	POSTABOX	OFFICE SUPPLIES	\$ 5.99
7/10/2019	RECESS FOOD	MEALS/TRAINING	\$ 44.85
7/10/2019	FACEBOOK	ADVERTISING	\$ 25.00
7/15/2019	PARKSIDE DINER	MEALS/MEETING W/JUDY	\$ 30.25
7/15/2019	FACEBOOK	ADVERTISING	\$ 25.00
7/17/2019	PIG N PANCAKE	MEAL/ODOT TRAINING	\$ 44.70
7/19/2019	USPS	POSTAGE	\$ 100.00
7/19/2019	KITTY'S	MEALS/MEETING W/GARY	\$ 30.00
			\$ 494.12
CATHY BOND			
06/26/19	FIELDPRINT	BACKGROUND CHECKS	\$ 12.50
07/08/19	ADOBE	SOFTWARE	\$ 24.99
07/10/19	LIMITLESS WALLS	MARKETING/FAIR	\$ 447.44
07/12/19	LANGUAGE LINE	NWR PHONE LINE	\$ 35.55
07/12/19	LANGUAGE LINE	NWR PHONE LINE	\$ 7.90
07/15/19	LANGUAGE LINE	NWR PHONE LINE	\$ 7.90
07/19/19	ENDICIA	NWR POSTAGE	\$ 9.95
07/22/19	LANGUAGE LINE	NWR PHONE LINE	\$ 59.25
07/24/19	IRON MTN	SHREDDING	\$ 64.15
			\$ 669.63
BRENT OLSON			
06/28/19	SAFEWAY	SNACKS/EMPLOYEE TRAINING	\$ 6.00
07/08/19	CARLS JR	MEAL/PICK UP BUS FROM BROOKS	\$ 7.58
07/23/19	NPI/RAM MOUNTS	TABLET COVER/OPERATIONS	\$ 54.83
07/24/19	MTCPRO	SOFTWARE	\$ 98.00
			\$ 166.41
TABATHA WELCH			
06/26/19	LYFT	CAB RIDE/CONFERENCE	\$ 9.85
06/26/19	LYFT	CAB RIDE/CONFERENCE	\$ 9.05
06/28/19	NYNY HOTEL	HOTEL/CONFERENCE	\$ 228.34
06/28/19	LYFT	CAB RIDE/CONFERENCE	\$ 14.00
07/05/19	SAFEWAY	OFFICE COFFEE	\$ 5.35
07/10/19	SAFEWAY	OFFICE COFFEE	\$ 13.98
07/15/19	NIKE.COM	UNIFORM/JACKETS	\$ 150.00
07/22/19	NANI PAPA	MEALS/STAFF MEETING	\$ 60.95
			\$ 491.52
CLAYTON NORRBOM			
07/03/19	COSTCO	BUS CLEANING SUPPLIES	\$ 69.95
			\$ -
			\$ -
			\$ 69.95
		Charges total	\$ 1,891.63
		Grand Total	\$ 1,891.63
APPROVAL	<i>dl</i>	DATE	<i>8-12-19</i>



July 2019 Statement

Open Date: 06/26/2019 Closing Date: 07/24/2019

Account: 7790

Visa® Company Card with Rewards

TILLAMOOK CNTY TRANS (CPN 001469460)

Cardmember Service
BUS 30 ELN 8

1-866-552-8855
15

New Balance	\$1,891.60
Minimum Payment Due	\$19.00
Payment Due Date	08/22/2019

Reward Points	
Earned This Statement	2,283
Reward Center Balance as of 07/23/2019	2,844
For details, see your rewards summary.	

Activity Summary		
Previous Balance	+	\$3,791.47
Payments	-	\$3,791.50 ^{CR}
Other Credits		\$0.00
Purchases	+	\$1,891.63
Balance Transfers		\$0.00
Advances		\$0.00
Other Debits		\$0.00
Fees Charged		\$0.00
Interest Charged		\$0.00
New Balance	=	\$1,891.60
Past Due		\$0.00
Minimum Payment Due		\$19.00
Credit Line		\$10,000.00
Available Credit		\$8,108.40
Days in Billing Period		29

Payment Options:



Mail payment coupon
with a check



Pay online at
myaccountaccess.com



Pay by phone
1-866-552-8855

Please detach and send coupon with check payable to: Cardmember Service CPN 001469460



0047

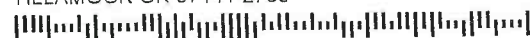
-----05

24-Hour Cardmember Service: 1-866-552-8855

- to pay by phone
- to change your address

000012264 01 SP 000638149634362 P Y

TILLAMOOK CNTY TRANS
ACCOUNTS PAYABLE
3600 3RD ST STE A
TILLAMOOK OR 97141-2730

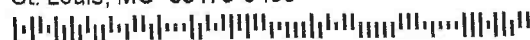


Account Number	7790
Payment Due Date	8/22/2019
New Balance	\$1,891.60
Minimum Payment Due	\$19.00

Amount Enclosed \$ _____

Cardmember Service

P.O. Box 790408
St. Louis, MO 63179-0408



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Visa Business Rewards Company Card

Rewards Center Activity as of 07/23/2019	
Rewards Center Activity*	-35,000
Rewards Center Balance	2,844

*This item includes points redeemed, expired and adjusted.

Rewards Earned	This Statement	Year to Date
Points Earned on Net Purchases	1,501	14,502
Gas, Restaurants & Telecom Double Points	782	3,998
Total Earned	2,283	18,500

For rewards program inquiries and redemptions, call 1-888-229-8864 from 8:00 am to 10:00 pm (CST) Monday through Friday, 8:00 am to 5:30 pm (CST) Saturday and Sunday. Automated account information is available 24 hours a day, 7 days a week.

Important Messages

Paying Interest: You have a 24 to 30 day interest-free period for Purchases provided you have paid your previous balance in full by the Payment Due Date shown on your monthly Account statement. In order to avoid additional INTEREST CHARGES on Purchases, you must pay your new balance in full by the Payment Due Date shown on the front of your monthly Account statement.

There is no interest-free period for transactions that post to the Account as Advances or Balance Transfers except as provided in any Offer Materials. Those transactions are subject to interest from the date they post to the Account until the date they are paid in full.

SKIP THE MAILBOX. Switch to e-statements and securely access your statements online. Get started at myaccountaccess.com/paperless

Account Security is very important to you and to us. When you use your Card to make a purchase, particularly over the phone or online, you may be asked to provide a card security code, sometimes called a CVV. This information is used to help confirm that it is you using the Card and that the Card is authentic.

Visa Payment Controls allows you to customize each of your employee's Visa business credit cards to control where, when, and how your employees use them. Easily set controls that limit card use by time of day or day of week, dollar amount, transaction types or geographical locations. Visit myaccountaccess.com/vpc to set up customized controls on your employees' business credit cards today.

Transactions PILANT DOUGLAS Credit Limit \$5000

Post Date	Trans Date	Ref #	Transaction Description	Amount	Notation
Purchases and Other Debits					
06/27	06/26	0153	PACIFIC RESTAURANT TILLAMOOK OR	\$39.50	_____
07/01	06/28	4396	TORA SUSHI LOUNGE TILL TILLAMOOK OR	\$47.43	_____
07/08	07/07	2634	Amazon.com*MH3V420L2 Amzn.com/bill WA	\$15.40	_____
07/08	07/04	0065	PACIFIC RESTAURANT TILLAMOOK OR	\$86.00	_____
07/10	07/09	7343	SQ *POSTABOX TILLAMOOK OR	\$5.99	_____
07/10	07/09	4502	SQ *RECESS FOOD TRUCK Tillamook OR	\$44.85	_____
07/10	07/10	3829	FACEBK LKV4ZLSR2 650-5434800 CA	\$25.00	_____
07/15	07/12	3157	PARKSIDE DINER GARIBALDI OR	\$30.25	_____

Continued on Next Page

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July 2019 Statement 06/26/2019 - 07/24/2019
 TILLAMOOK CNTY TRANS (CPN 001469460)

Cardmember Service 1-866-552-8855

Transactions PILANT, DOUGLAS Credit Limit \$5000

Post Date	Trans Date	Ref #	Transaction Description	Amount	Notation
				\$25.00	_____
07/15	07/13	3838	FACEBK WX3LEMNPR2 650-5434800 CA	\$44.70	_____
07/17	07/15	0041	PIG 'N PANCAKE-SEASIDE SEASIDE OR	\$100.00	_____
07/19	07/17	8460	USPS POSTAGE ENDICIA.C 800-576-3279 CA	\$30.00	_____
07/19	07/17	1022	KITTYS FOOD & SPIRITS TILLAMOOK OR	\$494.12	_____
			Total for Account	808	

Transactions BOND, CATHY Credit Limit \$2500

Post Date	Trans Date	Ref #	Transaction Description	Amount	Notation
Purchases and Other Debits					
06/26	06/26	2222	FIELDPRINT INC 888-291-1369 PA	\$12.50	_____
07/08	07/05	3038	ADOBE *ACROPRO SUBS 800-833-6687 CA	\$24.99	_____
07/10	07/09	7181	LIMITLESS WALLS 888-722-3674 NC	\$447.44	_____
07/12	07/11	9487	LANGUAGE LINE, INC. 800-7526096 CA	\$35.55	_____
07/12	07/11	4591	LANGUAGE LINE, INC. 800-7526096 CA	\$7.90	_____
07/15	07/12	6293	LANGUAGE LINE, INC. 800-7526096 CA	\$7.90	_____
07/19	07/18	6550	ENDICIA FEES 650-321-2640 CA	\$9.95	_____
07/22	07/19	6439	LANGUAGE LINE, INC. 800-7526096 CA	\$59.25	_____
07/24	07/23	9926	IRON MOUNTAIN 800-934-3453 MA	\$64.15	_____
			Total for Account	2022	

Transactions WELCH, TABATHA Credit Limit \$2500

Post Date	Trans Date	Ref #	Transaction Description	Amount	Notation
Purchases and Other Debits					
06/26	06/25	2943	LYFT *RIDE TUE 3PM LYFT.COM CA	\$9.85	_____
06/26	06/25	5499	LYFT *RIDE TUE 8AM LYFT.COM CA	\$9.05	_____
06/28	06/26	8884	NYNY - FRONT DESK LAS VEGAS NV	\$228.34	_____
06/28	06/27	4658	LYFT *RIDE WED 2PM LYFT.COM CA	\$14.00	_____
07/05	07/03	0118	SAFEWAY #2723 TILLAMOOK OR	\$5.35	_____
07/10	07/08	0514	SAFEWAY #2723 TILLAMOOK OR	\$13.98	_____
07/15	07/12	1036	NIKE.COM 800-806-6453 OR	\$150.00	_____
07/22	07/19	6829	SQ *NANI PAPA'A ISL TILLAMOOK OR	\$60.95	_____
			Total for Account	4146	

Transactions OLSON, BRENT Credit Limit \$3000

Post Date	Trans Date	Ref #	Transaction Description	Amount	Notation
Purchases and Other Debits					

Continued on Next Page

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Tillamook County Transportation District

MONTHLY PERFORMANCE REPORT

July 2019

RIDERSHIP BY SERVICE TYPE	JUL 2019	JUL 2018	YTD FY 18-19	YTD FY 17-18	YTD % Change
<u>Dial-A-Ride Service</u>					
Tillamook County	1,067	887	1,067	887	20.3%
NW Rides	785	629	785	629	24.8%
Dial-A-Ride Total	1,852	1,516	1,852	1,516	22.2%
<u>Deviated Fixed Route Service</u>					
Rt 1: Town Loop	3,574	3,718	3,574	3,718	-3.9%
Rt 2: Netarts/Oceanside	726	757	726	757	-4.1%
Rt 3: Manzanita/Cannon Beach	3,185	3,712	3,185	3,712	-14.2%
Rt 4: Lincoln City	1,765	1,326	1,765	1,326	33.1%
Local Fixed Rt Total	9,250	9,513	9,250	9,513	-2.8%
<u>Inter City Service</u>					
Rt 5: Portland	983	1,068	983	1,068	-8.0%
Rt 60X: Salem	1,119	1,103	1,119	1,103	1.5%
Rt 70X: Grand Ronde	474	580	474	580	-18.3%
Inter City Total	2,576	2,751	2,576	2,751	-6.4%
<u>Other Services</u>					
Tripper Routes	78	109	78	109	-28.4%
Special Bus Operations	514	500	514	500	2.8%
Other Services Total	592	609	592	609	-2.8%
TOTAL ALL SERVICES	14,270	14,389	14,270	14,389	-0.8%

ONE-WAY TRIPS BY USER GROUP	Fixed		YTD	YTD	YTD %
USER GROUP	Route	DAR	FY 19-20	FY 18-19	Change
General (18 years to 60 years of age)	7,468	296	7,810	8,044	-2.9%
Senior/Disabled	4,002	1,482	5,519	5,337	3.4%
Child/Youth (less than 18 years of age)	948	74	941	1,009	-6.8%
Total	12,418	1,852	14,270	14,389	-0.8%

OTHER RIDER CATEGORIES	Fixed		YTD	YTD	YTD %
	Route	DAR	FY 19-20	FY 18-19	Change
Ride Connection	87		87	80	8.8%
Tillamook Bay Community College	142		142	63	125.4%
NWOTA Visitor Pass	179		179	298	-39.9%
NW Rides		694	694	587	18.2%
Helping Hands Shuttle		149	149	76	96.1%

MONTHLY PERFORMANCE

Service Month	Passengers per Hour	Farebox Ratio	Operating Cost per Hour
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Dial-A-Ride Services

Jul-18	1.3	56.7%	64.92
Apr-19	1.4	58.5%	66.42
May-19	1.4	59.9%	65.40
Jun-19	1.4	60.5%	65.08
Jul-19	1.5	60.0%	68.88
STANDARD	1.3	65.3%	56.36

Deviated Fixed Routes

Jul-18	6.4	11.3%	65.62
Apr-19	5.7	8.9%	66.58
May-19	5.7	9.1%	65.35
Jun-19	5.7	9.2%	65.01
Jul-19	6.3	9.5%	69.09
STANDARD	7.0	12.4%	64.60

Intercity Services

Jul-18	3.7	26.6%	71.77
Apr-19	3.0	20.2%	77.28
May-19	3.0	20.4%	75.96
Jun-19	3.0	20.7%	75.88
Jul-19	3.4	19.5%	76.05
STANDARD	2.9	31.5%	72.86

Other Services

Jul-18	5.9	1.5%	59.02
Apr-19	6.4	6.7%	57.08
May-19	6.5	7.6%	55.84
Jun-19	6.2	9.6%	55.19
Jul-19	5.5	11.2%	63.81
STANDARD	6.9	10.7%	55.54

Dial-a-Ride includes Central, North and South Counties Dial-A-Ride Services

Deviated Fixed Routes: 1 Town Loop, 2 Oceanside, 3 Manzanita/Cannon Beach, 4 Lincoln City

Intercity Routes: 5 Portland, 60X Coastal Connector, 70X Salem/Grand Ronde

Other Services: Trippers and Special Bus Operations

Year-to-Date Statistics and Performance

Tillamook County Transportation District
Actual FY 2019/2020

Route/Run	Thru June 2019				8/12/2019											
	YTD Fare Revenue (\$)	YTD Passngrs	YTD Service Hours	YTD Paid Hours	YTD Service Miles	Mileage Based Costs	Hourly Based Costs (\$)	Direct Cost (\$)	Indirect Costs (\$)	Total Costs (\$)	Hourly Rate (\$)	Passngs per Hour	Farebox Ratio	Passngr/\$ Subsidy	Average Fare (\$)	Revenue/Service Hour (\$)
<u>Dial-A-Ride Service</u>																
Dial-A-Ride	3,061	1,067	413	506	7,337	2,457	18,155	806	5,981	27,398	66.41	2.6	11.2%	0.04	2.87	7.42
NW Rides	46,680	785	792	979	21,041	7,045	34,846	1,547	12,131	55,569	70.17	1.0	84.0%	0.09	59.46	58.95
Total DAR	49,741	1,852	1,204	1,486	28,378	9,502	53,000	2,353	18,112	82,967	68.88	1.5	60.0%	0.06	26.86	41.30
<u>Deviated Route</u>																
01 Town Loop	2,435	3,574	380	432	5,184	1,736	16,726	743	5,363	24,567	64.63	9.4	9.9%	0.16	0.68	6.41
02 Netarts/Oceanside	746	726	200	269	4,410	1,477	8,805	391	2,980	13,653	68.23	3.6	5.5%	0.06	1.03	3.73
03 Manzanita	3,944	3,185	548	600	14,208	4,757	24,092	1,070	8,355	38,274	69.91	5.8	10.3%	0.09	1.24	7.20
04 Lincoln City	2,551	1,765	350	415	11,745	3,933	15,406	684	5,591	25,613	73.16	5.0	10.0%	0.08	1.45	7.29
Total Deviated Route	9,676	9,250	1,478	1,716	35,547	11,902	65,029	2,887	22,289	102,107	69.09	6.3	9.5%	0.10	1.05	6.55
<u>Intercity</u>																
05 Portland	9,512	983	294	321	9,420	3,154	13,510	574	4,654	21,893	74.46	3.3	43.4%	0.08	9.68	32.35
60X Salem	1,119	1,119	276	339	11,124	3,725	12,683	539	4,582	21,529	78.00	4.1	5.2%	0.05	1.00	4.05
70X Grand Ronde	474	474	180	227	6,274	2,101	8,290	352	2,901	13,644	75.63	2.6	3.5%	0.04	1.00	2.63
Total Intercity	11,105	2,576	750	887	26,818	8,980	34,483	1,466	12,137	57,066	76.05	3.4	19.5%	0.06	4.31	14.80
<u>Other Services</u>																
Trippers	46	78	5	15	97	32	240	11	78	361	66.22	14.3	12.7%	0.25	0.59	8.44
Special Bus Operation	716	514	101	126	1,158	388	4,461	198	1,408	6,455	63.68	5.1	11.1%	0.09	1.39	7.07
Total Other Services	762	592	107	140	1,255	420	4,700	209	1,486	6,816	63.81	5.5	11.2%	0.10	1.29	7.14
Total TCTD Services	71,284	14,270	3,539	4,229	91,999	30,804	157,213	6,915	54,025	248,956	70.34	4.03	28.6%	0.08	5.00	20.14
										Total Mileage, Labor & Direct Cost		194,932		27.7%		

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Tillamook County Transportation District
 FY17/18 to FY 18/19

Year-Over-Year Comparison

Route/Run	Thru July 2019 18/19			Thru July 2019 19/20			Thru July 2019 18/19			Thru July 2019 19/20			Thru July 2019 18/19			Thru July 2019 19/20		
	Fare Revenue	Fare Revenue	Amount Difference	Percent Difference	Passngrs	Passngrs	Amount Difference	Percent Difference	Service Hours	Service Hours	Amount Difference	Percent Difference	Total Cost	Total Cost	Amount Difference	Percent Difference		
<u>Dial-A-Ride Service</u>																		
Dial-A-Ride	2,369	3,061	692	29.2%	887	1,067	180	20.3%	346	413	67	19.4%	21,397	27,398	6,001	28.0%		
NW Rides	40,630	46,680	6,050	14.9%	629	785	156	24.8%	823	792	-31	-3.7%	54,438	55,569	1,131	2.1%		
Total DAR	42,999	49,741	6,742	15.7%	1,516	1,852	336	22.2%	1,168	1,204	36	3.1%	75,835	82,967	7,132	9.4%		
<u>Deviated Route</u>																		
01 Town Loop	2,847	2,435	-412	-14.5%	3,718	3,574	-144	-3.9%	380	380	0	0.0%	22,858	24,567	1,709	7.5%		
02 Netarts/Oceanside	871	746	-125	-14.4%	757	726	-31	-4.1%	200	200	0	0.0%	12,917	13,653	735	5.7%		
03 Manzanita	4,971	3,944	-1,027	-20.7%	3,712	3,185	-527	-14.2%	548	548	0	0.0%	36,471	38,274	1,803	4.9%		
04 Lincoln City	2,273	2,551	278	12.2%	1,326	1,765	439	33.1%	350	350	0	0.0%	24,721	25,613	893	3.6%		
Total Local Fixed Route	10,962	9,676	-1,286	-11.7%	9,513	9,250	-263	-2.8%	1,478	1,478	0	0.0%	96,967	102,107	5,140	5.3%		
<u>Intercity</u>																		
05 Portland	10,277	9,512	-765	-7.4%	1,068	983	-85	-8.0%	294	294	0	0.0%	20,526	21,893	1,366	6.7%		
60X Salem	3,063	1,119	-1,944	-63.5%	1,103	1,119	16	1.5%	276	276	0	0.0%	20,469	21,529	1,060	5.2%		
70X Grand Ronde	833	474	-359	-43.1%	580	474	-106	-18.3%	172	180	8	4.8%	12,270	13,644	1,374	11.2%		
Total Intercity	14,173	11,105	-3,068	-21.6%	2,751	2,576	-175	-6.4%	742	750	8	1.1%	53,266	57,066	3,800	7.1%		
<u>Other Services</u>																		
Trippers	92	46	-46	-50.0%	109	78	-31	-28.4%	8	5	-3	-34.3%	476	361	-116	-24.3%		
Special Bus Operation	0	716	716	#DIV/0!	500	514	14	2.8%	95	101	6	6.3%	5,644	6,455	811	14.4%		
Total Other Services	92	762	670	728.6%	609	592	-17	-2.8%	104	107	3	3.0%	6,120	6,816	696	11.4%		
Total TCTD Services	68,226	71,284	3,058	4.5%	14,389	14,270	-119	-0.8%	3,492	3,539	48	1.4%	232,188	248,956	16,769	7.2%		

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Tillamook County Transportation District
FY17/18 to FY 18/19

Year to Date Performance Comparison

Route/Run	Thru July 2019 18/19			Thru July 2019 19/20			Thru July 2019 18/19			Thru July 2019 19/20				
	Hourly Rate	Hourly Rate	Amount Diff	Passngr /Hour	Passngr /Hour	Amount Diff	Farebox Ratio	Farebox Ratio	Amount Diff	Average Fare	Average Fare	Amount Diff	Percent Diff	Percent Diff
Dial-A-Ride Service														
Dial-A-Ride	61.90	66.41	4.51	2.6	2.6	0.0	11.1%	11.2%	0.1%	2.67	2.87	0.20	0.9%	7.4%
NW Rides	66.18	70.17	3.99	0.8	1.0	0.2	74.6%	84.0%	9.4%	64.59	59.46	-5.13	12.6%	-7.9%
Total DAR	64.92	68.88	3.97	1.3	1.5	0.2	56.7%	60.0%	3.3%	28.36	26.86	-1.51	5.7%	-5.3%
Deviated Route														
01 Town Loop	60.14	64.63	4.50	9.8	9.4	-0.4	12.5%	9.9%	-2.5%	0.77	0.68	-0.08	-20.4%	-11.0%
02 Netarts/Oceanside	64.55	68.23	3.68	3.8	3.6	-0.2	6.7%	5.5%	-1.3%	1.15	1.03	-0.12	-19.0%	-10.7%
03 Manzanita	66.61	69.91	3.29	6.8	5.8	-1.0	13.6%	10.3%	-3.3%	1.34	1.24	-0.10	-24.4%	-7.5%
04 Lincoln City	70.61	73.16	2.55	3.8	5.0	1.3	9.2%	10.0%	0.8%	1.71	1.45	-0.27	8.3%	-15.7%
Total Deviated Route	65.62	69.09	3.48	6.4	6.3	-0.2	11.3%	9.5%	-1.8%	1.15	1.05	-0.11	-16.2%	-9.2%
Intercity														
05 Portland	69.82	74.46	4.65	3.6	3.3	-0.3	50.1%	43.4%	-6.6%	9.62	9.68	0.05	-13.2%	0.6%
60X Salem	74.16	78.00	3.84	4.0	4.1	0.1	15.0%	5.2%	-9.8%	2.78	1.00	-1.78	-65.3%	-64.0%
70X Grand Ronde	71.26	75.63	4.38	3.4	2.6	-0.7	6.8%	3.5%	-3.3%	1.44	1.00	-0.44	-48.8%	-30.4%
Total Intercity	71.77	76.05	4.28	3.7	3.4	-0.3	26.6%	19.5%	-7.1%	5.15	4.31	-0.84	-26.9%	-16.3%
Other Services														
Trippers	57.41	66.22	8.81	13.1	14.3	1.2	19.3%	12.7%	-6.6%	0.84	0.59	-0.25	-34.0%	-30.1%
Special Bus Operation	59.16	63.68	4.52	5.2	5.1	-0.2	0.0%	11.1%	11.1%	0.00	1.39	1.39	#DIV/0!	#DIV/0!
Total Other Services	59.02	63.81	4.79	5.9	5.5	-0.3	1.5%	11.2%	9.7%	0.15	1.29	1.14	644.0%	752.4%
Total Other Services	66.49	70.34	3.84	4.1	4.0	-0.1	29.4%	28.6%	-0.8%	4.74	5.00	0.25	-2.6%	5.4%

Comparison FY18/19 to FY 19/20	YTD Through July 2019		
	17/18	18/19	Percent Difference
Description			
Mileage	89,820	91,999	2.4%
Mileage Based Costs	35,231	30,804	(4,427) -12.6%
Hourly Based Costs	137,889	157,213	19,324 14.0%
Direct Costs	59,068	54,025	(5,044) -8.5%
Overhead Costs			
Total Costs	232,188	242,042	9,854 4.2%

Special Bus Operation Calculation Cost			
Cost per mile calculation:	Plus	Plus	Hourly Rate Calculation:
	45.8%	10%	Actual Hourly Rate \$ 37.17
		Profit	Plus Direct Costs 2.8%
		Overhead	Hourly Rate \$ 38.20
			Plus Overhead 27.7%
			Hourly Rate \$ 48.79
			Plus Profit 20.0% \$ 58.55

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nwCONNECTOR

Coordinating Committee Meeting

August 9, 2019

Tillamook County Transportation District

3600 3rd St

Tillamook, OR

10:00 am—2:00 pm

Teleconference Information

866/755-7677

Pin # 005939

Agenda

10:00— 10:05a	1. Introductions	Doug Pilant
10:05— 10:15a	2. Consent Calendar (Action Items) <ul style="list-style-type: none"> ✚ July 12, 2019 Meeting Minutes (Attached) ✚ July 2019 Financial Report ✚ Ridership Tracking (June 2019) ✚ Calculating Average Passenger Miles Progress 	Doug Pilant
10:15— 10:30a	3. NWOTA Standing Items <ul style="list-style-type: none"> ✚ IGA Approvals Update ✚ Management Plan Approval Updates 	Benton County Benton/Columbia/SETD
10:30— 12:00p	3. NWConnector Marketing <ul style="list-style-type: none"> ✚ Review Marketing Proposals 	Doug Pilant All
12:00— 12:30p	4. Lunch	
12:30— 1:30p	5. Website Trip Enhancements <ul style="list-style-type: none"> ✚ New Grant ✚ Review of Current Trips/Events 	Doug Pilant Mary McArthur
1:30— 2:30p	6. Other Business and Member Updates	All

Attachments:

July 12, 2019 Meeting Minutes

July NWOTA Action Items

NWOTA meetings are open to the public and accommodations will be provided to persons with disabilities. If a sign language interpreter is needed, please call Mary McArthur at 503.228.5565 at least 48 hours prior to the meeting.

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Oregon Transit Alliance (NWOTA)
Coordinating Committee Meeting Minutes
July 12, 2019
Tillamook County Transportation District
Tillamook, OR

1. Introductions: Doug Pilant, Coordinating Committee Chair, opened the meeting. Meeting attendees/teleconference participants included:

- Cynda Bruce—Lincoln County Transportation
- Jeff Hazen—Sunset Empire Transit District
- Doug Pilant—Tillamook County Transportation
- John Dreeszen—Columbia County Rider
- Mark Bernard—ODOT

Excused: Arla Miller, Todd Wood

2. Consent Calendar: Unanimously approved. (JH/CB)

- ✦ June 14, 2019 Meeting Minutes—No changes
- ✦ June Financial Report—Only additional expenditures were the final FY administrative invoices and \$399 to update the events listed on the NWConnector website.
- ✦ May Ridership Performance Report—Only received ridership numbers from Tillamook this month. Jeff has had a busy June and July, but have time going forward to catch up on Sunset's numbers. Mary will meet with John to get the performance report updated, both in term of ridership and route changes. Mary will add all the new Columbia County and SETD routes. Mary will send out reminder notices at first of month to the partners.
- ✦ Calculating Average Passenger Miles Progress—Reminder that Benton, Columbia and Sunset need to get their average passenger miles calculations done.

3. NWOTA Standing Items:

- ✦ IGA Approval Updates—No changes from last month: Waiting for Benton County.
- ✦ Management Plan—Jeff will meet with Todd.
- ✦ Visitor Passes—Jeff got a preliminary design from the graphics person Sunset uses, which wasn't what NWOTA was looking for. The group agreed that they don't want to deviate from the brand, other than deleting the OXO logo, and that they are still interested in having 7-day and 3-day passes. There is still interest in the potential of a family pass, or at least incorporating children into a visitor pass program. Also, potentially refreshing the visitor pass graphics. Tillamook has ordered more of the 7-day passes, enough for another year, so there is time to work on updating the passes. The group agree to include the visitor pass and its design as a component on the upcoming marketing plan development and implementation. Children ridership will also be included.
- ✦ Signage—Everyone has received their new signs. Tillamook has already swapped out the signs in Neskowin and Beaver. Next month the new signs will go up in Tillamook, Rockaway Beach, Nehalem and Manzanita. The Lincoln County Safeway sign was temporarily replaced with a smaller sign, but two new large signs were ordered, one of which will replace the interim smaller sign. Tillamook is looking at different brackets for attaching the signs, to replace the bands currently in use. Tri-Met's design standards at the Sunset Transit Station only allow one sign per provider, so a NWConnector sign couldn't be added there. Also, the Pointe bus sign has been taken down.

4. NWConnector Marketing

At the June meeting, the group agreed to proceed with Selina Barlow's marketing plan development proposal for \$15,000. However, as it turns out, \$15,000 is the threshold for an Intermediate Procurement, which requires sending out a Request for Quotes to at least 3 potential contractors. The group agreed to go out for a RFQ for NWOTA's full \$50,000 FY Marketing budget, rather than doing two separate processes for the Marketing Plan development and the implementation.

NWOTA's budget won't be included in the RFQ, but proposers will be asked to provide their bids in modules or phases including deliverables and budget by phase to provide maximum flexibility for the overall budget. Mary will update the May 2014 RFQ and send it out to the partners for their review and comment by July 19th. Deadline will be two weeks from the release date, which will give time for a decision at NWOTA's August 9 Board meeting. Notice of the RFQ will be sent out to a list of transit planning companies as well as transit marketing firms. Doug will get Mary a list.

An additional suggestion was that NWOTA may want to look for an intern to assist with its marketing, and potentially service planning as well. Resources include PSU Master of Urban Planning program, and the University of Oregon's Planning and Public Policy Center, which also manages the RARE program.

On the NWConnector "Wish List" is having passes available for purchase online and having the ability to reserve a seat. Tillamook described their recent Portland passenger surges before and after the July 4th holiday, which resulted in standing room only on their buses. Collecting the additional fares added time to the route, which ended up resulting in missed connections for the Manzanita and Lincoln City routes. Having online reservations would have allowed the fares to be prepaid and to schedule a large enough bus to accommodate the additional passengers.

5. Other Business/Member Updates

- ✦ Transit Alert Software Proposal—NWOTA has received a proposal from Trillium. Deployment testing will require a couple of weeks, implementation in 3 weeks. Tied to the NWConnector website. Will provide staff with the tools to more easily to send out alerts. \$2,000/year, plus \$100/hr to integrate into the system by agency. Will provide with training as well. Doug will request information on how much the hourly costs are likely to be to set up the alert component and send that information out to the partners, before a final decision is made.
- ✦ Lincoln County—Going back out for a second dispatcher. Closing out old grants and executing new ones. Three new For E450 buses seem to be operating okay after two weeks. Started a transportation program for low-income kids, providing transit to school meals year-round. Are currently working on adding some new routes. Opportunity to show transit's commitment to being a community partner.
- ✦ ODOT—Mark has been working on the grant management program. Some discretionary grants have been recommended along the coast, such as continuation of the Florence to Yachats route. Mark will look into the potential for the Lane COG to participate in the NWConnector system.
- ✦ Sunset Empire Transit District— Lost their finance officer, moving out of the area. Have hired a new finance person out of Portland. Matthew, TO person has taken a new job in Portland. Started that recruitment again. May be a couple of potential candidates. TO in a rural area is a difficult to implement, going forward the new position will report directly to Jeff. Will be reviewing the prospective applicants for the Pointe service, an 8-year contract. STIF committee will be reviewing the round two of the formula applications, all look issue-free. Discretionary applications are before the OTC at their

next meeting. During cruise season have two routes out of the Port of Astoria. This calendar year have 18 ships, representing about 37,000 passengers. Next year 33 ships and over 70,000 passengers. Need to start planning for next year. Will have enough buses, but not enough drivers. Are looking at potentially getting a couple of donated articulated buses.

- ✦ Columbia County—Just received delivery of two 40 foot, 43 passenger Tri-Met buses, which will be used as back-up to the CCR fleet. Closing out grants and starting new ones. Had hoped that PCC would underwrite some of the cost or driving CCR buses out to their Rock Creek and Willow Creek campuses. The current contract only pays for the costs of a shuttle between the two campuses. PCC declined. Property tax measure is set to go onto the November ballot. Although a public vote on transit has failed 3 times in the past, this time local media appears to be supportive. A contingency plan is in place should the measure not pass, some modest service reductions would be required. CCR has signed a contract with their driver service provider, but the drivers are still awaiting the new negotiated rates of pay.
- ✦ Tillamook County— Closing out last year, starting new year, pacific city shuttle, night service to county fair. Collective bargaining meetings at the end of July, getting several new buses. Also worked with Kimberly on the purchasing new vehicles. Very cost-effective to use her. Saved the district a lot of money. Will be using her on Dial-a-Ride van purchasing. On STIF, implemented south County Dial-a-Ride. Updating STIF plan. As working on extending lease on Transit Center, it has become apparent that the City may be interested in selling the Center to the District. Will require approval of the State because the Center was funded in part by a ConnectOregon grant.

Recorded: Mary McArthur, Col-Pac EDD and NWOTA Coordinator

Tillamook County Transportation District
Financial Statement - Unposted Transactions Included In Report
08 - Northwest Oregon Transit Allia
From 7/1/2019 Through 7/31/2019

	Current Period Actual	Current Period Budget	Current Year Actual	Total Budget	Total Budget Variance	8%
Resources						
Working Capital	0.00	105,000.00	0.00	105,000.00	(105,000.00)	0.00%
NWOTA Partner Cont. Match	0.00	0.00	0.00	48,000.00	(48,000.00)	0.00%
Transfer From General Fund	0.00	12,000.00	0.00	12,000.00	(12,000.00)	0.00%
Transfer from STIF Fund	0.00	149,000.00	0.00	149,000.00	(149,000.00)	0.00%
Total Resources	0.00	266,000.00	0.00	314,000.00	(314,000.00)	0.00%
Expenses						
Materials and Services						
Professional Services	0.00	437.50	0.00	5,250.00	5,250.00	0.00%
Administrative Support	0.00	2,083.33	0.00	25,000.00	25,000.00	0.00%
Website Maintenance	0.00	625.00	0.00	7,500.00	7,500.00	0.00%
Marketing	0.00	3,958.33	0.00	47,500.00	47,500.00	0.00%
Website Re-Design	0.00	164,560.00	0.00	164,560.00	164,560.00	0.00%
Travel & Training	0.00	416.67	0.00	5,000.00	5,000.00	0.00%
Total Materials and Services	0.00	172,080.83	0.00	254,810.00	254,810.00	0.00%
Transfers						
Transfer to General Fund	0.00	3,000.00	0.00	3,000.00	3,000.00	0.00%
Unappropriated Ending Fund Bal	0.00	56,190.00	0.00	56,190.00	56,190.00	0.00%
Total Transfers	0.00	59,190.00	0.00	59,190.00	59,190.00	0.00%
Total Expenses	0.00	231,270.83	0.00	314,000.00	314,000.00	0.00%

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NWOTA Action Items
July 2019

	Action Items	Assignments	Progress
<input type="checkbox"/>	<u>IGA</u> Get approved by each partner commission/board.	Mary to get copies of signed IGA's from each partner for the file	Lincoln Co (√) (√) Tillamook (√) Columbia Co (√) SETD (√)
<input type="checkbox"/>	<u>Management Plan</u> Get approved by each partner commission/board	Mary—Send out Plan and most current Action Plan Benton Columbia Sunset Empire Mary—Get approval documentation from each partner	(√) Lincoln (√) Tillamook (√)
<input type="checkbox"/>	<u>Management Plan Updates</u> Mobile app for NW Connector Transit language for Comp Plans and TSPs		
<input type="checkbox"/>	<u>Website Events/Trip Planner/Newsletter</u> Develop plan for connecting NW Connector to events advertising/Travel Oregon application? Open Trip Planner/funding	Jeff/Mary Mc Doug—Submitted STIF application	In progress Submitted
<input type="checkbox"/>	<u>Bike and Ride Info on Website</u> Add instructions/video on how to use the bike rack	Jeff to provide the video and language Mary to add to website	In Progress
<input type="checkbox"/>	<u>2018—2019 NWConnector Advertising</u>	Mary—Prepare NWOTA Annual Report	Completed
<input checked="" type="checkbox"/>	<u>2019—2020 NWConnector Advertising</u> Develop a FY 19-20 Marketing Plan following meeting with the Coastal visitor agencies	Mary—Develop a RFP Doug—Provide a list of transit consultants	RFP to partners—July 19 th Release RFP—July 24 th
<input type="checkbox"/>	<u>NW Connector Ridership</u> Update performance methodology assumptions Compare monthly ridership year-to-year	Partners do calculations SETD, Lincoln, Columbia ridership Mary to meet with John Dreeszen Mary to send out monthly reminder notices	Tillamook (√) Lincoln (√) Benton (√) Tillamook (√)
<input type="checkbox"/>	NW Connector Holidays Policy (Lincoln drop 1, TCTD add 3 days)	Doug/Cynda	
<input type="checkbox"/>	Adding Connector Partners—Meet with Washington County initially		

	Action Items	Assignments	Progress
<input type="checkbox"/>	Transportation Options	Mary/Matt Weintraub Consider adding a TO page to NWConnector Website	NW Connector follow on to Oregon's July Drive less Connect promotion NW Connector highway signs displaying website info June Meeting— Partners agreed to add
<input checked="" type="checkbox"/>	Transit App Alerts	Trillium train partners	Completed
<input type="checkbox"/>	Updated Visitor Passes	TTTD Graphics	Include in Marketing

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Meeting Agenda

Pacific City/Woods Parking Management Plan

Project Advisory Committee (PAC) Meeting #3

August 19, 2019 at 10:00 AM – 1:00 PM

Kiawanda Community Center - 34600 Cape Kiwanda Dr – Pacific City, OR 97135

Meeting Organizer: Tillamook County

Meeting Invitees: David Yamamoto, Rachel Hagerty, Susan Corbisiero, Jim Horton, JoAnn Woelfle, Chris Laity, Sarah Absher, Dennis Comfort, Kirk Barham, Jim Oeder, Marie Heimburg, Ray Monroe, Susan Amort, Doug Pilant, Larry Rouse, Jeff Schons, Janine Belleque, Matt Bell, Camilla Dartnell

Meeting Purpose: Review the draft Parking Management Plan, focusing on the funding mechanisms, as well as discuss next steps in the project.

1. Introductions

2. Recommended Policies and Strategies

- 1.12 Time Limit Restrictions (page 17)
- 1.13 Pay-to-Park (page 18)
 - 1.18 Establish Remote Parking Areas (page 21)
 - 1.19 Define Roadway Shoulders
- 1.14 Parking Benefit District (page 20)
- Local Improvement District (page 28)
- Economic Improvement District (Page 28)
- Food and Beverage Tax
- Supplemental Policies and Strategies
 - Beach Ramp Access Fee (page 33)

3. Next Steps

- Board of Commissioners Review Current Draft
- Town Hall Meeting #2 (w/ revised draft?)
- Presentation to Board of Commissioners and Final Adoption



PACIFIC CITY WOODS PARKING STUDY

JULY 2019



PREPARED BY

K KITTELSON
& ASSOCIATES

ACKNOWLEDGEMENTS

Development of the Pacific City/Woods Parking Management Plan (PMP) was guided by a Project Management Team, a Project Advisory Committee, and the public.

PROJECT MANAGEMENT TEAM

The Project Management Team (PMT) consisted of Tillamook County staff, a representative from the local business community and the Tillamook County Transportation District, and the consultant team.

- ▶ Rachel Hagerty, Tillamook County Board of Commissioners' Office
- ▶ Susan Corbisiero, Tillamook County Board of Commissioners' Office
- ▶ Delbert Schleichert, Tillamook County Parks
- ▶ JoAnn Woelfle, Tillamook County Parks
- ▶ Chris Laity, Tillamook County Public Works
- ▶ Doug Pilant, Tillamook County Transportation District
- ▶ Jeff Schons, Nestucca Ridge Development
- ▶ Matt Bell, Kittelson & Associates, Inc.
- ▶ Camilla Dartnell, Kittelson & Associates, Inc.

PROJECT ADVISORY COMMITTEE

The Project Advisory Committee (PAC) consisted of all members of the PMT as well as other State and County staff and representatives from the local business community, civic and social institutions, and the public.

- ▶ David Yamamoto, Tillamook County Board of Commissioners' Office
- ▶ Andy Long, Tillamook County Sheriff's Office
- ▶ Sarah Absher, Tillamook County Department of Community Development
- ▶ Dennis Comfort, Oregon Parks and Recreation Department
- ▶ Kirk Barham, Oregon Parks and Recreation Department
- ▶ Jim Oeder, Nestucca Rural Fire Protection District
- ▶ Marie Heimburg, Nestucca Valley Community Alliance
- ▶ Ray Monroe, Pacific City Doryman's Association
- ▶ Merrienne Hoffman, Pacific City- Nestucca Valley Chamber of Commerce
- ▶ Larry Rouse, Pacific City/Woods Citizen Advisory Committee
- ▶ Janine Belleque, Oregon State Marine Board (Boating Facilities Manager)

PAC members devoted a substantial amount of time and effort to the development of the PMP. Their participation was instrumental in the development of the recommendations that are presented in this report. The Pacific City/Woods parking system will be better because of their commitment.

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APPENDIX

- Appendix A – Technical Memo 1: Parking Inventory
- Appendix B – Technical Memo 2: Parking Policies and Strategies
- Appendix C – Technical Memo 3: Parking Survey
- Appendix D – Parking Strategy Evaluation Summary

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INTRODUCTION

Tillamook County initiated the development of the Pacific City/Woods Parking Management Plan (PMP) in September 2017. The purpose of the PMP is to identify parking policies and strategies to improve the visitor experience and livability for Pacific City/Woods residents, especially during peak summer months.

The Pacific City/Woods area has an estimated population of just over 1,000 year-round residents. In the summer, the population increases significantly with residents and visitors accessing the beach, dunes, and commercial establishments. The influx in visitors creates issues, many of which are due to a high demand for parking. People park illegally in parking lots and on shoulders, and those trying to find parking circulate in the area, causing congestion.

The Cape Kiwanda Master Plan, adopted in September 2016, formed the basis for this PMP. The Cape Kiwanda Master Plan outlined several key steps to achieving the Master Plan objectives of:

- ▶ Protecting the beauty and natural resource values within and surrounding the community
- ▶ Minimizing and mitigating the adverse effects of visitors within the community
- ▶ Improving visitor experiences and encouraging longer stays
- ▶ Attracting new visitors during the shoulder seasons

The first two near-term strategies identified in the Cape Kiwanda Master Plan include requiring a fee to park in County parking lots and preparing a PMP. The parking fee strategy was evaluated during the PMP process.

This PMP includes a comprehensive look at the parking facilities in the Pacific City/Woods area. It considers how they are currently being used, outlines recurring issues for residents and visitors, and identifies implementable solutions to improve the visitor experience and livability for local residents.

STUDY AREA

This study area includes several surface parking lots located near the Cape and further south along Cape Kiwanda Drive, Sunset Drive, and Brooten Road. The study area also includes several streets that allow on-street parking near the Cape, including Alder Street, Shore Drive, Pine Street, Madrona Drive, Circle Drive, Cape Kiwanda Drive and McPhillips Drive. The specific locations included in the study area are shown in Figure 1.

Figure 1: Study Area



PLANNING PROCESS

Development of the PMP began with a review of several background documents, including the Cape Kiwanda Master Plan, Tillamook County Transportation District Transit Development Plan, Tillamook Coast Wayfinding Master Plan, Pacific City/Woods Transportation Plan, and Pacific Avenue & Cape Kiwanda Drive Intersection Plan. Each of these documents included information that helped guide development of the PMP.

Next, an inventory of existing on- and off-street parking facilities was conducted to determine the total number and type of parking stalls located within the study area, the infrastructure that supports access to/from the parking facilities, and the primary users of the facilities. Following the inventory, a survey of on- and off-street parking conditions was conducted over two days in summer 2018, including a typical mid-week day and a typical weekend day. The survey provided information on existing parking conditions, including occupancy, duration of stay, and turnover as well as the effectiveness of existing policies and strategies.

After the existing parking conditions were analyzed, the team developed a preliminary list of potential policies and strategies for consideration within the Pacific City/Woods area. These policies and strategies were developed based on previous planning work, a series of interviews with agency staff of nearby similar communities (Cannon Beach, Newport, Lincoln City), and industry best practices. The preliminary list of policies and strategies was evaluated based on input from the PMT, PAC, and the public, and a preferred list of policies and strategies was selected for inclusion in the PMP.

PUBLIC INVOLVEMENT

As indicated previously, the PMT, the PAC, and the public guided development of the PMP. The PMT met with the PAC three times throughout the planning process to discuss the parking inventory, the preliminary list of policies and strategies, the parking survey, and the final plan. Each PAC meeting was open to the public. The PMT also hosted a town hall meeting at the Kiawanda Community Center in Pacific City to discuss the preliminary list of policies and strategies and solicit feedback on the preferred list. The goal of the public involvement process was to develop a PMP that improves the experience for visitors and livability for local residents.

VISIONS, GOALS, AND OBJECTIVES

Pacific City has an abundance of visitors during the summer. This plan does not intend to provide parking for all visitors and residents that may want to come to Pacific City/Woods. Instead, the vision for the plan is to improve the livability of the Pacific City/Woods area and to improve the parking experience for both visitors and residents.

The goals and objectives for the PMP were developed to help realize the vision and reflect the goals and objectives for the Cape Kiwanda Master Plan and input from the PMT and PAC. The goals and objectives were used to guide the planning process,

including the development, evaluation, and selection of the policies and strategies included in the PMP. In the future, the goals and objectives will provide guidance on implementation of the policies and strategies and help the County plan for and consistently work towards improving the user experience and livability for local residents. The goals and objectives include:

- ▶ Reduce congestion and improve access and circulation
- ▶ Improve efficiency and sustainability of existing parking facilities
- ▶ Improve user safety, information, and experience
- ▶ Minimize impacts to local businesses and residential areas
- ▶ Ensure strategies are predictable, adaptable, and financially sustainable

PARKING INVENTORY AND DEMAND ANALYSIS

PARKING INVENTORY

A parking inventory was conducted within the Pacific City/Woods area in March 2018. The inventory provides parking supply information for several parking facilities within the study area as well as the infrastructure that supports access to/from the parking facilities, the primary users of the parking facilities, and other key information.

Existing Parking Facilities

There are several existing parking facilities within the Pacific City/Woods area. Many of these facilities support access to retail/commercial businesses and local residences throughout the study area while others support access to the beach and other recreational activities. The parking inventory focuses on public parking facilities, which includes ten surface parking lots at locations throughout the study area. These surface parking lots, along with the local street network and the beach, provide public parking opportunities for local residents and visitors.

Table 1 summarizes information related to the public parking facilities, including the location, the approximate number of stalls available, who owns, operates, and/or maintains the facility, current parking strategies, and other supporting information. As shown, a total of 391 stalls are provided within the 10 surface parking lots included in the inventory; additional parking is provided along the adjacent street system and on the beach at Tierra Del Mar and Cape Kiwanda.

Table 1: Public Parking Facilities

Parking Facility	Stalls	Ownership	Maintenance	Current Strategies	Key Challenges
Cape Kiwanda	160	County	Tillamook County Parks Department	N/A	<ul style="list-style-type: none"> • Sand intrusion • Lack of pedestrian facilities • High level of parking demand • Mix of uses
Nestucca Valley Community Alliance (NVCA ¹)	55	Tillamook Lightwave	NVCA	User Fee	<ul style="list-style-type: none"> • Lack of pedestrian facilities • Visibility of lot/Wayfinding • Limited availability
Pacific City Turnaround	20	County	Tillamook County Parks Department	N/A	<ul style="list-style-type: none"> • Safety • Sand intrusion • Wayfinding • Lack of striping • Lack of public restrooms
Bob Straub State Park	60	State	Oregon Parks and Recreation Department (OPRD)	N/A	<ul style="list-style-type: none"> • Sand intrusion • Proximity to commercial activity • Coordination with the State
Pacific City Boat Launch	60	County	Tillamook County Parks Department	User Fee	<ul style="list-style-type: none"> • User fee collection • Wayfinding • Proximity to commercial activity
Fisher Point Boat Launch	20	County	Tillamook County Parks Department	User Fee	<ul style="list-style-type: none"> • User fee collection • Wayfinding • Proximity to commercial activity
Mugg County Park	2	County	Tillamook County Parks Department	Time Limit	<ul style="list-style-type: none"> • Visibility of lot/wayfinding signs • Limited availability
Woods County Campground	4	County	Tillamook County Parks Department	User Fee	<ul style="list-style-type: none"> • Few non-camping parking spots • Proximity to the beach • Wayfinding signs • Visibility of the lot/wayfinding • Proximity to commercial activity
McPhillips	10	State	OPRD	N/A	<ul style="list-style-type: none"> • Limited parking • Limited beach access • Coordination with the State • Proximity to commercial activity
Tierra Del Mar	N/A	State	OPRD	N/A	<ul style="list-style-type: none"> • Limited parking • Coordination with the State
On-Street Parking	N/A	County	County	Location Restrictions	<ul style="list-style-type: none"> • Illegal parking • Parking in front of driveways • Parking in the street • Impacts to local residents • No specified parking spots • Potential to get stuck
Beach Parking	N/A	State	State	Ambassador	<ul style="list-style-type: none"> • Fluctuating tidal patterns • Removal of immobile vehicles • Conflicts with other uses

1. NCVA is planning to construct a skate park, amphitheater, and other amenities at the NVCA lot. Once these facilities are completed, there will be less parking available.

The Parking Inventory Memo in Appendix A provides detailed information about the existing public parking facilities within the study area and the infrastructure providing access between the parking lots and major destinations.

PARKING SURVEY

A parking survey was conducted within the Pacific City/Woods area in summer 2018. The survey was conducted on a typical mid-week day (Tuesday, July 24th) and a typical weekend day (Saturday, July 28th). The survey provides parking demand information for several parking facilities within the study area, including the ten surface parking lots included in the inventory plus two additional surface lots (the Pelican Brewing Company lot and the Kiawanda Community Center lot) and seven street segments. The parking demand is summarized by parking occupancy, duration of stay, and turnover.

Parking Occupancy

Parking occupancy refers to the number of occupied stalls in a parking system and is commonly shown as a percentage. A parking system is commonly considered to be at its *effective capacity* when occupancies reach or exceed 85% in the peak hour. When more than 85% of parking stalls are occupied, local residents or visitors may be discouraged from visiting local land uses or may add to area congestion by circling the area in search of available parking.

The survey data shows that parking occupancy within the surface parking lots increases steadily throughout the day with a peak occupancy rate of 80% at 2:00 p.m. Parking occupancy along the adjacent street system also increases steadily throughout the day, although it trails the off-street system, with a peak occupancy rate of 73% at 2:00 p.m. Generally, the on-street facilities do not fill up until the nearby surface lots are at or near capacity, which is reflected in the survey data.

The survey data also shows that while overall parking occupancy is below the *effective capacity* of the parking supply, parking occupancy within several surface parking lots and along several streets is above the *effective capacity* during peak time periods.

Parking occupancy at the Cape Kiwanda lot reached 105% during the peak time period (eight vehicles were parked illegally), while parking occupancy at the Pelican Brewing Company lot reached 102% (one vehicle was parked illegally). Similarly, parking occupancy at the NVCA lot, the Pacific City Turnaround, and along Pine Street reached 100% while parking occupancy at Bob Straub State Park, Woods County Campground, McPhillips, and along Cape Kiwanda Drive and Circle Drive exceeded *effective capacity*.

Duration of Stay

Duration of stay refers to the average length of time a vehicle remains in a parking stall. Duration of stay information can be useful in determining the amount of time people need to stay parked in an area. The survey data shows that average duration of stay

varies by surface lot and by street; however, most surface lots and most streets have an average duration of stay of less than three hours.

The Woods County Campground has the longest duration of stay, likely because of overnight campers. Alder Street, Shore Drive, the Cape Kiwanda lot, and the NVCA lot have the next longest duration of stay. These likely are serving residents, short-term renters, and those accessing the beach and the dining and retail options in the area. In comparison, facilities that provide access to the beach but do not have close access to dining and retail locations tend to have a shorter duration of stay. These include Tierra Del Mar, Bob Straub State Park, and the Pacific City Turnaround. Mugg County Park has the shortest duration of stay, likely because parking spaces associated with Mugg County Park are signed as 15-minute only spaces.

Turnover

Turnover refers to the number of vehicles that use a parking stall over the course of a survey day. Turnover is often used to measure how efficient or inefficient a parking system is operating and serving its intended user groups. The survey data shows that average turnover varies by surface lot and by street; however, most surface lots and most streets had an average turnover rate of less than 2.0, meaning that on average, less than two people used each stall throughout the study period. This reflects the nature of a recreational tourism location where people tend to stay longer, and stalls tend to turnover less than retail/commercial areas.

The Cape Kiwanda Parking Lot and the Pacific City Turnaround had the highest turnover rates, likely due to the mix of uses supported by the lots. Mugg County Park also had one of the highest turnover rates, likely due to the 15-minute time limits on the stalls. By contrast, Woods County Campground and Fishers Point Boat Launch had the lowest turnover rates, likely due to overnight campers and long fishing trips.

More information on parking demand within the Pacific City/Woods area, including parking occupancy, duration of stay, and turnover is provided in the Parking Survey Memo included in Appendix C.

KEY ISSUES

The parking inventory and survey identified the following key issues within the Pacific City/Woods area to address as part of the PMP:

- ▶ High parking demand is the most common parking issue and occurs in several of the public parking facilities during peak time periods. In general, high parking demand refers to a lot of vehicles parked in an area.
- ▶ Unbalanced parking demand is another common parking issue and refers to high parking demand in some facilities and low parking demand in others.
- ▶ Spillover is an issue along most residential streets within the Cape Kiwanda area and generally occurs once the off-street surface parking lots are full.

- ▶ Lack of consistent parking signage throughout the area, including guide signs, wayfinding signs, and public parking signs.
- ▶ Lack of continuous pedestrian and bicycle facilities throughout the area, including sidewalks, bike lanes, and shared-use paths, as well as crossings.
- ▶ Sand intrusion is generally an issue in the parking facilities located within close proximity to the beach, including the Cape Kiwanda Parking Lot and the Pacific City Turnaround as well as several local streets.

POLICY AND STRATEGY CATEGORIES

The policies and strategies developed for the PMP are organized into the following categories: (1) administrative; (2) user information; (3) transportation demand management; (4) parking management; (5) parking enforcement; (6) create new parking supply; and (7) funding mechanisms. A description of each category is provided below along with local examples of existing policies and strategies as applicable.

Administrative

Administrative policies and strategies help to establish the organization and governing structure for implementation of the PMP. There are two strategies under this category: *Appoint a Parking Manager*; and *Establish a Parking Advisory Committee*.

User Information

User information policies and strategies are intended to improve the dissemination of user information to improve the use of the transportation and parking systems. Many parking issues can be improved or resolved with more effective communication about the location, purpose, and availability of parking. This can include information about other methods of accessing a destination (e.g., walking, biking, transit, shuttle, etc.). The Pacific City/Woods area attracts many out-of-town visitors who may not have extensive knowledge about parking or alternative transportation options within the community. User information strategies provide people with the information they need to understand the local transportation and parking systems and the most appropriate ways to use them. Two local examples of user information strategies are the seasonal shuttle map and schedule displayed throughout the community and the OPRD Beach Ranger stationed on the beach to provide information to motorists about beach parking conditions.

Transportation Demand Management

Transportation demand management policies and strategies are intended to reduce parking demand by encouraging and promoting active transportation or transit. These programs and strategies are effective particularly in reducing parking demand generated by employees of local businesses and supporting non-motorized modes of accessing local destinations by residents and visitors. One local example of a

transportation demand management strategy is the seasonal shuttle that operates within the Pacific City/Woods area during the peak season.

Parking Management

Parking management policies and strategies are intended to encourage more efficient use of the existing parking facilities and improve the quality of service provided to parking users. When parking demand regularly exceeds the effective capacity of the parking supply, these tools and strategies can be used to help manage parking. A local example of a parking management strategy is the user fee imposed at the Pacific City Boat Launch and Fishers Point. These fees help manage the number of people parking at these locations and create a revenue stream for the County to maintain the facilities.

Parking Enforcement

Parking enforcement policies and strategies are intended to encourage proper use of parking management strategies. Almost all parking management strategies require regular enforcement to be effective. In general, parking enforcement should be frequent, fair, friendly, and designed to encourage proper parking behavior, not to discourage users from accessing an area. The Tillamook County Sherriff's Office currently enforces parking within the Pacific City/Woods area. Based on discussions with the Sherriff's Office, their current strategy is focused enforcement.

Create New Parking Supply

New parking supply related policies and strategies are intended to increase the amount of parking supply in an area. Generally, creating a new parking supply should be a last resort, as it is a major investment that has a long life and can significantly alter the character and landscape of an area, and previously listed policies and strategies can often more efficiently create a desired parking system. Creating a new parking supply can also be difficult in locations with space constraints, such as the Pacific City/Woods area.

Funding Mechanisms

Funding mechanisms provide the funding necessary to maintain the existing parking system and develop and maintain new parking facilities. The County currently relies on revenue from the Oregon State Marine Board, user fees collected at the Pacific City Boat Launch and Fishers Point, and user fees collected at other County parks and campgrounds to maintain the existing parking facilities.

Appendix B provides a more detailed discussion on the categories and includes the preliminary list of policies and strategies under each category. The following describes the evaluation of the preliminary list of policies and strategies and identifies which policies and strategies were removed.

POLICY AND STRATEGY EVALUATION

The preliminary list of policies and strategies was evaluated based on input from the PMT, the PAC, and the public. The PMT provided the PAC with an overview of the policies and strategies at one of the three PAC meetings. Following the meeting, PAC members were provided a summary of the policies and strategies and asked to indicate their preferences (i.e. agree, disagree, or neutral). The PMT provided the public with a similar overview and summary during a subsequent town hall meeting. A sample of the summary is included in Appendix D.

A total of 34 summaries were returned, which indicate the preferences of PAC members and the public. The following highlights findings from the summaries, including which policies and strategies were included on the final list for the PMP and which were removed.

- ▶ Most of the policies and strategies under **User Information** were supported by participants. *Real-time Parking Information* received the least support, which is likely due to its connection to the pay to park program. While *Real-Time Parking Information* may become available for dissemination in the future as part of the pay to park program, it was removed from the final list.
- ▶ Most of the policies and strategies under **Transportation Demand Management** were supported by participants, with the exception of the *Bicycle Share Program*, which was subsequently removed from the final list. *Transit Facilities and Services* was also removed from the final list in favor of *Local Shuttle Service*, which received more support. Also, the majority of transit facilities and services within the Pacific City/Woods area are provided by the Tillamook County Transportation District.
- ▶ Of the policies and strategies under **Parking Management**, only *Maintenance/Sand Clearing*, *Pay-to-Park*, and *Drop-off/Pick-up Areas* were supported by the majority of participants. While several of the other policies and strategies received little support, only the *Public/Private Partnership/Parking Collaborative* and *Good Neighborhood Agreement* were removed from the list. All other policies and strategies were either incorporated into other policies and strategies, included as supplemental policies and strategies for potential future implementation, or included as stand along policies and strategies on the final list.
- ▶ Two of the policies and strategies identified under **Parking Enforcement** were supported by participants: *Implement Focused Enforcement* and *Implement Regular Enforcement*. *Grace Period* and *Ticket Forgiveness* were generally not supported and therefore removed from the final list. The Tillamook County Sherriff's Office also indicated that given their limited ability to patrol the Pacific City/Woods area, they will likely not support grace periods or ticket forgiveness.

- ▶ Half of the policies and strategies identified under **Create a New Parking Supply** were supported by most participants. While *Construct a New Parking Facility* and *Webb Park* received little support, a new parking facility at Webb Park was identified in the Cape Kiwanda Master Plan and therefore, was included as a potential long-term strategy in the PMP that could be implemented after all other policies and strategies have been exhausted. Also, while *Create Electric Vehicle Charging Stations* received little support, these types of facilities are becoming more prevalent in tourist communities to support use of electric vehicles and therefore, was included on the final list.
- ▶ Of the policies and strategies identified under **Funding Mechanisms**, the parking lot user fee and the County Transient Lodging Tax were supported by most participants. The Food and Beverage Tax received the least support followed by Local Improvement District and Economic Improvement District. The Beach Access Fee was discussed with the PAC, but not included in the summary.

Appendix D contains a summary of the responses. The responses shown in light green agree with the policy/strategy while the responses shown in light orange are neutral and the responses shown in light red disagree.

RECOMMENDED POLICIES AND STRATEGIES

The policies and strategies that comprise the Pacific City/Woods Parking Management Plan are identified below. A phased approach to implementation is provided, including near-term (0-3 years), mid-term (3-5 years), and long-term (5-20 years) policies and strategies. Guidelines for implementing, monitoring, measuring, and evaluating the performance of the parking management plan are provided in subsequent sections.

PHASE 1: NEAR-TERM STRATEGIES (0-3 YEARS)

Phase 1 is comprised of policies and strategies that should be implemented over the next 0-3 years. Many of these strategies should be applied to the overall Pacific City/Woods area, but those strategies that are location-specific have the location(s) for implementation included in the description.

Administrative

1.1 Appoint a Parking Manager

A key component of an effective parking management plan is the designation of a parking manager whose responsibilities include monitoring parking conditions within the Pacific City/Woods area, implementing strategies from the parking management plan, and working with the County Sheriff's Office to ensure the strategies are enforced. The parking manager may lead or participate in the PAC to help make parking-related decisions and ensure adopted strategies are appropriately implemented and proactively managed.

Considerations for Implementation:

The parking manager should be a paid position. If there is not an existing staff person to take on this role, sufficient funding from the pay-to-park program or other revenue sources should be provided to fund the position. The position may be filled by an existing Tillamook County Parks Department staff member, Tillamook County Public Works staff member, a new staff member, or contractor. If funding from the pay-to-park program goes to several departments, those departments may collectively fund this position.

Although the parking manager's main responsibilities will be monitoring parking conditions and implementing strategies, the parking manager may also have authority to ticket illegally parked vehicles. Currently, only law enforcement officers can issue parking tickets. It may be necessary to explore options to change this rule in the future.

1.2 Establish a Parking Advisory Committee

Establish a Parking Advisory Committee with the purpose of spearheading the implementation of the PMP and maintaining on-going evaluation of parking issues in the Pacific City/Woods area. The Committee could make recommendations regarding the parking policies and strategies included in the PMP, including establishing parking fees. The Advisory Committee could oversee the Parking Benefit District and cooperate with County Public Works, Parks, and other entities to proactively address parking issues.

Considerations for Implementation:

The Parking Advisory Committee should be established under the authority of an elected or appointed body, such as the Tillamook County Board of Commissioners. The authority should issue a charge or charter the Committee, such that the number, type of representatives, purpose, duration, and other organizational characteristics are defined.

User Information**1.3 Consistent Parking Branding**

Establish a parking brand for all signage in the Pacific City/Woods area, such as a common "P", and include names, logos, and other marketing elements consistent with the Tillamook County Wayfinding Master Plan. The Wayfinding Master Plan provides guidance on the look and style of signage, including typology, color, and symbology.

1.4 Wayfinding/Signage

Install wayfinding signs along Brooten Road, Pacific Avenue, and Cape Kiwanda Drive that direct motorists to the State and County parking facilities and provide "Public Parking" signs at the entrance to the parking facilities. Per strategy 1.3, signs should include consistent parking branding and be consistent with the Tillamook County Wayfinding Master Plan. Other site-specific signs include:

- ▶ Cape Kiwanda Parking Lot – Provide a temporary "Parking Lot Full" sign at the entrance to the Cape Kiwanda Parking Lot when the lot is full. The sign may direct motorists to the NVCA, Pacific City Turnaround, and other public parking facilities for overflow parking.
- ▶ Coordinate with OPRD to provide a "Beach Parking Full" sign at the entrance to Hungry Harbor Drive. The sign could direct motorists to McPhillips and Tierra Del Mar for alternate beach access.
- ▶ Coordinate with OPRD to provide wayfinding signs along McPhillips Drive that direct motorists to the McPhillips beach access and include an indication that public parking is available.
- ▶ Provide beach access signage for pedestrians on Shore Drive, Alder Street, and the path from Cape Kiwanda Drive to the southern Shore Drive pedestrian access.
- ▶ Provide a beach access wayfinding sign for vehicles at Brooten Road and Pacific Avenue.
- ▶ Install "No Overnight Parking" signs (7:00 AM to 10:00 PM) at all parking areas.
- ▶ Include wayfinding and signage that directs trucks with trailers and recreational vehicles longer than 20-feet to the Pacific City Boat Launch. Create signage to inform oversized vehicle owners that they can access the beach via Hungry Harbor Road but that there is no oversized vehicle parking in the Cape Kiwanda Parking Lot.

The Tillamook County Wayfinding Master Plan identifies the need for wayfinding signs on Cape Kiwanda Drive near Cape Kiwanda and in Pacific City near ocean access points. The Plan also identifies the need for kiosks with maps and directions with the Tillamook Coast brand at the Cape Kiwanda State Natural Area, and Bob Straub State Park.

1.5 "How to Get Around" Resource

Develop a "How to Get Around" resource that includes the location of the public parking facilities, the types of amenities available at each facility, and major destinations within the Pacific City/Woods area. The resource should also include the shuttle map and schedule and other available transit services. The resource should be posted on various websites, community bulletin boards, and shared with local businesses and short-term house rental agencies.

1.6 Coordinate with Community Destinations

Collaborate with local business owners and operators, particularly those in the Cape Kiwanda area, to develop the "How to Get Around" resource as well as other resources that will ensure that their employees and patrons are aware of parking opportunities, the shuttle, and other transit services. Work with local property owners to ensure their tenants are also aware of various parking opportunities (and limitations) – some communities impose penalties on land

owners whose tenants violate parking laws, such as parking on streets, along roadway shoulders. Encourage the local businesses, including short-term house rental agencies, to share the "How to Get Around" resource.

1.7 Stakeholder Outreach and Education

As parking strategies are implemented, survey customer experiences and educate the public about the new programs and strategies. Outreach can lead to more coordinated and strategic management of available parking supply and can improve the parking experience for residents and visitors. This outreach can be done by the parking manager with support from the parking advisory committee. It may also be done by parking ambassadors.

1.8 Parking Ambassadors

Work with local business owners and operators and the Pacific City-Nestucca Valley Chamber of Commerce to establish volunteers to serve as parking ambassadors: someone who provides information on how to avoid common parking errors and fines, where to catch the shuttle, and general information on when and where to park, during the peak season.

OPRD is launching their Trailhead & Beach Ambassadors project this summer and Cape Kiwanda is one of their four pilot areas. The project provides locals with an opportunity to take ownership and pride for their natural resources and connect with visitors by communicating safe and sustainable ways to enjoy outdoor recreation.

Transportation Demand Management

1.9 Improve Pedestrian and Bicycle Facilities: Cape Kiwanda Drive

Cape Kiwanda Drive – Construct a continuous 12-foot wide shared use path on the west side of Cape Kiwanda Drive from Pacific Avenue to Cape Kiwanda. This project is identified in the Cape Kiwanda Master Plan. Per the Master Plan, the shared-use path will provide a much-needed connection for pedestrians and bicyclists of all ages along the corridor. Constructing the path along the west side is preferred to allow users access to the beach without crossing Cape Kiwanda Drive. The shared-use path will necessitate removing parking from at least one side of Cape Kiwanda Drive. The County could consider extending the shared use path to Bob Straub State Park from Pacific Avenue as a potential second phase.

1.10 Shuttle Service

Reconfigure shuttle service – Reconfigure the existing shuttle service to increase service frequency, hours of service, and service coverage as necessary.

Reconfigure shuttle stops – Identify and sign areas where people can wait to get on and off the shuttle. Provide posts and signs, hard surface waiting areas, benches, shelters, and schedule information at the shuttle stops.

Real-time shuttle information – Install automatic vehicle location equipment on the shuttles and provide real time shuttle information. The information should be disseminated through a variety of applications, especially at terminals and on the internet or through an app, like the Transit App, which provides real-time transit information for Tillamook County Transportation District.

Shuttle Map – Work with the Tillamook County Transportation District to maintain and update the shuttle map as necessary. The map should include the shuttle route, stops, times, and hours of service as well as the location of public parking facilities and major destinations within the Pacific City/Woods area. The map should be posted on various websites, local bulletin boards, at local businesses, and at each stop location. The intention of the map is to increase awareness and use of the shuttle to serve remote parking areas. The map should be provided in print and online.

Considerations for Implementation:

The shuttle service was reconfigured prior to the 2018 summer season. The District should continue to reconfigure the service based on input from local residents and visitors and experience gained through operating the service as a pilot program.

Currently, the summer shuttle service is running as a free pilot. As it continues, it is important that it remains a free service. A pay-to-park program may help fund all or some of the shuttle service when it becomes a permanent program.

Parking Management

1.11 Maintenance/Sand Clearing

Cape Kiwanda Parking Lot/Alder Street/Shore Drive – coordinate with Nestucca Ridge Family Properties and others to develop and implement an on-going maintenance/sand clearing plan for the Cape Kiwanda Parking Lot, Alder Street, and Shore Drive to maintain the pavement, pavement markings, and other facilities as well as remove sand infiltration..

Pacific City Turnaround – coordinate with Tillamook Lightwave to develop and implement an on-going maintenance/sand clearing plan for the Pacific City Turnaround to maintain the facilities as well as remove sand infiltration.

Bob-Straub State Park – coordinate with OPRD to develop and implement an on-going maintenance/sand clearing plan for Bob Straub State Park to maintain the facilities as well as remove sand infiltration.

1.12 Time Limit Restrictions

Establish 15-minute time limit restrictions in up to two (2) stalls located adjacent to the restrooms at all lots. This includes Cape Kiwanda, the Pacific City Turnaround, and Fishers Point Boat Launch when the facilities are reconfigured, and public restrooms are installed.

1.13 Pay-to-Park

Establish a pay-to-park program in the Cape Kiwanda Parking Lot. *This project is identified in the Cape Kiwanda Master Plan.* Pay-to-park programs are the most effective way to manage parking demand. They also provide an equitable way for the County to charge people for the use of their facilities. A pay-to-park program in the Cape Kiwanda parking lot will help manage parking demand and provide a revenue stream for maintaining and improving the lot and the other public parking facilities addressed in this PMP. The pay-to-park program should initially charge a daily fee for use of the lot, consistent with other pay-to-park programs used by the County in the area. A smart parking meter located within an enclosure (similar to the one used at the Garibaldi boat launch) should be used to collect the fee. Season passes should be made available to Dory Boat operators, local residents, and others for a fee.

The daily fee of \$4 and a seasonal pass fee of \$45 could be used initially, which are the same fees used at the Pacific City Boat Launch and Fishers Point boat launch. A daily fee of \$4 would generate about \$329,000 annually in the Cape Kiwanda Parking lot. This estimate is based on an average of 400 vehicles per day for 183 days, representing the peak season from April 1st to September 30th, and an average of 50 vehicles per day during the rest of the year. This estimated number of vehicles per day during the peak season is based on information generated from the parking survey.

The implementation plan includes an evaluation of several possible pay-to-park funding scenarios: a \$4 fee, a \$4 fee during the peak season and no fee during the off-peak season, an \$8 fee, an \$8 fee during the peak season and a \$4 fee during the off-peak season, and no fee. Table 2 summarizes the potential revenues associated with each scenario. It should be noted that the potential revenues do not account for the impact of season pass holders, nor do they account for potential violations or the revenue generated from violations. The potential revenues shown also do not account for an additional pay-to-park program in the Pacific City Turnaround, which is included in Phase 3.

Table 2: Parking Fees and Potential Revenue

Fee Structure	Peak Season	Off-Peak Season	Annual Revenue	20-year Revenue
Pay to Park Revenue (\$4 fee)*	\$292,800	\$36,400	\$329,200	\$6,584,000
Pay to Park Revenue (\$4/\$0 fee)	\$292,800	\$0	\$292,800	\$5,856,000
Pay to Park Revenue (\$8 fee)	\$585,600	\$72,800	\$658,400	\$13,168,000
Pay to Park Revenue (\$8/\$4 fee)	\$585,600	\$36,400	\$622,000	\$12,440,000

*Recommended Fee Structure

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Other fees or fee structures could also be considered as part of the pay-to-park program, including an hourly fee (\$1 per hour), a progressive hourly fee (\$1 for the first hour, \$2 for the second hour, etc.), or others. It will be necessary to monitor parking conditions within the Cape Kiwanda Parking Lot after the pay-to-park system is implemented, and if necessary, adjust the fee and/or fee structure to effectively manage parking demand.

Considerations for Implementation:

If a pay to park program is implemented in the Cape Kiwanda Parking Lot but not in all neighboring lots and streets, there is potential for some parking spillover by motorists who prefer to find free parking. This is a common impact of pay-to-park programs. The expected impacts for the area surrounding the Cape Kiwanda Parking Lot are as follows:

- ▶ On the highest demand days, especially summer weekends, many of the surrounding lots and streets, including those that require payment, reach capacity. With the exception of Alder Street, these lots and streets generally don't reach capacity until after the Cape Kiwanda Parking Lot reaches capacity. If a pay-to-park program is implemented in the Cape Kiwanda Parking Lot, it is likely that demand will be dispersed more evenly, and the surrounding lots and streets will reach capacity earlier in the day and remain at capacity for longer periods of time. It will be necessary to monitor this effect, and if necessary, implement an area parking permit program within the residential areas that surround the parking lots. More information about this potential future strategy is provided in the "Monitor, Measure, and Evaluation Performance" section of this PMP.
- ▶ Parking on the beach is also expected to be impacted by the pay-to-park program, especially if motorists can drive onto the beach and park for free instead of paying in the adjacent lot. A pay to park program could increase the number and type of vehicles parked on the beach, leaving less room for recreational activities and potentially increasing the number of vehicles that get stuck in the sand. It will be necessary to monitor this effect, and if necessary, implement limits on the number and/or type of vehicles that can park on the beach and/or implement a beach ramp fee. More information about these potential future policies and strategies is provided in the "Monitor, Measure, and Evaluate Performance" section of this PMP.
- ▶ The pay to park program is also likely to have an impact on surrounding lots and streets during off-peak days. It will also be necessary to monitor this effect, and if necessary, decrease the pay-to-park fee during the off-peak days/months to balance demand.

As indicated above, it will be necessary to monitor parking demand within the Cape Kiwanda Parking Lot on an annual and semi-annual basis. It will also be necessary to review the parking fee on at least an annual basis and make adjustments as necessary. Potential adjustments include:

- ▶ If parking demand in the Cape Kiwanda Parking Lot remains high during the peak season and circulation continues to create frustration for those trying to find a parking spot, increase the fee by \$2 increments as appropriate.
- ▶ If parking demand in Cape Kiwanda Parking Lot is low during the off-season and the local streets are filling up prior to the lot, eliminate the fee or reduce by \$2 increments as appropriate.
- ▶ If turnover is low because the all-day parking fee encourages longer time stays, change to a time-based pay-to-park structure. Start with a \$2 hourly fee and adjust accordingly.

1.14 Parking Benefit District

Establish a parking benefit district within the Cape Kiwanda area to administer funds from the pay-to-park program and/or other potential revenue sources to fund improvements in the Cape Kiwanda Parking Lot and the transportation facilities and services that support access to the lot (i.e. sidewalks, crosswalks, bike lanes, etc.). The parking benefit district should include the Cape Kiwanda Parking Lot and the streets located within the surrounding area, including Pine Street, Madrona Drive, Shore Drive, Alder Street, Cape Kiwanda Drive, Circle Drive, and McPhillips Drive. Projects improving access to the area, like the shuttle service, should also be funded by parking benefit district funds. The Parking Advisory Committee should oversee the Parking Benefit District and cooperate with County Public Works, Parks, and other entities to make funding recommendations.

1.15 Development Parking Requirements

Review the County Development Code and identify opportunities to improve or enhance parking requirements to ensure new developments provide an appropriate amount of parking for a given use or mix of uses, including employee parking. Also ensure new developments provide an appropriate amount of bicycle parking for a given use or mix of uses: at least one bicycle parking rack for all new commercial or multi-family residential developments. The parking requirements could allow for some flexibility in how developments provide parking, including potential off-site parking and shared parking.

Parking Enforcement

1.16 Implement Regular Parking Enforcement

Work with the Tillamook County Sheriff's Office to implement regular parking enforcement in the Pacific City/Woods area with an emphasis during peak summer months. Implementation of regular parking enforcement may require the Sheriff's Office to add additional personnel (permanent or seasonal). Funds from the pay-to park program could be used to supplement the additional personnel. As an alternative, the Parking Manager could enforce parking regulations.

More regular enforcement should focus on the pay-to-park program within the Cape Kiwanda Parking Lot and parking rules and regulations along Hungry Harbor

Road, Alder Street, Shore Drive, Pine Street, Madrona Drive, Cape Kiwanda Drive, and McPhillips Drive. Parking enforcement should focus on vehicles parked in the street, in front of driveways, or in "no parking" zones.

Create New Parking Supply

1.17 Reconfigure Parking Facilities

Cape Kiwanda Parking Lot – reconfigure the Kiwanda parking lot to eliminate open spaces and more efficiently serve vehicles. Add motorcycle parking stalls and compact vehicles stalls, as feasible, in locations too small for standard vehicles. Add a pick-up/drop off area for motorists that may need to park in a satellite lot or boaters who need temporary parking for access to the restrooms or for equipment adjustment. Restrict recreational vehicles and trucks with trailers from parking at the Cape Kiwanda Parking Lot and provide signs to inform oversized vehicle owners that they can park at the Pacific City Boat Launch.

Bob-Straub State Park – coordinate with OPRD to reconfigure Bob Straub State Park parking lot to include striping. Add motorcycle parking stalls and compact vehicles stalls, as feasible, in locations too small for standard vehicles.

Pacific City Boat Launch – reconfigure the Pacific City Boat Launch to eliminate open spaces and more efficiently serve vehicles, trucks with trailers, and recreational vehicles. Add motorcycle parking stalls and compact vehicles stalls, as feasible, in locations too small for standard vehicles.

1.18 Establish Remote Parking Areas

Establish remote parking areas at the Pacific City Boat Launch and Bob Straub State Park to be served by the local shuttle service. Continue to work with Thousand Trails and other nearby businesses to provide a dedicated shuttle stop and parking for shuttle users at their locations. Provide shuttle stops and shuttle information near the parking areas and provide information about the remote parking areas on the "How to Get Around" resource. Additional remote parking areas (temporary or permanent) could be established throughout the Pacific City/Woods area in coordination with local organizations and private business owners. These areas could serve a mix of potential users, including employees of local businesses that do not provide on-site parking. Local business owners should be encouraged to identify parking for employees within the Pacific City/Woods area and ensure that it is served by local transit service and/or the local shuttle service. Currently, the only designated employee parking area is located at Heats Camp and is used by employees of the Pelican Brewery. Employees of other local businesses park along the road to Webb Park on the roadway shoulders.

Considerations for Implementation:

The parking lots at the Pacific City Boat Launch and Bob Straub State Park are provided for those using the local facilities. Coordinate with the Tillamook County Parks Department and OPRD to determine an appropriate number of parking stalls

at each parking facility for use as a remote parking area, so that parking spaces are still available for those using the local facilities. It will also be necessary to monitor the use of these facilities as remote parking areas to ensure those using the local facilities continue to have access.

1.19 Define Roadway Shoulders

McPhillips Drive – improve the shoulders along McPhillips Drive north of Circle Drive to more clearly define parking on the east side of the roadway and restrict parking on the west side of the roadway. Use signage, vegetation, and other physical constraints to reinforce where parking is allowed and where it is prohibited on both sides of the roadway.

Cape Kiwanda Drive – improve the shoulders along Cape Kiwanda Drive, south of Alder Street, to more clearly define parking on the west side of the roadway and restrict parking on the east side of the roadway until the shared-use path is constructed. Use signage, vegetation, and other physical constraints to reinforce where parking is allowed and where it is prohibited on both sides of the roadway.

Alder Street, Shore Drive, Pine Street, Madrona Drive, Circle Drive – improve the shoulders along these roadways to more clearly define parking on the east and west sides of the roadway as applicable. Use signage, vegetation, and other physical constraints to reinforce where parking is allowed and where it is prohibited on both sides of the roadway.

Considerations for Implementation:

Currently, the shoulders along Alder Street, Shore Drive, Pine Street, Madrona Drive, Cape Kiwanda Drive, McPhillips Drive, and Circle Drive are used for parking. There are some restrictions to parking along these streets, which are intended to provide a wide enough clear passage space for emergency vehicles. Signage, vegetation, and other physical constraints attempt to restrict parking where necessary, but especially during peak days, people sometimes park precariously or illegally. In addition to defining the roadway shoulders by adding additional signage, vegetation, and physical constraints, it will be necessary to have regular parking enforcement to make this strategy successful.

Amenities

1.20 Public Restrooms: Cape Kiwanda Parking Lot

Reconstruct the public restrooms at the Cape Kiwanda Parking lot with improved facilities that are more resilient to heavy use, sand, and vandalism. *This project is identified in the Cape Kiwanda Master Plan.* Per the Cape Kiwanda Master Plan, the new restrooms will reduce maintenance costs and improve the user experience.

PHASE 2: MID-TERM STRATEGIES (3-5 YEARS)

Transportation Demand Management

2.1 Improve Bicycle and Pedestrian Facilities: Bike Racks

Add bicycle racks to various locations (i.e. Cape Kiwanda Parking Lot, Bob Straub State Park) in the Pacific City/Woods area. Require developers to add at least one bicycle rack to any new development.

Create New Parking Supply

2.2 Create Electric Vehicle Charging Stations

Create up to two (2) electric vehicle charging stations in the Cape Kiwanda Parking Lot for electric vehicles.

Other

2.3 Roadway Improvements

Sunset Drive - Repave Sunset Drive to enable all vehicles to access destinations along Sunset Drive, including the Pacific City Boat Launch, Bob Straub State Park, and residences. Additional streetscape improvements, consistent with the County's street design standards, should also be included to improve multimodal access along Sunset Drive.

PHASE 3: LONG-TERM STRATEGIES (5-20 YEARS)

Transportation Demand Management

3.1 Improve Pedestrian and Bicycle Facilities: Hungry Harbor Drive

Hungry Harbor Drive – Construct sidewalks on both sides of Hungry Harbor Drive to delineate the roadway more clearly. The sidewalks could be flush with the pavement to ease sand clearing and maintenance. *This project is identified in the Cape Kiwanda Master Plan.*

Create New Parking Supply

3.2 Rebuild and Reconfigure Parking Facilities

Pacific City Turnaround – rebuild and reconfigure the Pacific City Turnaround to delineate the parking area more clearly by adding a paved surface and sidewalks (as feasible). The County also should consider eliminating the beach access for motor vehicles due to safety concerns and to further increase the size of the parking area. Add a pay-to-park system after the improvements are made like the system at the Pacific City Boat Launch and Fishers Point.

Fishers Point Boat Launch – rebuild and reconfigure the Fishers Point Boat Launch parking lot to delineate the parking area more clearly by adding a paved surface and sidewalks (as feasible). The County should consider establishing Fishers Point as a rest area/overlook and add picnic tables, restrooms, and other amenities.

Amenities

3.3 Public Restrooms: Pacific City Turnaround and Fishers Point Boat Launch

Pacific City Turnaround – construct public restrooms at the Pacific City Turnaround when the lot is reconfigured. *This project is identified in the Cape Kiwanda Master Plan.*

Fishers Point Boat Launch – construct public restrooms at the Fishers Point Boat Launch when the lot is reconfigured.

IMPLEMENTATION PLAN

Implementation of the policies and strategies described in the PMP requires a number of agencies to collaborate to ensure the best results. Recommended strategies 1.1 and 1.2 would create two participants, the Parking Manager and the Parking Advisory Committee, specifically for the purpose of implementing the plan and ensuring on-going monitoring and management. Figure 2 illustrates the implementation plan on the study area map. Figure 2 identifies where the strategies identified in the PMP will be implemented over time.

Table 3 outlines the cost estimates associated with each strategy. The strategies that can be completed by the parking manager, like writing the "How to Get Around" resource, are marked as \$0 or include a small nominal amount because the cost is included in the cost of appointing or hiring a parking manager, which is considered separately. One-time or upfront costs, annual costs, and the number of years that each annual cost is required over the next 20 years are considered in Table 3. The cost estimates shown in Table 3 are planning level estimates and reflect the cost estimates included the Cape Kiwanda Master Plan and other similar plans for similar sized communities.

Figure 2: Implementation Plan

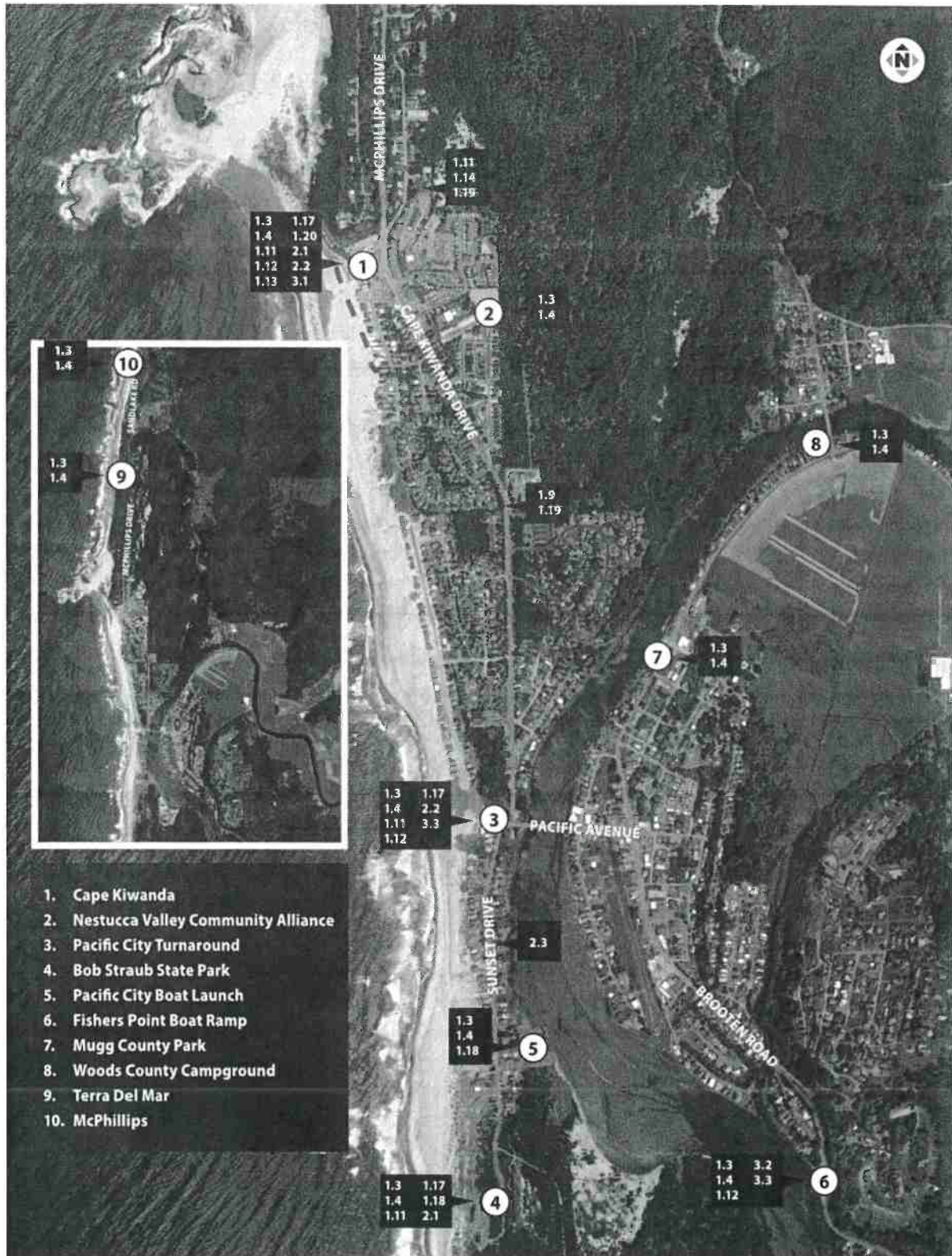


Table 3: Implementation Plan

Strategy	Location	One-Time Cost	Annual Costs	Funding Source	Lead
Phase 1: Near-term Strategies (1-3 Years)					
1.1 Appoint a Parking Manager	Area-wide	\$0	\$70,000	Pay-to-park	County
1.2 Establish a Parking Advisory Committee	Area-wide	\$0	\$0	N/A	County
1.3 Consistent Parking Branding	Area-wide	\$0	\$0	N/A	Parking Manager
1.4 Wayfinding/Signage	Area-wide	\$25,000	\$500	Pay-to-park/TLT	County
1.5 "How to Get Around" Resource	Area-wide	\$2,500	\$500	Pay-to-park	Parking Manager
1.6 Coordinate with Community Destinations	Area-wide	\$0	\$0	N/A	Parking Manager
1.7 Stakeholder Outreach and Education	Area-wide	\$0	\$500	Pay-to-park	Parking Manager
1.8 Parking Ambassadors	Area-wide	\$0	\$0	N/A	Parking Manager
1.9 Improve Bicycle and Pedestrian Facilities	Cape Kiwanda Drive	\$0	\$0	Other	County Public Works
1.10 Shuttle Service	Area-wide	\$5,000	\$35,000	District/Pay-to-park/TLT	County Transportation District
1.11 Maintenance/Sand Clearing	Cape Kiwanda Parking Lot/Alder Street/Shore Drive, Pacific City Turnaround, & Bob Straub State Park	\$0	\$55,000	Pay-to-park/TLT/Public Works/Parks	County Public Works/Parks
1.12 Time Limit Restrictions	Cape Kiwanda Parking Lot, Pacific City Turnaround, & Fishers Point Boat Launch	\$2,500	\$0	Pay-to-park/TLT	Parking Manager
1.13 Pay-to-Park	Cape Kiwanda Parking Lot	\$75,000	\$20,000	Pay-to-park/TLT	Parking Manager
1.14 Parking Benefit District	Cape Kiwanda Area	\$0	\$0	N/A	Parking Manager
1.15 Development Parking Requirements	Area-wide	\$0	\$0	N/A	County Community Development

Strategy	Location	One-Time Cost	Annual Costs	Funding Source	Lead
1.16 Implement Regular Parking Enforcement	Area-wide	\$0	\$70,000	Pay-to-park/Sheriff's Office	County Sheriff's Office
1.17 Reconfigure Parking Facilities	Cape Kiwanda Parking Lot, Bob Straub State Park, & Pacific City Boat Launch	\$45,000	\$0	Pay-to-park/TLT/Public Works/Parks/OPRD	County Public Works/Parks
1.18 Establish Remote Parking Areas	Pacific City Boat Launch & Bob Straub State Park	\$5,000	\$0	N/A	Parking Manager
1.19 Define Roadway Shoulders	Cape Kiwanda Drive, McPhillips Drive, Shore Drive, Pine Street, Madrona Drive, and Circle Drive	\$50,000	\$0	Pay-to-park	County Public Works
1.20 Public Restrooms	Cape Kiwanda Parking Lot	\$200,000	\$0	TLT/Grants	County Parks
Phase 2: Mid-term Strategies (4-6 Years)					
2.1 Improve Bicycle and Pedestrian Facilities: Bike Racks	Area-wide	\$5,000	\$0	Pay-to-park	Parking Manager
2.2 Create Electric Vehicle Charging Stations	Cape Kiwanda Parking Lot	\$10,000	\$0	Pay-to-park	County Public Works
2.3 Roadway Improvements	Sunset Drive	\$150,000	\$0	Public works/ Pay-to-park	County Public Works
Phase 3: Long-term Strategies (7-20 Years)					
3.1 Improve Bicycle and Pedestrian Facilities: Hungry Harbor Drive	Hungry Harbor Drive	\$250,000	\$0	Pay-to-park/TLT/Public Works/Parks/Grants	County Public Works/Parks
3.2 Rebuild and Reconfigure Parking Facilities	Pacific City Turnaround, & Fishers Point Boat Launch	\$750,000	\$0	Pay-to-park/TLT/Public Works/Parks/Grants	County Public Works/Parks
3.3 Public Restrooms	Pacific City Turnaround & Fishers Point Boat Launch	\$400,000	\$20,000	TLT/Parks/OPRD	County Parks
Monitor, Measure, and Evaluate Performance	Area-wide	\$0	\$25,000	Pay-to-park	Parking Manager
Phase 1 (0-3 years) Cost		\$410,000	\$829,500		
Phase 2 (3-5 years) Cost		\$165,000	\$829,500		
Phase 3 (5-20 years) Cost		\$1,400,000	\$4,151,000		
Total Cost		\$1,975,000	\$5,810,000		

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As shown in Table 3, there is expected to be \$1,975,000 in fixed costs and \$5,810,000 in annual costs over the next 20 years, or a total cost of \$7,785,000 for implementation of the PMP.

POTENTIAL FUNDING MECHANISMS

Four potential funding mechanisms were considered for implementation of the PMP, including a Local Improvement District, an Economic Improvement District (or Business Improvement District), the Transient Lodging Tax, and the pay-to-park program. The following summarizes information related to each potential funding mechanism.

Local Improvement District

A Local Improvement District (LID) is a special assessment district where improvements are financed and paid for over a period of time by benefiting business/property owners. Determining the financial obligation of the affected business/property owners can be based on a variety of methods, including frontage length and property size, trip generation, and/or others. The method can also be modified to account for the distribution of expected benefits from the improvements. A LID must be supported by the majority of affected business/property owners and only lasts until the improvements are complete and the debt obligation has been met. The County will need to work with an economic consulting firm to determine the potential revenue that could be generated by a LID.

Economic Improvement District

An Economic Improvement District (EID), or Business Improvement District (BID) is a district where businesses are required to pay an additional tax (or levy) in order to fund improvements in the district boundaries, which are often supplemental to those already provided by the local agency. The EID/BID is often funded through a levy but can also draw on other public and private funding streams. The County will need to work with an economic consulting firm to determine the potential revenue that could be generated by an EID.

Transient Lodging Tax

Tillamook County currently collects a Transient Lodging Tax (TLT) of 1% in incorporated areas and 10% in unincorporated areas. Per State law, 70% of the tax is dedicated to tourism promotion and tourism-related facilities; the remaining 30% is dedicated to the maintenance of County roads. The TLT is expected to generate approximately \$875,000 annually throughout Tillamook County. Given the amount generated by Pacific City, it may be reasonable to expect up to 25% of the TLT to be expended in Pacific City on tourism-related facilities. Therefore, the TLT could generate approximately \$218,750 each year or \$4,375,000 over the next 20 years. For planning purposes, this PMP assumes this expectation may be realized. However, this assumption in no way implies the 25% allocation is authorized by the Board of Commissioners.

Pay-to-park Program

Pay-to-park programs charge users a fee for the use of a parking facility. As indicated above, Pay-to-park programs are the most effective way to manage parking demand. They also provide an equitable way for the County to charge people for the use of their facilities. A pay-to-park program in the Cape Kiwanda parking lot with a daily fee of \$4 would generate about \$329,200 annually or \$6,584,00 over the next 20 years. Given the variability in how the pay-to-park program could be implemented, several potential funding scenarios are summarized below.

POTENTIAL FUNDING SCENARIOS

The PMP is expected to be funded through multiple funding mechanisms. For planning purposes, two main funding mechanisms were assumed: the pay-to-park program and the Transient Lodging Tax (TLT). At a minimum, additional funding sources will likely include County Parks and Public Works funds and Federal, State, and Local grants. However, these sources are not considered here making this a more conservative evaluation and a starting point to determine what additional funding may be needed in the future.

As indicated above, a pay-to-park program with a \$4 flat fee could generate \$329,200 each year or \$6,584,000 over the next 20 years while the TLT could generate \$218,750 each year or \$4,375,000 over the next 20 years. With a total cost of \$7,780,000 and total revenue of \$10,959,000 (assuming a \$4 flat fee), the pay-to-park program and TLT are expected to have a surplus of \$3,179,000 over the next 20 years. While this is the most likely funding scenario, other funding scenarios were evaluated below, including:

1. Funding Scenario 1 - \$4 flat fee
2. Funding Scenario 2 - \$4 flat fee peak season, no fee off-peak season
3. Funding Scenario 3 - \$8 flat fee
4. Funding Scenario 4 - \$8 flat fee peak season, \$4 flat fee off-peak season
5. Funding Scenario 5 - no fee

Table 4 summarizes the funding evaluation for implementation of the PMP. The total costs of Phases 1-3 were compared to the total revenues generated by the pay to park program and the TLT under Funding Scenarios 1-5.

As shown, funding scenario 1, which is the recommended scenario with a pay-to-park program, results in a surplus of \$3,179,000 over the 20-year period while funding scenario 2 results in a surplus of \$2,451,000. Funding scenarios 3 and 4 also result in a surplus of \$9,763,000 and \$9,035,000, respectively. As with scenarios 1 and 2, scenarios 3 and 4 have moderate surpluses each year that could accumulate significantly over time or advance implementation of the PMP over a shorter period. Funding scenario 5 is the only scenario that results in a net deficit of \$3,405,00 over the 20-year period.

Table 4: Plan Cost Summary

	Phase 1 Total (0-3 years)	Phase 2 Total (3-5 years)	Phase 3 Total (5-20 years)	PMP Total (20 years)
Costs				
Fixed Costs	\$410,000	\$165,000	\$1,400,000	\$1,975,000
Annual Costs	\$829,500	\$829,500	\$4,151,000	\$5,810,000
Total Costs	\$1,239,500	\$994,500	\$5,551,000	\$7,785,000
Funding Scenario 1 - \$4 Flat Fee				
Pay to Park Revenue	\$987,600	\$987,600	\$4,608,800	\$6,584,000
TLT Revenue	\$656,250	\$656,250	\$3,062,500	\$4,375,000
Scenario 1 Revenue	\$1,643,850	\$1,643,850	\$7,671,300	\$10,959,000
Net Difference	\$404,350	\$649,350	\$2,120,300	\$3,174,000
Funding Scenario 2 - \$4 Flat Fee Peak Season, No Fee Off-Peak				
Pay to Park Revenue	\$878,400	\$878,400	\$4,099,200	\$5,856,000
TLT Revenue	\$656,250	\$656,250	\$3,062,500	\$4,375,000
Scenario 2 Revenue	\$1,534,650	\$1,534,650	\$7,161,700	\$10,231,000
Net Difference	\$295,150	\$540,150	\$1,610,700	\$2,446,000
Funding Scenario 3 - \$8 Flat Fee				
Pay to Park Revenue	\$1,975,200	\$1,975,200	\$9,217,600	\$13,168,000
TLT Revenue	\$656,250	\$656,250	\$3,062,500	\$4,375,000
Scenario 3 Revenue	\$2,631,450	\$2,631,450	\$12,280,100	\$17,543,000
Net Difference	\$1,391,950	\$1,636,950	\$6,729,100	\$9,758,000
Funding Scenario 4 - \$8 Flat Fee Peak Season, \$4 Flat Fee Off-Peak				
Pay to Park Revenue	\$1,866,000	\$1,866,000	\$8,708,000	\$12,440,000
TLT Revenue	\$656,250	\$656,250	\$3,062,500	\$4,375,000
Scenario 4 Revenue	\$2,522,250	\$2,522,250	\$11,770,500	\$16,815,000
Net Difference	\$1,282,750	\$1,527,750	\$6,219,500	\$9,030,000
Funding Scenario 5 - No Fee (Current)				
Pay to Park Revenue	\$0	\$0	\$0	\$0
TLT Revenue	\$656,250	\$656,250	\$3,062,500	\$4,375,000
Scenario 5 Revenue	\$656,250	\$656,250	\$3,062,500	\$4,375,000
Net Difference	(\$583,250)	(\$338,250)	(\$2,488,500)	(\$3,410,000)

Implementation Plan Summary

Implementation of the PMP policies and strategies assists the County in meeting the PMP and Cape Kiwanda Master Plan goals and objectives. More specifically, the PMP creates an organizational structure designed to actively manage parking within the Pacific City/Woods area and provides the policies and strategies necessary to address issues as they arise. The PMP provides a variety of ways for people to gain information about how to access the area, where and how to park, and what parking limitations/restrictions exist. The PMP also increases the number of options people have to access area, including walking, biking, and taking the shuttle. The County can more actively manage and maintain parking conditions and facilities by implementing policies and strategies partially supported by revenue generated and enforcing those strategies.

It is important to note that implementation of the policies and will not significantly increase the capacity of the parking supply. Some of the policies and strategies, such as *Reconfigure Parking Facilities* and *Define Roadway Shoulders*, could increase the parking supply in some areas and decrease it in others, while other policies and strategies, such as the *Cape Kiwanda Drive Shared-Use Path* has the potential to significantly reduce the parking supply. The PMP focuses primarily on improving the efficiency of the parking system rather than the capacity.

MONITOR, MEASURE, AND EVALUATE PERFORMANCE

Monitoring, measuring, and evaluating the performance of the parking facilities in the Pacific City/Woods area are needed to verify appropriate adjustments are being made in a timely manner to continue meeting the needs of residents and visitors. The following data should be collected and evaluated as part of the monitoring, measuring, an evaluating process:

- ▶ **Parking Demand** – parking demand data should be collected within the municipal parking lots and along the adjacent street system on an annual or semi-annual basis to determine how parking demand has evolved with implementation of the PMP. The data should be collected and evaluated in a manner consistent with the data collected as part of this study and include, at a minimum, occupancy, duration of stay, and turnover. The data collected as part of this study is included in Appendix C: Parking Survey.
- ▶ **Parking Perceptions** – parking perception data should be collected within the Pacific City/Woods area on an annual or semi-annual basis to determine the effectiveness of the PMP in addressing the goals and objectives. The perception data could be collected using either online or intercept (in-person) surveys. The information gained from the surveys will provide an understanding of how people typically access the Pacific City/Woods area, including travel modes (auto, transit, bicycle, walking), the factors that influenced their travel mode, where they came from, what they plan to do in Pacific City/Woods, and if they drove, where they parked, how long they spent looking for parking, and their general perception of parking conditions.
- ▶ **Parking Violations** – Parking violations, citations, verbal, and non-verbal warnings issued by the Tillamook County Sheriff's Office and/or the parking manager should be monitored and tracked to better understand parking behaviors and identify opportunities to improve conditions.
- ▶ **Neighborhood Complaints** – Neighborhood complaints issued by local residents and business owners should be monitored and tracked to better understand parking behaviors and to identify opportunities to improve conditions. An online resource could be established to help facilitate the collection of neighborhood complaints.
- ▶ **Other Incidents** – Other incidents that could be related to parking conditions, including theft, vandalism, and injuries (by mode), should be monitored.

The data should be collected in samples, either through third party data collection, County data collection, and/or volunteer processes. Data derived from these efforts can be used by the County, the Parking Manager, and the Parking Advisory Committee to inform decisions, track use, and assess the success of measures. The Parking Manager should oversee the monitoring program.

SUPPLEMENTAL POLICIES AND STRATEGIES

Two additional strategies that do not fit into the phased strategy approach were identified through the planning process to address the potential impacts of the pay-to-park program. The first supplemental strategy, the Parking Permit Program, is designed to address spillover into the adjacent neighborhood. This strategy is typically implemented through a “bottom up” approach, meaning that if there is interest, neighborhood residents typically design and implement the strategy with input and oversight from the local agency and enforcement from the local enforcement officers.

The other strategy, the Beach Ramp Access Fee, is designed to address spillover onto the beach. This strategy is expected to offer the same benefits as the pay-to-park program. It is included as a supplemental strategy because of the amount of coordination between Tillamook County and OPRD that will be required.

Parking Permit Program

Monitor the impact of the pay-to-park program on the adjacent street system, especially Shore Drive, Pine Street, Madrona Drive, and Circle Drive. If visitor parking is having a negative effect on residents and there is local support, create a parking permit program that limits or restricts visitor parking. The details of the program should be determined by the Parking Manager and Parking Advisory Committee in coordination with local residents.

Considerations for Implementation:

- ▶ Each household should be allowed to purchase up to two annual parking permits for their vehicles and/or their guests. Vehicles displaying a parking permit will be exempt from time limits or other restrictions, as outlined below. The permits should be transferable to long-term and short-term renters.
- ▶ Time limits or other restrictions could be imposed on vehicles not displaying a parking permit (i.e., two-hour time limits from 9 AM to 6 PM daily, no visitor parking after 6 PM). If time limits or other restrictions are imposed, signs that identify the restrictions should be added to all included streets. Time limits could increase turnover of visitor vehicles, improving the likelihood that residents and their guests will be able to find on-street parking.
- ▶ Revenue from the parking permit program should cover the cost of permits, signs, enforcement, and maintenance of the program.

Beach Ramp Access Fee

Monitor the impact of the pay-to-park program to determine if there is a negative effect on beach parking conditions or traffic operations and safety along Hungry Harbor Drive and on the beach. If so, establish a beach ramp access fee along Hungry Harbor Drive. The fee should help reduce the number of vehicles parked on the beach, and the fee could be used to improve transportation infrastructure in the area. The County should coordinate this effort with OPRD and split the revenue to help fund the ranger information station. Allow those with a valid

boating license should be allowed to access the ramp for free because of their prior contribution to the Oregon State Marine Board.

Construct a New Parking Facility

Webb Park – relocate Webb County Campground (1.2 acres) to the vacant county-owned land (32.5 acres) located northeast of the campground and construct a new parking lot at the former campground site. *This project is identified in the Cape Kiwanda Master Plan.* Per the Master Plan, the new campground must be completed and operational before the current park closes so that campground services and revenues are uninterrupted.

Considerations for Implementation:

The new parking facility will increase the capacity of the parking supply within the Pacific City/Woods area by approximately 200 parking stalls. While the increase could be off-set by the loss of parking along Cape Kiwanda Drive (due to the addition of the shared-use path) and other local streets (due to further delineation of the roadway shoulders and parking restrictions), the increase in parking capacity will increase the number of people that can access the Pacific City/Woods area. This will have a significant impact on livability and therefore should only be considered when all other policies and strategies have been implemented, including regular enforcement, and there continues to be high parking demand. Other considerations include:

- ▶ Implement a pay-to-park program in the new parking lot consistent with the Cape Kiwanda Parking Lot.
- ▶ Consider a crossover easement with The Inn at Cape Kiwanda to provide vehicular and pedestrian access to the new parking lot and the relocated Webb County Campground.

**BEFORE THE BOARD OF DIRECTORS
OF THE
TILLAMOOK COUNTY TRANSPORTATION DISTRICT**

**An Ordinance Establishing)
Regulations Governing Conduct)
On District Property)**

ORDINANCE NO. 3

The Board of Directors of Tillamook County Transportation District does hereby ordain and decrees the following Ordinance:

1.05 To facilitate the purposes set forth in ORS Chapter 267, and for the safety, convenience, and comfort of District Passengers and for the protection and preservation of District property, it is necessary to establish the following rules and regulations governing use of District facilities and providing remedies for violations thereof.

1.10 **Definitions.** As used in this Ordinance, unless the context requires otherwise:

- (1) "District" means the Tillamook County Transportation District.
- (2) "District Appeals Officer" means any person designated by the District General Manager to hear appeals to Notices of Exclusion.
- (3) "District Facility" includes the District Administrative Facility, the Transit Visitor Center any other District transit bus stop, any bus passenger shelter, any District-operated parking lot or park-and-ride lot, covered areas of any bus stop, and any lands and rights of way that are owned, leased, held, or used for the purposes of providing public transportation services.
- (4) "District Transit System" means the property, equipment and improvements of whatever nature owned, leased or controlled by the District to provide public transportation for passengers or to provide for movement of people, and includes any District Vehicle and any District Facility.
- (5) The "Boarding Platform Area" of the Transit Visitor Center are designated on the attached Map. Boarding Platform Areas at bus stops within public rights-of-way are limited to eight feet from bus doors while buses are loading/unloading. Boarding Platform Areas at other locations owned/controlled by the District shall be eight feet from the curb where buses load/unload passengers.
- (6) A "shelter" is the area within the drip line of any structure located at a District bus stop that is designed or used to protect District customers from adverse weather conditions.
- (7) "District Vehicle" includes a bus, van or other vehicle used to transport passengers or a vehicle owned or operated by or on behalf of the District.
- (8) "Emergency" includes, but is not limited to, a fire on a District Vehicle or Facility, or serious physical injury to person, or threat thereof, or any apparently urgent medical need.
- (9) "Operator" means a District employee responsible for operating any District Vehicle.

- (10) "Passenger" means a person who holds a valid fare, or is otherwise authorized a free or reduced fare, and is en route on a District Vehicle, or waiting for the next available District Vehicle, to such person's destination, or a person who enters a District Facility with the intent to purchase a valid fare for transportation on the next available District Vehicle to such person's destination.
- (11) "Police Officer" shall have the meaning as defined in ORS 181.610.
- (12) "Safety and Inspector Officer" means a person other than a "Police Officer" authorized by the General Manager to demand proof of fare payment and to issue citations as provided in this ordinance.
- (13) "Supervisor" means any District employee responsible for the supervision of any District transit operation.
- (14) "Service Animal" means any animal used by a person who requires the assistance of such animal to facilitate that person's life functions, including but not limited to seeing and hearing.

1.15 **Regulations:**

- (1) **Elderly and Disabled Seating.** The seats at the front of buses are reserved for the use of disabled and senior Passengers. Non-qualifying passengers must vacate such seating upon request of any District Vehicle operator or employee.
- (2) **Smoking Prohibited.** No person shall smoke tobacco or any other substance, or carry any burning or smoldering substance, in any form, aboard a District vehicle or within the boundaries of any District transit facility; except smoking may be permitted at a District facility within any posted area designated as a "SMOKING AREA." The General Manager or her/his designee may designate appropriate areas where smoking is permitted.
- (3) **Alcohol and Drugs.** No person shall use or possess alcohol or illegal drugs on a District Vehicle or Facility, except for lawfully possessed and unopened alcoholic beverages.
- (4) **Criminal Activity.** No person shall engage in any activity prohibited by State, County or Municipal Law of Oregon while on a District vehicle, or within any District Facility or the District Transit System.
- (5) **Disorderly Conduct.** No person shall intentionally or recklessly cause inconvenience, annoyance or alarm to another by:
 - (a) Engaging in fighting, or violent, tumultuous or threatening behavior (physical or verbal), within any District Vehicle or District Facility;
 - (b) Making unreasonable noise within any District Vehicle or in any District Facilities;
 - (c) Obstructing the free movement of passengers within any District Vehicle or District Facility;
 - (d) Creating a hazardous or physically offensive condition within a District Vehicle or District Facility;
 - (e) Otherwise violate ORS 166.025 as now in effect or hereafter amended.
- (6) **Harassment.** No person shall intentionally or recklessly harass or annoy another person by:
 - (a) Subjecting such other person to offensive physical contact;

- (b) Publicly insulting such other person by abusive words or gestures in a manner intended and likely to provoke a violent response; or
 - (c) Otherwise violate ORS 166.065 as now in effect or hereafter amended.
- (7) **Threatening or Offensive Language.** No person shall intentionally or recklessly disturb, harass, or intimidate another person by means of threatening or offensive language, or obscenities in a District Vehicle or in a District Facility in such a manner as to interfere with a passenger's use and enjoyment of the transit system.
- (8) **Food and Beverages.** For the protection of public safety, no person shall bring aboard a District Vehicle any food or beverage in open containers. No person shall consume food or alcohol on any District Vehicle. Passengers on District Vehicles may consume non-alcoholic beverages only from containers with snap-on or screw-on lids.
- (9) **Littering, Spitting.** No person shall discard or deposit, other than into a trash receptacle provided for that purpose, any rubbish, trash, debris, cigarette butts, or offensive substance in or upon a District Vehicle or District Facility. No person shall spit, defecate, or urinate in or upon any District Vehicle or District Facility except in a toilet.
- (10) **Interfering with Public Transportation.** No person shall:
- (a) Intentionally or knowingly enter unlawfully or remain unlawfully in or on a District Vehicle or District Facility;
 - (b) Intentionally or knowingly interfere with the provision or use of public transportation services by, among other things, interfering with the movement of, or access to, District Vehicles;
 - (c) While in or on a District Vehicle or District Facility, engage in disorderly conduct in the second degree as defined in ORS 166.025;
 - (d) Subject a District passenger, employee, agent or Police Officer to offensive physical contact; or
 - (e) Otherwise violate ORS 166.116 as now in effect or hereafter amended.
- (11) **Safety.**
- (a) All passengers (except infants who are held) must wear shoes, pants/shorts and shirt, a dress, or comparable clothing on District Vehicles and in District Facilities. In addition, all passengers must cover any exposed skin that may transmit communicable disease.
 - (b) No person shall in any manner hang onto, or attach himself or herself onto any exterior part of a District Vehicle at any time. In addition, no person shall extend any portion of his or her body through any door or window of a District Vehicle.
 - (c) No person shall ride a skateboard, roller skates or in-line skates in a District Vehicle or District Facility. Passengers with in-line skates will be allowed in a District Vehicle or District Facility so long as the wheels are rendered inoperable by a device ("skate guard") designed to provide stability and traction to the user and to permit the user to walk while wearing the skates.

- (d) No person shall discharge any weapon or throw, or cause to be thrown or projected, any object at or within a District Vehicle or District Facility, or at any person on a District Vehicle or in any part of a District Facility.
 - (e) No person shall interfere, in any manner, with the safe operation or movement of any District Vehicle.
 - (f) No person shall impede or block the free movement of passengers, or otherwise disrupt the functions of the District in any District Facility Boarding Platform Area, or in any District Vehicle.
- (12) **Damaging or Defacing District Property.** No person shall:
- (a) Draw graffiti or any other writing on any District Vehicle or any other District Property; or
 - (b) In any manner damage, destroy, interfere with, or obstruct in any manner, the property, services, or facilities of the District.
- (13) **District Property.**
- (a) **Use of the District Transit System.** The Transit System is intended for the use of the District's passengers. To ensure the safety, comfort, and convenience of such passengers, no person shall impede or block the free movement of passengers, interfere with ingress and egress from District Facilities and Vehicles, intimidate or harass other passengers, or in any manner interfere with the principal transportation purpose to which the Transit System is dedicated.
 - (b) **Limited Access Areas.** To ensure the safety, comfort, and convenience of District passengers and the safe and efficient operation of the Transit System, only passengers, District personnel, and those transacting District business shall be permitted within any District administrative facility, customer service center, shelter, District Vehicle, and on any District Boarding Platform area.
 - (c) **Off-hours Closure.** All District Facilities shall be closed during non-operating hours. No person other than Police Officers, District personnel, or persons authorized by the District shall be in or about any District Facility during hours in which that District Facility is closed to the general public.
 - (d) **District's Right of Closure.** The District expressly reserves the right to close any District Facilities and exclude all access at a time and for a duration to be determined by the District Board or General Manager. Such closure may be necessary for reasons that include, but are not limited to, an emergency, natural disaster, cleaning, or repairs.
 - (e) **Damaging District Property.** No person shall damage, destroy, interfere with, or obstruct in any manner the property, services, or facilities of the District.
 - (f) **Exclusion of Non-District Vehicles.** Unless otherwise allowed by posted sign, all non-District vehicles are excluded from District Facilities. Emergency vehicles and other vehicles authorized by the District are exempt from this exclusion.

- (g) **Free Movement of District Vehicles.** No person or vehicle shall obstruct the free movement of District Vehicles while loading or unloading Passengers, or while entering or exiting a District Facilities.
- (h) **Skateboards, In-line Skates, Bicycles.** No person shall ride a bicycle, skateboard or in-line skates at a District Facilities. Bicycles shall only be parked at a District Facility designated areas.
- (14) **Animals.** No person shall bring or carry aboard a District Vehicle, or take into a District Facility, any animal not housed in an enclosed carrying container, except for a person who requires a service animal, or a person training a service animal. In no event, however, shall any animal be allowed on a District Vehicle or at a District Facility if such animal creates a hazard to any passenger or District employee.
- (15) **Carriages and Strollers.** No person shall bring or carry aboard a District Vehicle a carriage or stroller unless such item is folded and unoccupied. Carriages and strollers must remain folded while aboard the District Vehicle.
- (16) **Packages.** Any packages or parcels brought aboard a District Vehicle must be able to be stored on and/or below one seat (if available), and must be secured so as to prevent their displacement should the Vehicle be required to make a sudden stop or sharp turn. In no event shall any package or parcel be allowed to block access to any aisle or stairway.
- (17) **Radios.** No person shall play radios, or other audio devices or musical instruments on a District Vehicle or in a District Facility, unless the sound produced thereby is only audible through earphones to the person carrying the device.
- (18) **Repulsive Odors.** No person shall board or remain on a District Vehicle or enter or remain in a District Facility if the person, the person's clothing, or anything in the person's possession, emits a grossly repulsive or noxious odor that is unavoidable by other District passengers on the Vehicle or in the Facility and which causes extreme discomfort to District passengers or employees.
- (19) **Emergency Exit.** No person shall activate the "Emergency Exit" or alarm devise of a District Vehicle or Facility in the absence of an emergency.
- (20) **District Seats.** No person shall place his or her feet on seat cushions on any District Vehicle or in any District Facility.
- (21) **Posting Notices.** Except as otherwise allowed by District regulation, no person shall place, permit or cause to be placed any notice or advertisement upon any District Vehicle, or on any District Facility or upon any non-District vehicle without the owner's consent while the vehicle is parked at a District Facility.
- (22) **Flammable Substances.** No person shall bring aboard a District Vehicle, or take into a District Facility flammable substance, except for matches and cigarette lighters.
- (23) **Weapons.** No person, except a Police Officer, shall bring into or carry aboard a District Vehicle, or bring into a District Facility, any knife, (except a folding knife with a blade less than 3 ½ inches in length), ice pick, bow, arrow, crossbow, any explosive device or material, any instrument or

weapon commonly known as a blackjack, sling shot, sand club, sandbag, sap glove or metal knuckles, etc., or any other illegal or unlawfully possessed weapon of any kind.

(24) **Non-payment of Fare; Misuse of Bus Pass or Group Pass.**

- (a) **Non-payment of Fare.** No person shall occupy, ride in or use, any District Vehicle unless the person has paid the applicable fare; has a valid and lawfully acquired transfer, bus pass, or group pass; or is otherwise authorized a free or reduced fare.
- (b) **Misuse of Bus Pass.** No person shall use or attempt to use a District bus pass to board or ride in a District Vehicle unless the bus pass was lawfully acquired at an authorized District outlet by or on behalf of the person. Unless otherwise transferable by the express terms of the bus pass, only the person identified on the bus pass may use such pass.
- (c) **Misuse of Group Pass.** No person shall use or attempt to use a District group pass to board or ride in a District Vehicle unless:
 - (i) The group pass was lawfully acquired at an authorized District outlet by or on behalf of the person; and
 - (ii) The group pass is used according to the terms of the applicable group pass agreement; and
 - (iii) The person is a current member of the group to whom group pass were issued pursuant to the applicable group pass agreement.
- (d) **Confiscation of Misused Bus Pass or Group Bus Pass.** Any District Vehicle operator or any Police Officer may confiscate a bus pass or group bus pass used or presented for use in violation of subsections (b) or (c) of this section.
- (e) **Nonpayment of Fare, Misuse of Bus Pass or Group Bus Pass is Theft.** Any person who violates subsection (a), (b) or (c) above, in addition to any penalties described herein, may be subject to criminal prosecution for theft of services.

1.20 **Exclusion.**

- (1) In addition to any penalties provided herein for the violation of this Ordinance, and to any penalties for the violation of the laws of the State of Oregon, any Police Officer, Safety and Inspector Officer and other persons as may be designated by the District's General Manager, may issue a Notice of Exclusion from the District Transit System to any person who violates this Ordinance. The maximum period for exclusion shall not exceed ninety (90) days.
 - (a) Except as provided in (b) below, written Notice signed by the issuing authority shall be given to a person who has been excluded from all or part of the District Transit System. The written Notice shall specify the particular violation or reason for exclusion, places and duration of exclusion, and the consequences for failure to comply with the notice.
 - (b) In order to ensure the safety, convenience, and comfort of all passengers, a District Vehicle operator may, without giving written Notice of Exclusion, direct a passenger to leave a District Vehicle,

or direct a prospective passenger not to board a District Vehicle, if the operator has probable cause to conclude that such passenger is in violation of any provision of the Ordinance. Without written Notice of Exclusion, such exclusion shall be effective only for the route in progress at the time of the exclusion.

- (2) A Notice of Exclusion shall be effective immediately upon issuance and shall remain in effect until the exclusion expires, is terminated by the District, or is rendered ineffective upon appeal. Any person receiving a Notice of Exclusion may appeal in writing under the following procedures:
 - (a) Appeals must be in writing and delivered to the District Appeals Manager within ten (10) days of receipt of the Notice of Exclusion. For appeals sent by mail, timeliness shall be determined by the date postmarked.
 - (b) The District Appeals Officer shall review the appeal and issue a decision within ten (10) days after receipt of the appeal. He or she shall notify appellant, in writing, of the decision. The exclusion shall remain in effect during the pendency of the appeal.
 - (c) If the decision on appeal is in favor of the excluded person, the period of exclusion set forth in the Notice of Exclusion shall be terminated immediately. If the appellant is dissatisfied with the ruling of the District Appeals Officer, he or she may appeal to the District General Manager.
 - (d) Appeals to the District General Manager must be made within ten (10) days of the District Appeals Officer's decision. Appellants shall have the right to present information at a meeting open to the public, if desired, and will be notified of the date, time, and location.
 - (e) The District General Manager shall render a decision within fifteen (15) days after receiving the appeal. The decision by the District General Manager shall be final.
- (3) Notwithstanding (2) above, at any time during the period of exclusion, a person who has received a Notice of Exclusion may apply to the District Appeals Officer for a variance to allow the person to enter upon the District Transit System. The District Appeals Officer may, at his or her sole discretion, grant a variance if the person establishes a need to enter upon the District Transit System for reasons of employment, medical treatment or similar good cause. A variance may include such conditions as the District Appeals Officer determines will prevent future offenses.
- (4) A person excluded under this section may not enter or remain upon any part of the District Transit System from which the person is excluded during the stated period of exclusion. In addition to penalties imposed by this Ordinance, an excluded person who enters or remains upon any District Vehicle or part of the District Transit System from which the person has been excluded, may be charged with Criminal Trespass in the Second Degree, ORS 164.245, or as amended hereafter, and subjected to the penalties thereto.

1.25 **Violations and Enforcement.**

- (1) Any Police Officer, Safety and Inspector Officer, or Operator has the authority to refuse entrance on a District Vehicle or District Facility, require

departure from a District Vehicle or District Facility, or to require a seating change, of any person who violates this ordinance, regardless of location and regardless of pass, transfer, ticket, or valid fare.

- (2) In addition to being excluded from the system pursuant to §1.20 of this Ordinance, any person who violates this Ordinance commits a violation as defined in ORS 153.008 to 153.025 and, upon conviction, may be punished by a fine of not more than \$250, in addition to other penalties provide by law.
- (3) Any Police Officer as well as Safety and Inspector Officer is authorized to issue citations to any person who violates any provision of this Ordinance. Safety and Inspector Officers are not Police Officers and only have the powers to arrest afforded a private person under ORS 133.225.

1.30 **Jurisdiction.** The laws of the State of Oregon, and all local laws of the jurisdiction where any infraction occurs, apply with equal force and effect to the District Transit System. Police Officers are expressly authorized to enforce all applicable State and local laws, and this Ordinance, upon the District Transit System.

1.35 **Severability.** It is hereby declared to be the legislative intent of Tillamook County Transportation District that the provisions of this Ordinance are severable, and if any provision, clause, section, or part is held illegal, invalid, or unconstitutional or inapplicable to any person or circumstance, the remaining provisions shall continue to be in force and such partial illegality, invalidity, unconstitutionality or inapplicability shall not affect or impair the application of the remaining provisions to other persons and circumstances.

2.0 **Effective Date.** These amendments to Ordinance 3 shall become effective thirty (30) days after their adoption.

Passed and adopted by the District Board this ____ day of _____, 2014 and signed by the Board Chair and Board Clerk in authentication of its passage.

TILLAMOOK COUNTY TRANSPORTATION DISTRICT

First Reading: _____

Board Chair

Second Reading: _____

Effective Date: _____

Attest:

Board Clerk

TILLAMOOK COUNTY TRANSPORTATION DISTRICT POLICY

Policy: TRANSIT DRIVER TRAINING CURRICULUM	Number: 29
Adopted by the Board of Directors on February 28, 2013 Effective: February 28, 2013	Pages: 3

POLICY STATEMENT

Tillamook County Transportation District (“TCTD”) requires all TCTD drivers to successfully complete the 80-hour TCTD Training Program. Transit Drivers will be required to complete the following curriculums: 1) TCTD Employee Orientation; 2) USDOT Transportation Safety Institute (TSI) Transit Vehicle Operator Training Program; 3) Community Transportation Association of America (CTAA) Passenger Assistance and Safe Service (PASS) training; and, 4) SMITH System Defensive Driver Training. Employees must successfully pass all exams with at least a 70% and must demonstrate they can successfully implement all TCTD operations policies and procedures.

CLASSROOM TRAINING CURRICULUM

Orientation	2 hours
History of TCTD	
Mission and Vision	
Service Philosophy and Goals	
CDL Instruction (when required)	
Review Training Curriculum	
Review TCTD Employee Handbook	
Occupational Health and Safety	1 hour
TCTD Occupational Health & Safety Plan	
Employee “Right to Know” – Material Safety Data Sheets	
Safety Committee	
Evacuation Plan	
Customer Relations – Use TSI/PASS Curriculum	2 hours
What is “Public Relations?”	
Who Are our “Customers?”	
Driver Attitude and Conflict Resolution	
Have a Nice Day Video	
Empathy and Sensitivity	
Drug and Alcohol Abuse Prevention	1 hour
Overview of TCTD Policy	
Substances and Alcohol Use and Testing	
Americans with Disabilities Act (ADA)	4 hours
Overview of the Act – Use CTAA PASS Materials	

Overview of Policies & Procedures

General Information – Use TCTD Operations Manual	3 hours
Service Area Familiarization	
Route Information	
Fares and Collection Procedures	
Forms and Reports	
Incident Reports	
Accident Reports	
Vehicle Condition Reports	
Pre and Post Vehicle Inspection Report	
Rider and Fare Collection Policy	
Emergency Management – Use TSI Curriculum	4 hours
Emergency Equipment and Use	
Accident Procedures: Driver Responsibilities	
Passenger Evacuation Plan(s)	
Accident Scene Assistance and Control	
Red Cross/American Heart Association First Aid and CPR	
Blood Borne Pathogens Exposure Plan	
First Warning: Transit Security Video	
Seven Emergency Management Steps	
Vehicle Familiarization – Use TSI Curriculum	3 hours
Vehicle Types	
Blind Spots and Danger Zones	
Vehicle Components and Safety Equipment	
2 – Way Radio Communication	
Pre and Post Vehicle Inspections	
Preventive Maintenance Plan – Use TCTD PM Plan	
Defensive Driving – Use SMITH System Curriculum	6 hours
SMITH System Classroom – The 5 Keys	
Drive Narratives	
SMITH System Classroom	
There's A Better Way – How to Avoid Backing	
Resolving the Debate – Proper Following Distance	
Passenger Loading/Unloading & Securement	8 hours
Approaching/Departing Stops – Use TSI Curriculum	
Insuring Passenger Safety	
Wheelchair Lift Operations	
Wheelchair Securement	
Applying Empathy and Sensitivity – Use PASS Curriculum	
Special Needs Passengers	
Behavior Problems	
Passenger Assistance Techniques	
Pre and Post Vehicle Inspection Report	
Rider and Fare Collection Forms	
Special Needs Passengers Procedures	
Passenger Responsibilities	
Wheelchair Lift Operation	

Passenger Loading/Unloading
Wheelchair Securement and Retractors
Lap and Shoulder Belts
Passenger "Transfer" Techniques

Operating Procedures – Use TSI Curriculum

1 hour

Approaching/Departing Stops
Designated Stops
Flag Stops
Recognizing Hazardous Conditions

BEHIND-THE-WHEEL TRAINING (BTW)

Vehicle Operator Training

45 hours

Standard Operating Procedures
Vehicle Safety Features
Driving Fundamentals
Turning – Backing – Parking
Shifting and Speed Control
Lane Usage – Maintaining SAFE Operating Conditions
Safe Driving Methods in Urban, Rural and Residential
Unexpected Hazards
Defensive Driving
Unexpected Hazards
Ride-a-longs and driving

FINAL APPRAISAL

Class Review

TSI Classroom Quizzes
Classroom Review
BTW Road Test and Evaluation
Completion of Driver Training Record
PASS Classroom Exam

TILLAMOOK COUNTY TRANSPORTATION DISTRICT POLICY

Policy: Emergency Prevention & Action Plan	Number: 13
Adopted by the Board of Directors on July 10, 2003 Effective: March 15, 2012	Pages: 13

Purpose: The purpose of the Emergency Prevention and Action Plan is to provide immediate instruction to staff and Board Members on how best to avoid and respond to major emergencies. By doing so, TCTD can be better prepared to save lives, prevent injuries, and protect property.

Responsibilities: All TCTD staff will comply with the Emergency Prevention and Action Plan and consult their supervisor whenever there are any questions regarding their safety. In all emergencies remain calm and use your best judgment. Management will train all new employees regarding the requirements of this action plan, and each supervisor will effectively enforce the compliance of this plan including the use of corrective disciplinary action when necessary. The General Manager and all supervisors will obtain medical first aid for any employees who become injured, and attempt to rescue employees that become trapped or disoriented.

Chain of command in the event of an emergency:

- 1) General Manager
- 2) Transit Supervisor
- 3) Lead Dispatcher
- 4) Board Chairman (or other Board Member if Chair is unavailable)

I. Coordination: It is essential that in the event an emergency occurs that proper coordination occur between TCTD personnel and various emergency personnel. After any major emergency, the General Manager will ascertain the condition and availability of District assets and contact the Emergency Operations Center (EOC). The situation following any emergency should be monitored by listening to FM Channel 16.

II. Notification, Posting Requirements, and Communication: All employees and Board Members will be given a copy of this Emergency Preparedness & Action Plan and are expected to keep the information in an easy to find location. Office personnel should keep theirs at their desk and drivers should keep their copy in their driver book. A copy will also be posted in the staff training room/lunchroom, in the maintenance building and in all District vehicles.

Communication: Communication is essential in an emergency. If electricity is lost, the General Manager, Transit Supervisor and dispatch will use the two-way radios and/or cell phones to communicate with drivers and emergency personnel. If communication should be lost, drivers will contact the dispatch office when possible using pay phones and our (800) phone number. 911 and the Emergency Operations Center must have work, home, and cell phone numbers for the General Manager and the Transit Supervisor. In the event an emergency should occur, drivers may

give on board announcements to passengers via the personal address systems. However, discretion and judgment should be used to avoid panic.

Notification: The Board Chair, or in his/her absence the Vice-Chair will be notified of emergencies affecting TCTD as soon as possible. All Boards members will be notified of emergencies; however, responding to the emergency will have priority. (Refer to Attachment D)

III. Fire & Accident Prevention: Fire and accident prevention is the responsibility of all employees.

- a. The Transit Supervisor will be in charge of annually inspecting and the charging of all fire extinguishers, maintaining heat producing equipment posing a fire hazard, and monthly facility inspections to identify possible fire risks.
- b. Smoking is only permitted outside of the facility and District vehicles; containers have been placed in approved smoking area. State and County ordinance requires that smoking be prohibited within 10 feet of a public building entrance.
- c. Circuit breakers will be well labeled to allow employees to easily cut off power in the event an electrical fire should occur.
- d. Only approved fire extinguishers will be used in workplaces, and they must be kept in good operating condition. The type of fire extinguisher necessary in this facility is the ABC type. Locations of all extinguishers in the building are diagrammed on Appendix B.
- e. Good housekeeping practices are necessary to minimize potential fire hazards. Always keep flammable liquids in approved storage containers when not in use. Clean all liquid spills immediately upon discovery. Place all oily rags in a fireproof container.
- f. Each exit to be used in a fire emergency will be clearly marked with exit signs. Exit routes from buildings will be clearly visible and free of obstructions.
- g. Copies of Material Safety Data Sheets (MSDS) for all hazardous chemicals to which employees of TCTD may be exposed will be kept in the Maintenance Building Office and the Dispatch Office. MSDS will be available for all employees to review. If a MSDS for a product is not on hand, contact the Transit Supervisor immediately.

IV. Earthquake Response: The Oregon Coast experiences a noticeable earthquake every few years and could suffer a major earthquake at anytime due to its proximity to tectonic plate activity just off the coast.

General Response:

1. The most important thing is to remain calm in the event an earthquake.
2. Remember to Drop, Cover, and Hold!
 - a. Drop: Drop to the floor and sit with your back against an interior wall. Stay away from windows, bookcases, material storage racks and other objects that can fall.
 - b. Cover: Get under a sturdy table or desk or other structure. If unavailable, move to an interior wall and away from anything that could topple over. Protect your head and neck with your arms.
 - c. Hold: Hold onto the sturdy item you found to take cover under; be prepared to move with it. Hold this position until the shaking stops and it's safe to move.

3. After the shaking has stopped, emerge from your position of cover. Remember to use caution when doing so as there may be debris.
4. Be prepared for aftershocks, and plan to take cover when these occur.
5. Check yourself for injuries.
6. Check those who were near you when the earthquake began; be aware of where the first aid kit is located in case someone is injured.
7. Because buildings offer protection from aftershocks, in the event of an earthquake, we would not evacuate unless management determined that it was necessary and safe to do so.
8. Prepare for the possibility of a tsunami.

V. Tsunami Response: A tsunami is a series of sea waves usually caused by an undersea earthquake. Tsunami waves travel up to 600 miles per hour in open water. As they enter shallow water near land, they increase in height and can cause great loss of life and property damage where they come ashore.

Experts believe that a tsunami caused by an undersea earthquake near the Oregon coast could strike the coastline 5 to 30 minutes after the earthquake. Not all areas of the coast have tsunami sirens; therefore, the earthquake may be the only warning of an approaching tsunami. People in low-lying areas of the beach and near the mouths of rivers draining into the ocean are in the greatest danger.

General Response:

1. The TCTD facility is not in an inundation zone, therefore, the safest place for staff to be is to stay inside the building. Be aware that Tillamook does not have tsunami sirens and that the earthquake itself will be the warning. Distant tsunamis caused by earthquakes thousands of miles into or across the Pacific Ocean will not be as severe and there will be warnings by radio, television, and emergency management.
2. Drivers in District vehicles upon hearing a tsunami siren will need to immediately, but at a safe speed, head for the highest ground reachable. There are sirens in the following areas: Neahkahnie Beach, Manzanita, Nedonna Beach, Rockaway Beach (3), Cape Meares, Oceanside, Netarts, Tierra Del Mar, Cape Kiwanda, Pacific City, and Neskowin. **Do not** stop to call 911 or the dispatch office, but proceed directly to high ground. Once high ground is reached, all drivers must attempt to check in with TCTD dispatch.
3. In the unlikely event that a tsunami does hit our section of coast, the District expects that staff will want to secure their own family and property. Staff will then be needed as directed by the County Emergency Operations Center to assist with evacuation and emergency transportation needs. The General Manager will be the liaison with the EOC.
4. **At absolutely no time** is anyone to put themselves or others in personal danger in order to carry out a directive contained in this procedure.

VI. Bomb Threat Procedures: Notification of a bomb threat against our facilities or fleet may be received by telephone, mail, or message at any time. Telephone threats may be received at the TCTD office or home phone numbers of staff or TCTD Board Members.

General Response:

1. The General Manager or next ranking staff member available will contact 911 when a bomb threat is received, determine if immediate site evacuation is warranted, monitor the situation, and coordinate with local authorities. All building tenants will be notified at this time.
2. **The Bomb Threat Call Check List: personnel receiving a telephone bomb threat should use the Check List (Appendix A) to obtain as many details as possible about the caller, the alleged bomb, and its location.** An accurate analysis of the telephone threat can provide police with many valuable clues. If possible, another staff member should be listening in on all bomb threat calls.
3. If a letter threat is received, it should be preserved for the police investigator. To preserve fingerprints, it should not be handled once the letter is opened.
4. If a threat is made upon a vehicle in service, the driver will evacuate passengers and follow the instructions of police and fire officials. If suspicious objects or packages are found, they should be reported immediately to management. The object should not be touched or moved.
5. The General Manager or next ranking staff member, in cooperation with police and fire officials at the scene, will determine the necessity of searching and/or evacuating the TCTD facility. If the decision is made to evacuate, all personnel should report to the assembly area identified on Attachment B (Evacuation Plan). The staff person in charge will make a head count to verify that all personnel have reached the assembly area safely.
6. The General Manager or next ranking staff member will authorize re-entry into the facility, vehicle, or building after being cleared to do so by the police and fire officials at the scene.
7. **At absolutely no time** is anyone to put themselves or others in personal danger in order to carry out a directive contained in this procedure.

VII. Fire/Explosion Response: Building occupants must be prepared at all times to respond to the fire alarm system or to verbal alarms in the event of a potential fire/explosion emergency. Vehicle operators will be in charge of evacuating their vehicle and contacting 911 in the event of smoke, fire, or explosion. Fire drills for the facility should be conducted annually.

General Response:

1. The first person spotting a fire should:
 - a. Determine if the fire can be extinguished immediately, (wastepaper basket size or smaller) using fire extinguishers available close at hand.
 - b. Direct someone to contact the Fire Department by calling 911.
 - c. Small or isolated fires should be extinguished, if possible. Personnel without fire extinguisher knowledge should evacuate the area.
2. Upon hearing the fire alarm or upon being given verbal instructions to evacuate, personnel will evacuate the site to the appropriate assembly area identified on the evacuation plan (Appendix B). All personnel will exit the facility out the nearest fire exit door in a calm fashion, even if the fire alarm should stop.
3. If possible, every attempt should be made to de-energize electrically charged equipment before evacuation.
4. Supervisors will check their work areas to ensure that all persons have taken appropriate actions.

5. The ranking staff person present will take a head count at the assembly area, and will be the person responsible for authorizing re-entry into the facility. The all clear notice will be given to all personnel at the assembly area.
6. Any questions concerning the fire safety procedure should be directed to the employee's supervisor. **At absolutely no time** is anyone to put themselves or others in personal danger in order to carry out a directive contained in this procedure.

VIII. Extreme Violence, Sabotage, Terrorism, and Civil Disturbance Procedures:

Extreme violence, sabotage, terrorism, and civil disturbance cover a wide range of possible situations and will require the General Manager or ranking staff person present to monitor conditions and determine the appropriate response. The type of protective actions taken will depend upon a variety of factors including the size, type, and location of the disturbance and the level of violence and property destruction involved. In the event that this does happen, all actions will be coordinated with local authorities, and assistance from law enforcement will be requested as deemed necessary.

General Response:

1. Notification of a major civil disturbance or possible act of terrorism affecting District property may be received from the local police department, telephone, commercial radio, and television. Their supervisor on what additional security steps will be taken will instruct employees.
2. Upon notification of an internal severe violence situation such as an individual with a firearm on-site, a hostage situation, major sabotage, or any other act of extreme violence, either imminent or in progress, local authorities will be contacted immediately by calling 911 (by any available personnel). It is the policy of this District that employees are not to attempt to intervene, but instead will immediately evacuate to a safe area and notify authorities.
3. Personnel may be released early as deemed appropriate by the General Manager or ranking staff person on site. On-site operations may be minimized or curtailed as necessary.
4. If conditions do not warrant or allow the early release of personnel, all points of entry into the site will be secured and access limited to those persons conducting legitimate business. Assistance from law enforcement personnel will be requested as deemed necessary to prevent unauthorized access onto the site.
5. **At absolutely no time** is anyone to put themselves or others in personal danger in order to carry out a directive contained in this procedure.

Bus Hijacks: In the very unlikely event a TCTD bus should be hijacked drivers are advised to use a calm voice and slow movements when dealing with an armed hijacker. If possible activate emergency channel of the two-way radio or the memory button on your cell phone to reach 911 and give clues as to who you are and your location without alerting a hijacker. If possible, suggest evacuating your passengers.

IX. Evacuation Procedures: Appendix B is a diagram of the TCTD facility, the location of all exits, and the location of all fire extinguishers and fire alarm pulls. In the event of an emergency that requires evacuation, employees should follow the evacuation plan outlined in Appendix B. Staff will remain at the assembly point until the ranking staff member gives an all-clear notice.

Building Evacuation: All building personnel will exit calmly by their nearest exit and proceed to the assembly area in the parking lot. See Appendix B.

Vehicle Evacuation: The TCTD new driver training program gives specific instruction on how to handle on the road emergencies and passenger evacuations. Drivers will direct passengers to the safest exit of their vehicle. The driver is responsible for grouping all passengers at a location safe from other traffic, fire, or explosion hazards.

X. Major Accident Response: Major accidents can occur on any roadway, but weather, slides and driving conditions on the Wilson River Highway (Hwy 6) are especially dangerous. Communications with dispatch and emergency services are more difficult on this roadway. All major accidents involving TCTD staff and/or vehicles must be reported to the US Coast Guard National Response Center at (800) 424-8802 and the Federal Transportation Administration's Emergency Coordinator at (202) 366-1863, or (202) 549-8865 (mobile).

General Response:

1. Any driver involved in, or coming upon, a major accident should contact 911 immediately and offer any assistance possible. As soon as possible, the driver should notify the General Manager of the situation.
2. Offer first aid to passengers and other motorists. All fleet vehicles are equipped with first aid, body fluid kits, blankets, hazard triangles, and flashlights. Always secure your vehicle from further hazards before rendering assistance to injured passengers/motorists.
3. When emergency personnel have arrived and your assistance is no longer needed drivers may proceed on route. Alternatively, if involved in the accident, drivers must begin filling out the accident response worksheets and take pictures of the scene. Follow the directions outlined in the accident response packs.

XI. Hazardous Material and Fuel Spills: Approximately half of all hazardous materials are transported by trucks along highways every day. There is also the potential for fuel spills when vehicle accidents occur. If you witness a hazardous material accident, spill, or leakage, call 911 immediately. Then contact TCTD dispatch. If you cannot get your vehicle away from the spill or accident, then evacuate your passengers and lead them to safety. Be aware that not all hazardous materials can be seen or smelled.

XII. Floods and Road Closure Procedures: Flooding is an annual emergency in Tillamook County and nationwide claims an average of 263 lives every year. Floodwaters only one foot deep can sweep you off your feet.

General Response:

1. Read all watches and warnings posted from the department of Emergency Management. These will be posted in the driver area above bus & van key board.
2. Report all unexpected water over roadways to dispatch. Police barricades are there for your protection, never drive around them.
3. Follow all detour instructions from dispatch.

4. Never walk in floodwaters, however, if your vehicle should stall in rapidly rising water, abandon it immediately, and help your passengers climb to higher ground.
5. Staff who is concerned about being able to reach their home before floodwaters close roads, or who are unable to report for work due to closed roads may claim unpaid or vacation leave.
6. Public transportation is an essential service that must remain in operation unless conditions are unsafe. Detours and delays are to be expected during flooding and will be reported on KTEL and posted at the central transfer station in Tillamook (2nd & Laurel).

XIII. Bio-Hazards: Blood borne pathogens are viruses or other infectious agents carried by the blood. These pathogens include, but are not limited to, Hepatitis B virus (HBV) and human immunodeficiency virus (HIV). Knowledge of, and compliance with Occupational Safety and Health Administration (OSHA) regulation 1910.1030 is the best way to protect yourself, your family, employer and passengers from infection. Under normal circumstances, a person with AIDS does not endanger you or other passengers.

- a. All TCTD drivers must receive training on blood borne pathogen risks and proper use of a body fluid kit before concluding their driver training and being placed on-duty. There must be at least two people who regularly work in the District office trained in blood borne pathogen risks and proper use of a body fluid kit.
- b. All TCTD vehicles must carry a body fluid kit, and all kits must be inspected monthly. Drivers must report whenever a body fluid kit has been used and the kit refilled immediately.
- c. Assume that all blood or other body fluids are infected in order to ensure all care and precaution is taken. The AIDS virus has been shown to live for only 24 hours in dried blood, but Hepatitis B is highly resilient and can survive for a least a week in dried blood.
- d. All used Biohazard bags or sharps containers must be taken to Tillamook County General Hospital for proper destruction as soon as possible.
- e. Any employee thought to have been exposed to a Blood borne pathogen (i.e. blood-to-blood transfer or blood to eye membrane transfer) must be examined and tested by a physician. Record of the examination and any scheduled testing must be kept on record in a secure file, not the employee's personnel file.

XIV. Security: Since the tragedy of September 11, 2001, the world has focused on terrorism and the need for a heightened level of security for public transportation. TCTD's facility was designed with security in mind, but all staff needs to be committed to the goal of maintaining secure areas.

Secure Areas & Signage: All bus storage and maintenance areas and all spaces past the TCTD suite door in customer service are secure. **See Attachment C** – map of secure areas. Only TCTD personnel and Board Directors or guests escorted by TCTD personnel may be in secure areas. Secure areas will be clearly marked with the appropriate signage to notify the public.

Visible Identification: All TCTD staff and Board members must wear District issued photo identification while on the job. If staff/director identification is lost or stolen, it must be reported immediately to the General Manager or Human Resource Assistant.

Key Control: All master and spare keys are the responsibility of the Transit Supervisor who will issue and receive all returned keys. The Transit Supervisor will also change all electronic key codes as needed for security reasons. A log will be kept in a secure location of all code changes and keys issued. The General Manager will audit these records at least annually.

Personal Safety & Awareness: Staff is encouraged to be safe and aware at all times while on the job. If concerned about their personal safety and alone, the staff person is to call 911 or not allow a person who is perceived as a threat onboard their vehicle. If other staff are nearby you should call out for help or assistance.

Criminal Background Checks: All prospective employees, before a job offer becomes final, must complete a criminal background check. This entails being fingerprinted and having the prints run through the FBI and Oregon State Police files. Please see TCTD's *Criminal Background Check Policy*.

Attachment A

BOMB THREAT CALL CHECKLIST

Questions to Ask

Exact Wording of the Threat

1. When is the bomb going to explode? _____
2. Where is it right now? _____
3. What does it look like? _____
4. What kind of bomb is it? _____
5. What will cause it to explode? _____
6. Did you place the bomb? _____
7. Why? _____
8. What is your address? _____
9. What is your name? _____

Sex of caller: M or F Age _____ Race _____ Length of call _____

CALLER'S VOICE:

- | | | | |
|----------------------|----------------------|--------------|-----------------|
| _____ Calm | _____ Laughing | _____ Lisp | _____ Disguised |
| _____ Angry | _____ Crying | _____ Raspy | _____ Accent |
| _____ Excited | _____ Normal | _____ Deep | _____ Familiar |
| _____ Slow | _____ Distinct | _____ Ragged | _____ Soft |
| _____ Nasal | _____ Deep breathing | _____ Loud | _____ Stutter |
| _____ Cracking voice | | | |

If voice is familiar, _____ Rapid _____ Slurred _____ Clearing throat

Whom did it sound like? _____

BACKGROUND SOUNDS:

- | | | | |
|---------------------|--------------------|--------------------|---------------------|
| _____ Street noises | _____ House noises | _____ Machinery | _____ Local |
| _____ Crockery | _____ Motor | _____ Animal noise | _____ Long Distance |
| _____ Voices | _____ Office | _____ Clear | _____ Booth |
| _____ PA System | _____ Music | _____ Static | _____ Other |

THREAT LANGUAGE:

_____ Well spoken _____ Foul _____ Incoherent

Message read by _____ (educated) _____ Irrational _____ Taped _____ threat maker

REMARKS: _____

Report immediately to local authorities by calling **911**

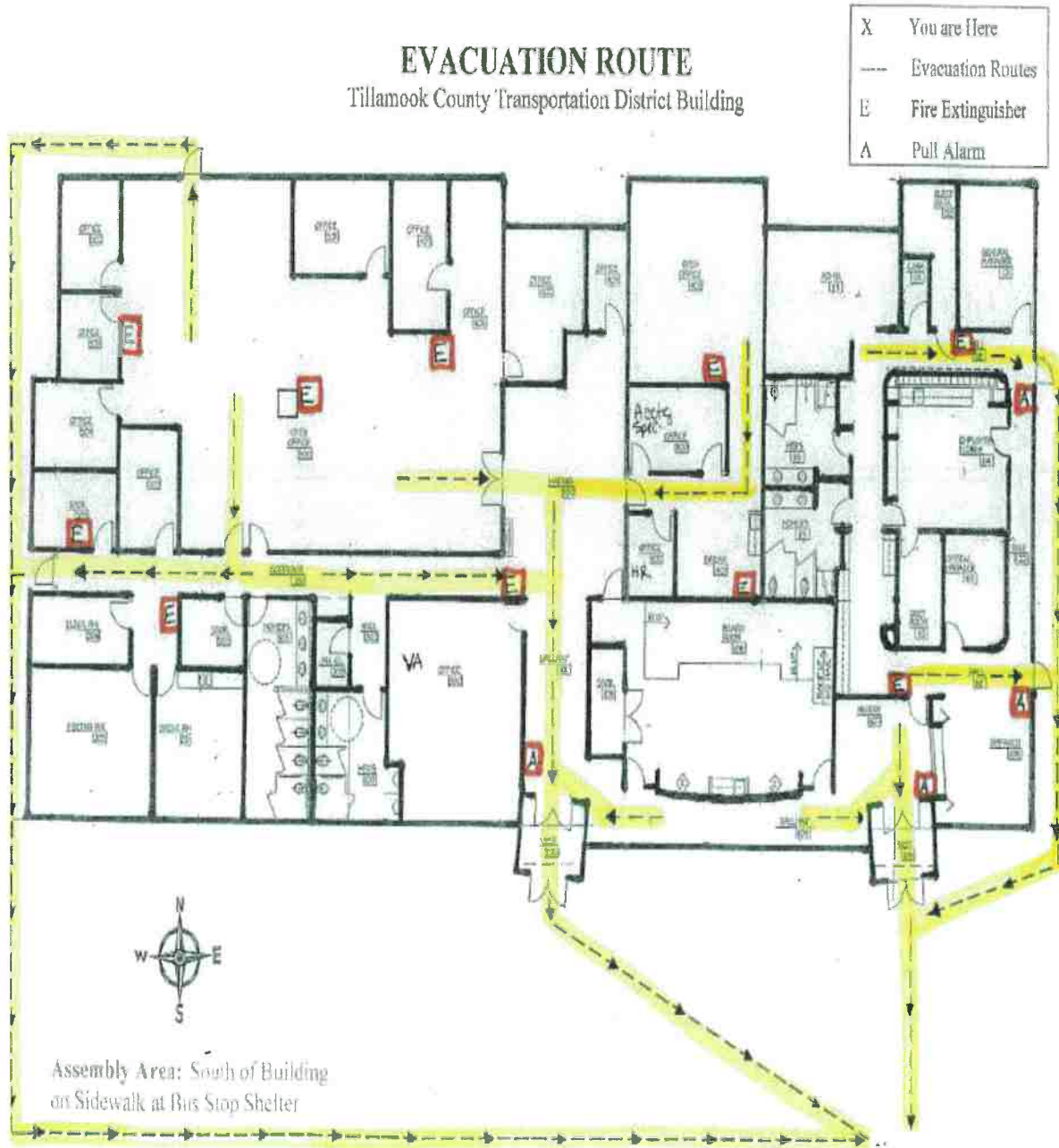
Fill out completely, immediately after bomb threat. Date ____/____/____

Name _____

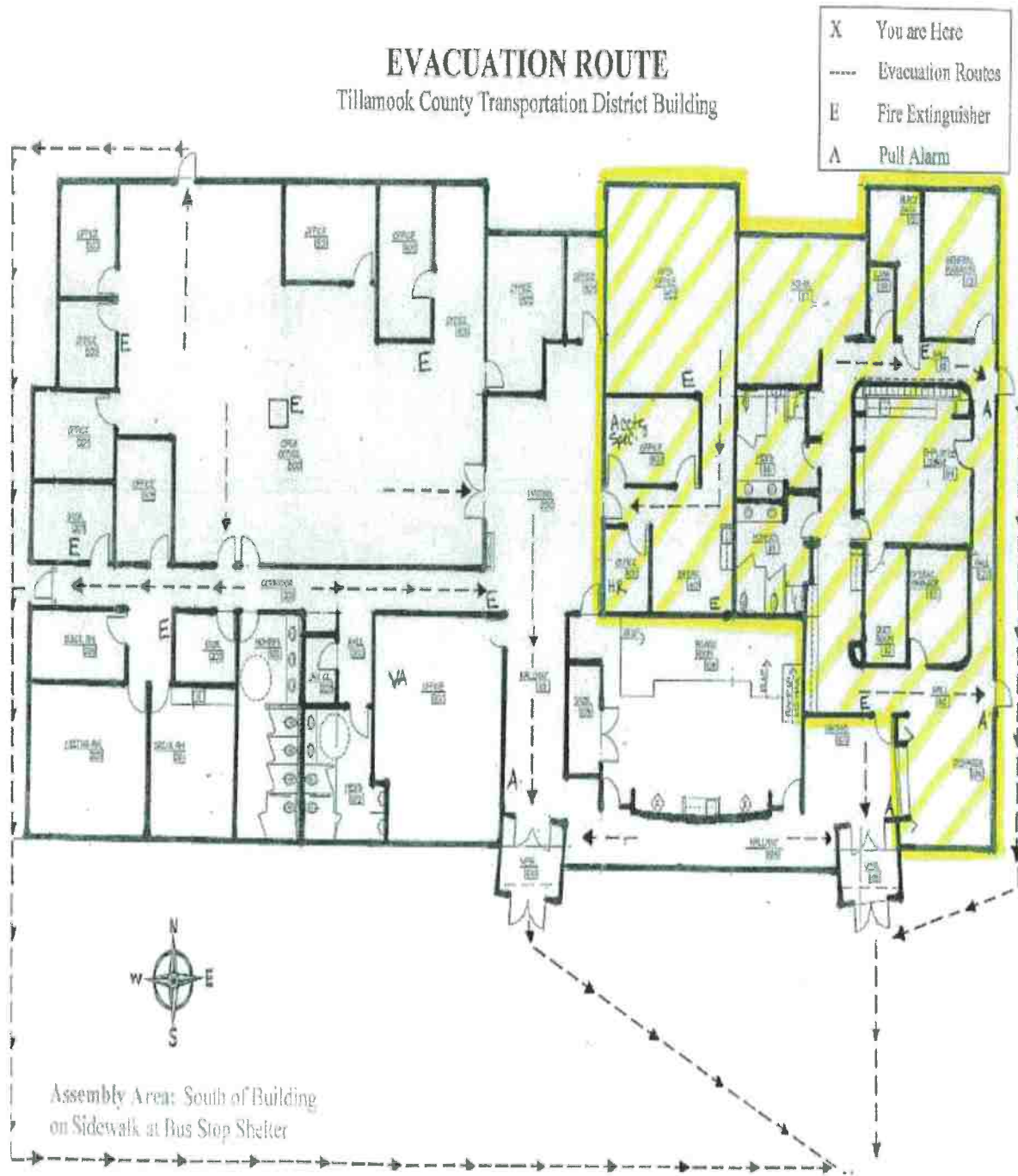
Please Print

Attachment B

Diagram of the TCTD facility, the location of all exits, and the location of all fire extinguishers and fire alarm pulls



Map of secure areas



910

Attachment D*

Emergency Contacts

Emergency Medical, Fire, and Police	911
Emergency Operations Center (back door line)	503-815-3173
Red Cross: Tillamook	541-961-5247
Portland	800-991-9515
U.S. Coast Guard National Response Center	800-424-8802
Federal Transportation Administration: Emergency Coordinator	
202-366-1863	Mobile 202-549-8865
TCTD – General Manager	
<u>Doug Pilant:</u>	
450 Cedar Circle Drive	
Rockaway, OR	Mobile 707-972-2315
TCTD – Transit Supervisor	
<u>Ronny Fox</u>	Mobile 503-550-0417
Tillamook, OR	
TCTD – Dispatchers	
<u>Vicki Reed</u>	Mobile 503-319-6512
Tillamook, Oregon	
<u>Lee Howard</u>	Mobile 503-899-9541
Netarts, Oregon	
TCTD – Board of Directors 7/1/11	
Marty Holm	503-368-7068
Judy Riley	503-317-1533
Gary Hanenkrat	503-842-4481 x1333
Jim Huffman	503-801-3119
Christine Kell	503-812-2209
Bob Kenny	503-842-4069
Janet Trueblood	503-842-0016

Confidential

This item is protected under the **Freedom of Information Act** (Public Law 89-554, 80 Stat. 383; Amended 1996, 2002, 2007)

*For operational efficiency, Attachment D may be changed without prior approval of the Board of Directors.

**TILLAMOOK COUNTY TRANSPORTATION DISTRICT'S
EMERGENCY ACTION ORIENTATION PLAN**

I acknowledge that I have been informed of the Emergency Prevention & Action Plan and have been given a copy of the fire and other relevant emergency procedures. I have read and understood these procedures, and I accept the plan and procedure as working documents, which I will support and follow in my daily work at Tillamook County Transportation District.

Date

Employee Signature

Please print name

How a bus driver diffused a volatile situation on the Portland-to-Tillamook route

tillamookcountypioneer.net/how-a-bus-driver-diffused-a-volatile-situation-on-his-portland-to-tillamook-route/

By Tillamook County Pioneer - Published: 12/31/2013 - Section: Public Safety , Tillamook County News , Uncategorized

The following is a response from Tillamook County Transportation District General Manager Doug Pilant concerning events leading up to the [recent arrest of a man](#) who had allegedly threatened other bus passengers with physical harm on the Portland-to-Tillamook route:

"Tillamook County Transportation District bus driver Gene Pellew handled this incident in a calm and methodical manner that was consistent with emergency management training the district provides its drivers.

"While approaching Banks, Gene notified his supervisor, Ronny Fox, by 10-code that he had an emergency. Ronny then requested his location and immediately contacted 911, which then dispatched police to the Banks bus shelter just across from the Banks Fire Station.

"As Gene arrived at the bus stop, he announced to the passengers he was running ahead of schedule and told his passengers they could get off the bus to use the bathroom, stretch and get fresh air. Within 5 minutes, the police arrived and Gene identified the passenger who was then urinating behind the bus on the sidewalk. They took him into custody.

"This type of incident is not frequent. However, it does happen and, when it does it's random and can happen on any route. Therefore, the District prepares its drivers using the Transportation Safety Institute's (TSI) Emergency Management, Customer Service and Vehicle Operations training modules. Once the district hires new drivers, they are required to complete each module's classroom training and then perform role-playing of various scenarios that may unfold on the bus. At the end of the training the employees are required to complete an exam and must score at least 70 percent to receive TSI certification.

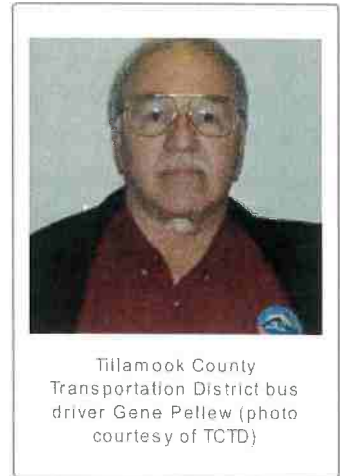
"As for emergency management, TCTD's protocol is for the employee to follow the seven TSI emergency management steps that include 1) Remaining calm by taking deep breaths to manage the adrenaline surge; 2) Assessing the situation to determine what's needed; 3) Protecting themselves and passengers with a plan of action; 4) Contacting help/dispatcher, etc. to communicate needs; 5) Assisting/guiding/giving the passengers a plan of action; 6) Securing the scene by managing the threat; and, 7) Gathering info and assisting authorities.

"Both Gene and Ronny handled the situation flawlessly. They communicated in codes, thus relaying the information to 911 efficiently and without further escalating the situation. Meanwhile, Gene's plan to announce a layover in Banks was a brilliant way to quietly and calmly get people off the bus without incident.

"The passengers were appreciative that Gene managed this situation despite the long layover. All of the passengers cooperated with the investigation, which was also very helpful to get the bus back into service.

"Because the arrival to Tillamook was delayed by almost 1-and-a-half hours, Ronny made plans to ensure the passengers had transportation to their final destinations prior to their arrival in Tillamook, so they wouldn't be stranded. For example, there were two passengers who needed to make a connections in Lincoln City to get to Newport.

"Tillamook County Transportation District invests a lot of time and resources to ensure its drivers are properly trained to provide safe and reliable public transportation. In this case, this resulted in the district's employees reacting as a team to manage the situation in an appropriate and timely manner."



Tillamook County Transportation District
Board of Directors Regular Monthly Meeting
Thursday, July 18, 2019 – 6:30PM
Transportation Building
3600 Third Street, Tillamook, OR
Meeting Minutes



1. Call to Order: Board Chair Judy Riggs called the meeting to order at 6:35pm
2. Pledge of Allegiance
3. Roll Call:

Present

TCTD Board of Directors

Judy Riggs, Board Chair
Marty Holm, Vice Chair
Gary Hanenkrat, Treasurer
Jim Huffman, Secretary
Jackie Edwards, Director
Linda Adler, Director

TCTD Staff

Doug Pilant, General Manager
Brent Olson, Superintendent
Tabatha Welch, Accounting Specialist
Cathy Bond, NW Rides Supervisor/Board Clerk

Absent

Melissa Carlson-Swanson, Director

Guest

Chris Kell, public

4. Announcements and Changes to Agenda: Add 1) Oath of Office for Position #5 Board Member Linda Adler; and 2) Election of Officers for Fiscal Year 2019-20
5. Board Chair Riggs performed Oath of Office for Position #5 board member Linda Adler.
6. Election of Officers for Fiscal Year 2019-20

Motion by Director Holm to nominate Director Riggs as Board Chair. *Motion Seconded* by Director Huffman. Board Chair Judy Riggs called for further discussion; followed by none, she called for the vote.

MOTION PASSED

By Directors Edwards, Hanenkrat, Holm, Adler
Huffman, and Board Chair Judy Riggs.

These minutes contain materials which paraphrase and/or summarize statements made during this meeting. Only text enclosed in quotation marks report a speaker's exact words.

Director Carlson-Swanson absent.

Motion by Director Huffman to nominate Director Holm as Vice Chair. *Motion Seconded* by Director Edwards. Board Chair Judy Riggs called for further discussion; followed by none, she called for the vote.

MOTION PASSED

By Directors Edwards, Hanenkrat, Holm, Adler
Huffman, and Board Chair Judy Riggs.
Director Carlson-Swanson absent.

Motion by Director Hanenkrat to nominate Director Huffman as Secretary. *Motion Seconded* by Director Adler. Board Chair Judy Riggs called for further discussion; followed by none, she called for the vote.

MOTION PASSED

By Directors Edwards, Hanenkrat, Holm, Adler
Huffman, and Board Chair Judy Riggs.
Director Carlson-Swanson absent.

Motion by Director Huffman to nominate Director Adler as Treasurer. *Motion Seconded* by Director Holm. Board Chair Judy Riggs called for further discussion; followed by none, she called for the vote.

MOTION PASSED

By Directors Edwards, Hanenkrat, Holm, Adler
Huffman, and Board Chair Judy Riggs.
Director Carlson-Swanson absent.

7. Public & Guest Comments: None.
8. Executive Session: Real Property Transactions ORS 192.660(2)(e)
Opened at 6:40pm. Closed at 7:23pm

There were no motions as a result of Executive Session.

REPORTS

9. Financial Report: GM Doug Pilant reviewed the June 2019 financial reports. District is 100% through the Fiscal Year.
10. Service Performance Measure Report: GM Doug Pilant reviewed performance measures with the Board. Director Huffman asked if the Salem routes contribute to the NWOTA pass trips. GM Doug Pilant said the Portland route drivers sell the most passes and that TCTD sells approximately 95% of all the NWOTA passes. Board Chair Riggs asked who keeps the money. GM Doug Pilant stated each agency keeps their sales.

YTD Ridership increased 3.0% over the previous year. The YTD passengers per hour was -1.1%, the cost per trip was +.01% while the cost per hour was -1.0% and the fare box return was -1.8%.

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11. Northwest Oregon Transit Alliance: GM Doug Pilant reviewed the NWOTA July meeting agenda, minutes, finance report with the Board. He reported the NWOTA Marketing Plan RFP has been distributed to the consultant community. He also said that since the District is the NWOTA fiscal agent a contract will be on next month's agenda. He also reported that since the project's budget falls under the intermediate procurement it requires a formal bid procurement process. Director Holm asked what the criteria was for intermediate. GM Doug Pilant explained that projects greater than \$15,000 and less than \$150,000 fall under the intermediate guidelines. GM Doug Pilant reported that the NWOTA website receives 11,500/week or 138,000/year. The website is well used, and he now has full access to the analytics of the website. The majority of the visits are for route information. TCTD receives approximately 40% of the visits to the website.

12. Planning & Development:

- a. Cape Kiawanda Master Plan – Tillamook County has scheduled a Project Advisory Committee Meeting on August 19th to review the DRAFT Parking Management Plan with the primary focus on the Plan's funding mechanisms and next steps. The Draft Plan will be available in the next few days or weeks to be reviewed. The Plan includes using parking fees to fund the PC Shuttle.
- b. STIF Plan: Postponed distribution of the STIF planning RFP. Enlisted assistance from a consultant on how to draft the scope of work to solicit proposals that will address the needs. Legal counsel is reviewing the RFP's deliverables and selection process criteria. Planning to distribute the RFP in mid-August.

13. Grant Funding

- a. STF: The Oregon Legislature has directed ODOT to merge the STF and STIF programs into a single program. The ODOT Public Transit Advisory Committee will be forming a subcommittee to assist ODOT staff on how to best accomplish this task.

14. Facility/Property Management – None.

15. NW Rides Brokerage

- a. The District has almost completed its first year of operating a brokerage. A meeting has been scheduled with Care Oregon to close out the year and complete the true-up for the last quarter. Care Oregon is planning to be more involved in client eligibility process, which effect the call center activities. This will change some of the workflow processes for NW Rides CSR's.
- b. Ecolane – none.
- c. Volunteer Driver Program – The next step is volunteer training.
- d. Providers – Annual provider reviews are coming up as well.

16. Miscellaneous

- a. Union Negotiations – Scheduled to meeting July 30th & 31st.
- b. Pay Equity Law – In the last Legislative Session, the Oregon Legislature enacted a new pay equity law. Some of the requirements went into effect last

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year while the bulk of the Law became effective January 1, 2019. The District has updated its job application by removing the applicants pay history from the application. Next, the District will begin conducting its pay equity analysis that includes a review of all job descriptions and a review of the work currently being performed. The last step will be to make sure employees are being compensated in accordance to the job duties, the position's minimum requirements, experience, etc. Will be bringing updates to the Board as this project progresses and said he hopes the project will be completed by the end of the year.

- c. Bus Advertising Policy – District needs to update its “public issue” criteria of its Bus Advertising Policy to ensure the District does not violate free speech. A redline version of the policy is on the consent calendar for approval.
- d. Applications for appointment to the STIF Advisory and Budget committees – GM Doug Pilant explained that he has been recruiting committee members thru the local media, website and by word of mouth. He explained that in late 2018 he had invited Chris Kell to serve on the committees and that after the election Chris requested the opportunity to serve. Therefore, her applications are on are on the Consent Calendar for approval. Director Edwards said she had not been positioned to recruit and thought the GM was doing a great job of bringing applicants to fill committee positions. Director Hanenkrat reported there was an error on the STIF application. It should be a 3-year term appointment. Board Clerk Cathy Bond stated the application was corrected to reflect a 3-year term and has been published to the website.

CONSENT CALENDAR

- 17. Motion to Approve the Minutes of June 20, 2019 Regular Board Meetings
- 18. Motion: Acceptance of Financial Report: June 2019
- 19. Motion to Amend the TCTD Bus Advertising Policy
- 20. Motion to Appoint Chris Kell to the STIF Advisory Committee
- 21. Motion to Appoint Chris Kell to the TCTD Budget Committee Position #4

Motion by Director Holm to adopt the Consent Calendar. *Motion Seconded* by Director Hanenkrat. Board Chair Judy Riggs called for further discussion; followed by none, she called for the vote.

MOTION PASSED

By Directors Hanenkrat, Holm, Huffman,
Edwards, Adler and Board Chair Judy Riggs.
Director Carlson-Swanson Absent

ACTION ITEMS

None.

DISCUSSION ITEMS

- 22. Cloverdale Bus Stop – GM Doug Pilant provided the Board an overview of a “Memo to the Board of Directors” outlining the current need for safe and visible northbound and southbound bus stops in Cloverdale. The District has an intergovernmental agreement with Tillamook County to establish bus stops at the Cloverdale Wayside. Tillamook County obtained grants to fund the design and construction of the Wayside.

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TCTD has invested \$7,000 of local match that was used towards the project's design. Following a series of winter storms, the Wayside's riverbank slid into the Nestucca River that resulted in a project redesign that TCTD rejected. TCTD and the County determined this site was no longer suited to serve as a wayside and bus stop. There is still about \$750,000 in ODOT funding that can be repurposed to another location in Cloverdale. The County is considering the purchase of property in Hebo to move its road maintenance yard to be nearer both the PUD and ODOT maintenance yards. GM Doug Pilant County's Chief of Staff (Rachel Hagerty) have explored ideas that has resulted in conceptual plan to locate the bus stops at the current maintenance yard and repurposes the maintenance yard building into a transit center, park and ride and sheriff's office. The remaining portion of the property would be converted into a wayside. Following a discussion Board President Judy Riggs called for a Board poll: Director Hanenkrat supports a safe bus stop but not the property. Director Huffman supports a safe bus stop and a safe place for drivers and passengers. Director Adler is interested in variations and the bus storage advantage. Director Holm supports partitioning the .3 acres for the District and let the County run the park. Director Edwards supports the entire project and is very interested to proceed and learn more about the options for the County and District. Board Chair Rigg is in favor or pursuing the project. GM Doug Pilant said he will continue working with the County to begin more detailed conversations and bring a more formal proposal.

23. Staff Comments/Concerns

GM Doug Pilant: Shared the news about the death of past board member Merrienne Hoffman. Nestucca Community Alliance is doing a fundraiser for a bench and plaque in her honor. He will share the fundraiser link with the Board.
Superintendent Brent Olson: Thanked Cathy Bond for the good dinner.
Accounting Specialist Tabatha Welch: She found the NWOTA stats regarding the website very interesting and thanked the GM for sharing.
NWR Supervisor/Board Clerk Cathy Bond: Invited Board members to sign up to volunteer in the Fair booth for the upcoming Tillamook County Fair.

24. Board of Directors Comments/Concerns

Jim Huffman – Loves SDAO and Rob Mills and is grateful for their support.
Judy Riggs –
Marty Holm – Thanked Cathy Bond for the good dinner. Asked GM if it is possible to plan a review of the Strategic Plan in October?
Jackie Edwards – Thanked Cathy Bond for dinner and welcomed Chris Kell to the STIF and Budget committee.
Gary Hanenkrat – Thanked Cathy Bond for the good dinner.
Linda Adler – A pleasure to be on the board and thought it was a good first meeting for her.
Melissa Carlson-Swanson – Absent.

UPCOMING EVENTS

Tillamook County Fair – August 7th – 10th

These minutes contain materials which paraphrase and/or summarize statements made during this meeting. Only text enclosed in quotation marks report a speaker's exact words.

Adjournment: Board Chair Riggs adjourned the meeting at 9:16pm.

These minutes approved this 22nd day of August, 2019.

ATTEST:

Judy Riggs, Board Chair

Doug Pilant, General Manager

**BEFORE THE BOARD OF DIRECTORS
OF THE
TILLAMOOK COUNTY TRANSPORTATION DISTRICT**

**Authorizing the General
Manager to Execute a Contract
with Trillium Solutions, Inc. to
Create a NWOTA Marketing Plan**)
)
)
)

RESOLUTION NO. 19-24

WHEREAS, the Northwest Oregon Transit Alliance (NWOTA) Coordinating Committee's priority for FY 2019-20 to create and implement a marketing plan to market the NWOTA brand and regional coordinated transit services; and

WHEREAS, Tillamook County Transportation District (TCTD) serves as fiscal agent for NWOTA; and

WHEREAS, the District conducted a RFP process on behalf of NWOTA to select a consultant to create the marketing plan to market the NWOTA brand and regional coordinated transit services; and

WHEREAS, the District selected Trillium Solutions, Inc. as the consultant for this work.

NOW, THEREFORE, BE IT RESOLVED by the Tillamook County Transportation District Board of Directors:

that the Board authorizes the General Manager to execute a contract not to exceed \$50,000 with Trillium Solutions Inc. to create a website and template for NWOTA.

INTRODUCED AND ADOPTED this 22nd day of August 2019.

ATTEST:

By: _____
Judy Riggs, Board Chair

By: _____
Doug Pilant, General Manager

PROFESSIONAL SERVICES CONTRACT

This contract for professional services is entered into by and between **TILLAMOOK COUNTY TRANSPORTATION DISTRICT**, a special district of the State of Oregon, hereinafter referred to as TCTD, and Trillium Solutions Inc., hereinafter called the **CONTRACTOR** to provide the services described in the Request for Proposal issued July 22, 2019, and the Proposal Response, due August 7, 2019, which by this reference are hereby made part of and incorporated herein. The following provisions shall comprise this contract:

I. SCOPE

This Contract covers the personal services as described in Request for Proposals and the Proposal Response. Work shall be performed in accordance with a schedule approved by TCTD. The **CONTRACTOR** shall meet the highest standards prevalent in the industry or business most closely involved in providing the appropriate goods or services. The Contract shall commence **upon contract execution and continue through December 31, 2020.**

II. COMPENSATION

A. TCTD agrees to compensate the **CONTRACTOR** on a fee-for-services basis as detailed in this Contract. Invoices submitted for payment in connection with this Contract shall be properly documented and shall indicate pertinent **DISTRICT** contract and/or purchase order numbers. All charges shall be billed monthly and will be paid net 30 days from receipt of invoice. The maximum compensation authorized under this Contract shall not exceed **\$50,000.**

B. The **CONTRACTOR** is engaged hereby as an independent contractor and will be so deemed for purposes of the following:

1 The **CONTRACTOR** will be solely responsible for payment of any Federal or State taxes required as a result of this Contract.

2. This Contract is not intended to entitle the **CONTRACTOR** to any benefits generally granted to **DISTRICT** employees. Without limitation, but by way of illustration, the benefits which are not intended to be extended by this Contract to the **CONTRACTOR** are vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits (except insofar as benefits are otherwise required by law if the **CONTRACTOR** is presently a member of the Oregon Public Employees Retirement System).

3. If the **CONTRACTOR** has the assistance of other persons in the performance of this Contract, and the **CONTRACTOR** is a subject employer, the **CONTRACTOR** shall qualify and remain qualified for the term of this contract as an insured employer under Oregon Revised Statutes ("ORS") Chapter 656.

C. The **CONTRACTOR** certifies that, at present, he or she, if an individual is not a program, TCTD, or Federal employee.

D. The CONTRACTOR, if an individual, certifies that he or she is not a member of the Oregon Public Employees Retirement System.

III. FEDERAL CONTRACT SPECIAL CONDITIONS

A. Failure to Perform

TCTD may, subject to the provisions of paragraph (4) below, by written notice of default to the Contractor, terminate the whole or any part of this contract in any one of the following circumstances.

1. If the Contractor fails to make delivery of the supplies or to perform the services within the time specified herein or any extension thereof; or
2. If the Contractor fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms, and in either of these two circumstances does not cure such failures within a period of ten (10) days (or such longer period as TCTD may authorize in writing) after receipt of notice from TCTD specifying such failure. CONTRACTOR'S failure to perform the scope of work identified or failure to meet established performance standards shall be subject to consequences that include but are not limited to:
 - Reducing or withholding payment;
 - Requiring the CONTRACTOR to perform, at the CONTRACTORS expense, additional work necessary to perform the identified scope of work or meet the established performance standards; or
 - Declaring a default, terminating the contract and seeking damages and other relief under the terms of the contract or other applicable law.
3. In the event TCTD terminates this contract in whole, or in part, as provided in paragraph (2) above of this clause, TCTD may procure, upon such terms and in such manner as TCTD may deem appropriate, supplies or services similar to those terminated, and the Contractor shall be liable to TCTD for any excess costs for such similar supplies or services; provided, that the Contractor shall continue the performance of this contract to the extent not terminated under the provisions of this clause.
4. The Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control of and without the fault or negligence of the Contractor. Such causes may include, but are not restricted to, acts of God or of the public enemy, acts of TCTD in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes and unusually severe weather; but, in every case, the failure to perform must be beyond the control of the Contractor and without the Contractor's fault or negligence. The Contractor shall not be liable for excess costs for failure to perform, unless the supplies or services to be furnished were obtainable from other sources in sufficient time to permit the Contractor to meet the required performance schedule.

5. The rights and remedies of TCTD provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.
6. As used in this contract, the terms "subcontractor" and "subcontractors" mean subcontractor(s) at any tier.

B. Termination for Convenience

This contract may be terminated by either party upon at least ten (10) days written notice to the other.

C. Compliance with Applicable Law

Contractor shall comply with all federal, state and local statutes, regulations, administrative rules, executive orders, ordinances and other laws applicable to the Services under the Contract, in effect at the time the Contract is executed and as may be amended, revised, enacted or adopted thereafter. Changes in these legal requirements after the execution of the Contract may or may not be the basis for modifications to Contractor's schedule, scope and fee, depending on a reasonable assessment of the nature of the change, the extent to which the change was anticipated by Contractor or the Parties, and other circumstances then existing.

Without limiting the generality of the foregoing, Contractor expressly agrees to comply with: (i) Title VI of the Civil Rights Act of 1964; (ii) Section V of the Rehabilitation Act of 1973; (iii) the Americans with Disabilities Act of 1990, (iv) Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)); (v) Section 508 of the Clean Water Act (33 U.S.C. 1368); (vi) Executive Order 11738; EPA regulations (40 CFR part 15) and ORS 659.425; (vii) Copeland Anti-Kickback Act (18 U.S.C. 874) as supplemented in Department of Labor regulations (29 CFR Part 3); (viii) Executive Order 11246 entitled Equal Employment Opportunity as amended by Executive Order 11375 and as supplemented in 41CFR chapter 60; (ix) Davis-Bacon Act (40 U.S.C. 3141-3148) as supplemented in Department of Labor regulations (29 CFR Part 5), (x) Sections 103 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-330) as supplemented by Department of Labor regulations (29 CFR Part 5); (xi) Energy Policy and Conservation Act (pub.L. 94-163, 89 Stat. 871); (xii) all regulations and administrative rules established pursuant to the foregoing laws; and (xiii) all other applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations.

DISTRICT's performance under the Contract is conditioned upon Contractor's compliance with, and Contractor shall comply with, the obligations applicable to public contracts and intended for contractors under ORS 279C.520 and 279C.530, which are incorporated by reference herein.

If conflicts are discovered among federal, state and local statutes, regulations, administrative rules, executive orders, ordinances and other laws applicable to the

Services under the Contract, Contractor shall in writing request TCTD to resolve the conflict. Contractor shall specify if the conflict(s) create a problem for the design or other Services required under the Contract.

D. Reporting Requirements

Contractor shall comply with the reporting requirements of TCTD including but not limited to Progress, Status and Performance reports necessary to support progress payments or cost reimbursements.

E. Records Maintenance; Access.

Contractor, and its Subcontractors, shall maintain all fiscal records relating to the Contract in accordance with generally accepted accounting principles. In addition, Contractor shall maintain all other records pertinent to the Contract and the Project and shall do so in such a manner as to clearly document Contractor's performance.

TCTD and the federal government and their duly authorized representatives shall have access, and Contractor shall permit the aforementioned entities and individual's access, to such fiscal records and other books, documents, papers, plans and writings of Contractor that are pertinent to the Contract to perform examinations and audits and make excerpts and transcripts.

Contractor shall retain and keep accessible all such fiscal records, books, documents, papers, plans, and writings for a minimum of 3 years, or such longer period as may be required by applicable law, following final payment and expiration or termination of the Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to the Contract, whichever date is later.

F. Patents; Copy Rights; Rights in Data

Any discovery or invention that arises during the course of the contract shall be reported to TCTD. The Contractor shall promptly disclose inventions to TCTD, within 2 months, after the inventor discloses it in writing to the Contractors personnel responsible for patent matters. The rights in the invention/discovery shall be allocated consistent with "Government Patent Policy" and FAR Part 27.

The Contractor shall comply with the requirements and regulations for Copy Rights and Rights in Data pursuant to FAR Part 27.

IV. CONSTRAINTS

The CONTRACTOR agrees:

A. If the services to be provided pursuant to this Contract are professional and/or consultative, the CONTRACTOR shall not delegate the responsibility for providing those services to any other individual or agency.

B. Pursuant to the requirements of ORS 279B.020 and 279B.220 through 279B.235 and Article XI, Section 10, of the Oregon Constitution, the following terms and conditions are made a part of this Contract:

1. CONTRACTOR shall:

- a.** Make payments promptly, as due, to all persons supplying to the CONTRACTOR labor or materials for the prosecution of the work provided for in this Contract.
- b.** Pay all contributions or amounts due the Industrial Accident Fund from such CONTRACTOR or subcontractor incurred in the performance of this Contract.
- c.** Not permit any lien or claim to be filed or prosecuted against TCTD on account of any labor or material furnished.

2. If the CONTRACTOR fails, neglects or refuses to make prompt payment of any claim for labor or services furnished to the CONTRACTOR or a subcontractor by any person in connection with this Contract as such claim becomes due, the proper officer representing TCTD may pay such claim to the person furnishing the labor or services and charge the amount of the payment against funds due or to become due the CONTRACTOR by reason of this Contract.

3. The CONTRACTOR shall pay employees for work in accordance with ORS 279B.020 and ORS 279B.235, which is incorporated herein by this reference.

All subject employers working under the contract are either employers that will comply with ORS 656.017 or employers that are exempt under ORS 656.126.

4. The CONTRACTOR shall promptly, as due, make payment to any person or copartnership, association or corporation furnishing medical, surgical and hospital care or other needed care and attention incident to sickness and injury to the employees of the CONTRACTOR, of all sums which the CONTRACTOR agrees to pay for such services and all moneys and sums which the CONTRACTOR collected or deducted from the wages of the CONTRACTOR'S employees pursuant to any law, contract or agreement for the purpose of providing or paying for such services.

5. This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent.

6. The CONTRACTOR agrees to indemnify, hold harmless and defend TCTD, its officers, commissioners, agents and employees from and against all claims and actions, and all expenses incidental to the investigation and defense thereof (including attorney's fees), arising out of or based upon damage or injuries

to persons or property caused by the errors, omissions, fault or negligence of the CONTRACTOR or the CONTRACTOR'S employees or agents.

7. The CONTRACTOR'S failure to perform the scope of work identified or failure to meet established performance standards shall be subject to consequences that include, but are not limited to:

- a. Reducing or withholding payment;
- b. Requiring the CONTRACTOR to perform, at the CONTRACTOR'S expense, additional work necessary to perform the identified scope of work or meet the established performance standards; or
- c. Declaring a default, terminating the Contract and seeking damages and other relief under the terms of the Contract or other applicable law.

8 All subject employers working under the Contract are either employers that will comply with ORS 656.017 or employers that are exempt under ORS 656.126.

V. OWNERSHIP

Upon fulfillment of the Contract Terms, DISTRICT will have legal title to, and rights to use the entirety of the documents, images, and data used to create the plan, (collectively referred to as "the work") without limitation. This includes the right to use the work in contexts including, but not limited to: (1) public relations, press releases, or publicity; (2) re-use or modification of the work; and (3) use as a teaching aid or continuing education tool.

VI. INSURANCE REQUIREMENTS

A. COMMERCIAL GENERAL LIABILITY

- Required by DISTRICT Not required by DISTRICT

The CONTRACTOR agrees to furnish TCTD evidence of commercial general liability insurance in the amount of not less than \$1,000,000 combined single limit per occurrence/\$2,000,000 general annual aggregate for personal injury and property damage for the protection of TCTD, its officers, commissioners, agents and employees against liability for damages because of personal injury, bodily injury, death or damage to property, including loss of use thereof, in any way related to this Contract. The general aggregate shall apply separately to this project / location. TCTD, at its option, may require a complete copy of the above policy.

B. AUTOMOBILE LIABILITY

- Required by DISTRICT Not required by DISTRICT

The CONTRACTOR agrees to furnish TCTD evidence of business automobile liability insurance in the amount of not less than \$1,000,000 combined single limit for bodily injury and property damage for the protection of TCTD, its officers,

commissioners, agents and employees against liability for damages because of bodily injury, death or damage to property, including loss of use thereof in any way related to this Contract. TCTD, at its option, may require a complete copy of the above policy.

C. PROFESSIONAL LIABILITY

Required by TCTD Not required by TCTD

D. POLLUTION LIABILITY INSURANCE

Required by TCTD Not required by TCTD

E. Such insurance shall provide sixty (60) days written notice to TCTD in the event of a cancellation or material change and include a statement that no act on the part of the insured shall affect the coverage afforded to TCTD under this insurance. This policy(s) shall be primary insurance as respects to TCTD. Any insurance or self- insurance maintained by TCTD shall be excess and shall not contribute to it.

F. If the CONTRACTOR has the assistance of other persons in the performance of this contract, and the CONTRACTOR is a subject employer, the CONTRACTOR agrees to qualify and remain qualified for the term of this contract as an insured employer under ORS 656. The CONTRACTOR shall maintain employer's liability insurance with limits of \$100,000 for each accident, \$100,000 per disease for each employee, and \$500,000 each minimum policy limit.

G. If any other required liability insurance is arranged on a "claims made" basis, "tail" coverage will be required at the completion of this Contract for a duration of thirty- six (36) months or the maximum time period the CONTRACTOR'S insurer will provide "tail" coverage as subscribed, whichever is greater, or continuous "claims made" liability coverage for thirty-six (36) months following the contract completion. Continuous "claims made" coverage will be acceptable in lieu of "tail" coverage, provided its retroactive date is on or before the effective date of this Contract.

H. The insurance, other than the Workers' Compensation, Professional liability and Pollution liability insurance, shall include TCTD as an additional insured. Proof of insurance must include a copy of the endorsement showing TCTD as a scheduled insured.

I. CONTRACTOR shall require that all of its subcontractors of any tier provide insurance coverage (including additional insured provisions) and limits identical to the insurance required of the Contractor under this Contract, unless this requirement is expressly modified or waived by TCTD.

VII. SUBCONTRACTS

The CONTRACTOR shall be responsible to TCTD for the actions of persons and firms performing subcontract work. The CONTRACTOR certifies that the CONTRACTOR has not discriminated and will not discriminate against any minority, women or emerging small business enterprise in obtaining any subcontract.

VIII. TERMINATION - AMENDMENT

- A.** This Contract may be terminated by either party upon at least thirty (30) days written notice to the other.
- B.** This Contract and any amendments to this contract will not be effective until approved in writing by an authorized representative of the District, acting as Fiscal Agent for NWOTA.
- C.** This Contract supersedes and cancels any prior contracts between parties hereto for similar services.

The undersigned, by its signature, agrees to perform the scope of work as described in the Contract documents and meet the performance standards set forth therein. By their signatures below, the parties to this contract agree to the terms, conditions, and content expressed herein.

Trillium Solutions, Inc.
6106 NE Mallory Ave
Portland, OR 97211

Tillamook County Transportation District
3600 Third Street, Suite A
Tillamook, OR 97141

By:

By:

Authorized Signature

Authorized Signature

Name/Title (Printed)

Name/Title (Printed)

Date

Date

Telephone/Fax Number

Approved as to Form

CCB License # (if applicable)

Oregon Business Registry

District Counsel

SECTION 9

INSURANCE CERTIFICATES
(to be supplied at the time of contract execution)

SECTION 10

ATTACHMENTS

**Trillium Solutions Inc.
Proposal and Proposal Amendments
NWOTA Marketing Plan**

Tillamook County Transportation District
3600 3rd St
Tillamook, OR 97141



August 6, 2019

Northwest Oregon Transit Alliance agencies:

Trillium Solutions, Inc. ("Trillium"), an Oregon S-Corporation, herein provides a price proposal to accompany the proposed scope of services for the Northwest Oregon Transit Alliance (NWOTA) delivered under a separate cover.

The contents of this proposal are a firm bid offered and available for 365 days from the date of submittal. Feel free to reach out directly to Thomas Craig (contact information below) with any questions you have regarding the proposal contents.

Best,

A handwritten signature in black ink, appearing to read "Thomas Craig", is written over a faint, light-colored signature line.

Thomas Craig
General Manager
Trillium Solutions, Inc.
6106 NE Mallory Ave.
Portland, OR 97211
503-567-8422 ext. 4
thomas@trilliumtransit.com

///

Cost proposal

Trillium provides hourly rates for the following staff members:

Staff member	Rate
Thomas Craig	\$150
Selena Barlow	\$150
Nome Dickerson	\$150
Holly Kvalheim	\$100
Tita Compere	\$100

Hours per staff member per task are estimated as follows.

Task	Craig	Barlow	Dickerson	Kvalheim	Compere	Total
1.1	2	4		4		10
1.2	4	20		20		44
1.3	2	12		16		30
1.4	2	4	8		12	26
1.5	2	2				4
2.1	15	15	10	60	40	140

With expenses, this constitutes the following Not-to-Exceed bids for each task. Note that Task 2.1 is optional, and Trillium is willing to sign an agreement only covering task 1. In that case, task 2 work could be performed by a separate contractor.

The expenses budget for task 2.1 is an estimate and covers ad buys and other direct expenses beyond the staff contributions of Trillium.

Task	Staff cost	Expenses	Total
1.1	\$1,300		\$1,300
1.2	\$6,100	\$500	\$6,100
1.3	\$4,100		\$3,700
1.4	\$3,300		\$3,300
1.5	\$600		\$600
2.1	\$16,000	\$19,000	\$35,000
Total			\$50,000

Trillium proposes a not-to-exceed cost to perform this scope of work of \$15,000 for Task 1, and \$35,000 for Task 2, for a combined total of \$50,000.

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Project Understanding and Approach

This project will be accomplished in close collaboration with NWOTA at all stages, and will require the active involvement of both parties. In line with the RFP, Trillium has identified the following tasks and subtasks necessary to deliver the overall project.

Trillium will work with Selena Barlow of Transit Marketing, nationally renowned expert in the marketing of transit services, in order to provide both the local expertise and technology experience that Trillium maintains, with the perspective of a direct marketing specialist most familiar with the general marketing needs of transit agencies.

Task 1: Develop Marketing Plan

1.1: Review existing marketing materials

Trillium marketing content specialists will review existing marketing resources provided by NWOTA and member agencies, including but not limited to the NWOTA website, riders' guides, and advertisements published during recent years, as delivered by NWOTA.

The project team will also review past planning documents to understand rider demographics and target markets for growth in ridership.

1.2: Site visit

A site visit will establish a working relationship between the agencies and the project team, and allow for the project team to gather local understanding and context of the needs of NWOTA riders. Selena Barlow and Holly Kvalheim will visit all five NWOTA agencies at their headquarters over the course of a two day period, and hold one hour meetings with each team. In order to perform a customer experience review, the team will ride NWOTA services in between transit agencies.

The site visits will discuss

- Past local marketing efforts
- Past marketing efforts coordinated with other NWOTA agencies
- Local agency capacity for participating in marketing activities
- Marketing and ridership goals
- Marketing messages in use locally
- Ideas for the regional marketing plan

1.3: Present draft marketing plan

The draft marketing plan will present two separate sections for consideration by the NWOTA board:

1. **NWOTA marketing needs and priorities:** this section will layout the priorities, principles, and assumptions that determine the precise activities proposed in the marketing plan. The project team will ground the needs and priorities in the context of the riders who use the service, the ways in which services are accessed, and the marketing budget and capacities of the member agencies.
2. **Proposed NWOTA marketing activities:** this section will lay out a series of proposed activities covering the remainder of the FY 2019-20, including who will perform them, project costs, specification of approaches etc. The proposed marketing activities will be a series of precise actions that can be taken in order to perform a year of effective marketing at the agency.

These sections will be presented to the NWOTA board on a webinar conference call to be reviewed and discussed. The project team will receive feedback and discuss possible changes to approach or refinements to the proposed scope of marketing activities.

1.4: Present draft marketing materials

Some marketing materials will be created during the planning stage, in order to facilitate the rapid deployment of early stages of the marketing plan upon approval. Which marketing materials will be created will be determined in collaboration with the NWOTA board in Task 1.3.

Before inclusion in the final marketing plan, these draft materials will be reviewed with the NWOTA board and revised as necessary.

1.5: Present final marketing plan

After the finalization of the draft marketing plan and marketing materials, all three sections will be revised and presented as a single deliverable to the NWOTA board.

Task 2: Marketing Plan implementation (optional)

2.1: Ongoing marketing activities

Should NWOTA choose, Trillium will manage the implementation of the marketing plan, coordinating all needed contracts and resources to deliver on the services outlined in Task 1. During the course of the deployment of that plan, NWOTA and Trillium may mutually agree to change approach for components of the plan.

Proposer's Qualifications and Experience

Trillium Solutions, Inc. is an Oregon-based Corporation, which has also previously operated as a sole proprietorship, founded in 2007. The firm has grown steadily from a one-developer operation into a team of fifteen employees and a network of contractors who contribute to the online presence of over 300 public transit agencies. Trillium serves public transit clients by making their services easy-to-find, understand, and use with online information. Trillium's exclusive focus is on public transportation agencies. We bring a depth of experience and commitment to our work for transit that is unique in the web technology marketplace.

Trillium's project manager for this project will be Thomas Craig, Trillium's General Manager. Mr. Craig brings eight years of project management, process development, and consulting experience with a variety of public and private clients in multiple industries.

Other key Trillium employees and consultants will include:

- **Selena Barlow**, Marketing Consultant, who will lead the marketing plan drafting process and site visit. Selena has led the development of marketing plans for dozens of agencies over 35 years of transit marketing experience.
- **Nome Dickerson**, Junior Developer, will provide development support. Nome's experience with GTFS data and other transit technologies ensures that digital and web marketing strategies are deployed by a development specialist.
- **Holly Kvalheim**, Junior Consultant, will provide support for marketing services as well as participate in the development of the marketing plan.

References and Resumes

Trillium provides marketing services, focused on website management but extending to graphic design, social media strategy, marketing strategy and more to 30 public transit clients. References are below, and resumes are attached on subsequent pages.

Regional Transportation Commission of Washoe County

John Ponzo

IT Manager

775-335-1828

jponzo@rtcwashoe.com

Trillium designed, developed, and launched rtcwashoe.com in July 2017. Since then, additional features have been introduced and hosting provided. The project team regularly works with the requests and priorities of the marketing department to implement marketing and messaging solutions through the website framework. Trillium designs marketing collateral for delivery online.

Central Contra Costa Transit Authority

Jim Brown

Director of Information Technology

925-680-2032

brown@cccta.org

Launched January 2019, the new countyconnection.com was designed, developed, and hosted by the proposed project team. The project successfully coordinated the work of different departments and stakeholders at the agency.

Truckee North Tahoe Transportation Management Association

Jaime Wright

Executive Director

530-582-4931

jaime@laketahoetransit.com

Trillium designed, developed, and launched tahoetruckeetransit.com in April 2018 providing access to schedule information for the TART system on the North Side of Lake Tahoe.

Attachment A: Resumes

Thomas Craig

General Manager

Operations and financial manager of Trillium Solutions, Inc. with 5 years of experience in small business management, and a strong expertise in financial analysis and modeling, project management, and communication.

B.A. History, Reed College

Key Skills

- Accounting
- Financial modeling
- Process management
- Communications, report writing, website content

Trillium Experience

Operations Manager, September 2013 - now

- Project Manager for Marin Transit Passenger Information project.
 - Performed the passenger information, review, and recommendations
 - Managed the design implementation process.
- Project Manager for El Dorado Transit Website and Branding project.
 - This comprehensive branding and customer information project included a system map, bus wrap design, new logo, website and other marketing materials for the agency
- Developed many of Trillium's internal management systems, operations manuals, and software documentation.

Previous Experience

- Subsidy and A/R Coordinator, Knowledge Universe, Portland, OR, 2013-2014
 - Work with government agencies to ensure compliance with agency standards for childcare subsidies.
 - Communication of policies and procedures to corporate staff.
- Financial Modeler and Project Manager, Masterplans.com, Portland, OR, 2012-2013
 - Developed financial models for approximately 500 businesses, with revenues as large as \$50M.
 - Project management of business plan writing contracts
 - Development of marketing materials, including mass emails, social media posts, and website content.
- Business Analyst, Causeit, Portland, OR, 2011-2012
- Associate Portfolio Manager, Africa Capital Advisors, LLC, 2009-2011

Selena Barlow

Marketing Consultant

Selena Barlow has more than 30 years of experience marketing public transportation services. She works exclusively within the public transportation industry and has clients throughout the US. Additional details regarding her experience can be found at transitmarketing.com.

M.B.A. Marketing,
University of Arizona

B.S. Advertising,
University of Florida, School of Journalism

Key Skills

- Transit marketing research
- Marketing plan development
- Branding and system identity development
- Design and production of passenger information and promotional materials

Transit Marketing Experience

- Principal, Transit Marketing LLC, 1988 - now
 - Selena has led branding, marketing, or passenger information projects for
 - El Dorado Transit, Placerville, CA (2015)
 - MOVE, Stanislaus County Consolidated Transportation Agency, Modesto, CA (2015)
 - Capital Transit, Helena, MT (2015)
 - Kern Transit, Bakersfield, CA (2014)
 - Mendocino Transit Authority, Ukiah, CA (2014)
 - VTrans, San Bernardino County, CA (2014)
 - Sage Stage, Modoc County, CA (2013)
 - Mountain Transit. Big Bear, CA (2013)
 - And many others
- Chief of Marketing, Miami-Dade Transit Agency, Miami, FL, 1985 - 1987
 - Headed a comprehensive marketing division that included advertising, promotion, public affairs, community services and passenger information branches.
- Director of Marketing, SunTran, Tucson, AZ, 1982 - 1985.

Nome Dickerson

Web Developer

Nome develops and maintains WordPress websites for Trillium. Their breadth of experience with different programming languages and current Master's level study on Machine Learning bring creative solutions to complex problems.

M.S. Computer Science, Portland State University

B.A. Russian, Reed College

Key Skills

- Web development
- HTML/CSS, Wordpress, Javascript, SQL, Python
- C, Java, Haskell
- Machine Learning, Embedded Systems

Trillium Experience

- Web Developer, March 2016 - Present
 - Develops and deploys WordPress themes
 - Performs WordPress updates and edits themes upon client request
 - Work with GTFS-to-HTML for timetable generation
 - Creates and maintains detailed process documentation and research on best practices

Prior Experience

- Graduate Teaching Assistant, Portland State University, Portland, OR 2015 - 2016
 - Helped to design and implement a new undergraduate course curriculum using MIT's Unix-based xv6 system
 - Responsible for teaching and grading projects requiring extensive reasoning about multithreaded C code
- Embedded Platform and Tools Intern, Intel Open Technology Center, 2015
 - Researched continuous integration possibilities for the Yocto project, an open-source embedded Linux build system
 - Developed a proof-of-concept for a Jenkins plugin

Holly Kvalheim

Project Coordinator/Junior Consultant

Holly Kvalheim supports Trillium's projects and processes through data management, maintaining high standards for accuracy and excellent communication.

B.A. Economics, University of Puget Sound

Key Skills

- Data management
- Clear communication
- Project coordination

Trillium Experience

Data Technician, July 2016 – now

- Project management and delivery of websites for
 - Merrimack Valley Regional Transit Authority (2017, Massachusetts)
 - Star Transit (2018-19, Texas, in progress)
- Lead consultant and presenter for GTFS data training workshop for Via Transit (San Antonio)
- Website content management
- Search engine optimization review, analysis, and content creation
- GTFS updates and maintenance
- Client communications and data retrieval
- Special project coordination including work on the ongoing Travel Oregon and NWOTA marketing and technology projects

Previous Experience

- Legal Assistant, Alleman Hall McCoy Russell & Tuttle LLC, 2014
 - Preparation and filing of patent prosecution documents
 - Docketing
- Financial Empowerment Coordinator, El Centro de la Raza, Seattle, WA 2013-2014
 - Established data tracking and reporting procedures for private and public grants
 - Co-authored and implemented improved state-wide reporting structures for foreclosure mitigation grant
 - Technical database support for social services agencies across the state

PROPOSAL RESPONSE

Submitted by: TRILLIUM SOLUTIONS, INC.

Address: 610 SW BROADWAY SUITE 308, PORTLAND OR 97205

Date: AUGUST 6, 2019, 2019

Phone number: 503-567-8422 Email Address: THOMAS@TRILLIUMTRANSIT.COM

The undersigned, through the formal submittal of this proposal response, declares that he/she has examined all related documents and read the instruction and conditions, and hereby proposes to assist NWOTA to **Develop and Implement a NW Oregon Transit Alliance/NWConnector Marketing Plan**, as specified, in accordance with the proposal documents herein, for the price set forth in the Response submittal attached hereto, and forming a part of this Proposal.

The OFFEROR, by his signature below, hereby represents as follows:

(a) That no Commissioner, officer, agency or employee of Tillamook County Transportation District or NWOTA is personally interested directly or indirectly in this contract or the compensation to be paid hereunder, and that no representation, statement or statements, oral or in writing, of NWOTA, TCTD, its Commissioners, officers, agents, or employees had induced him to enter into this contract and the papers made a part hereof by its terms;

(b) The Proposer and each person signing on behalf of any proposer certifies, in the case of a joint proposal, each party thereto, certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief:

1. The prices in the proposal have been arrived at independently, without collusion, consultation, communication, or agreement for the purpose of restraining competition as to any matter relating to such prices with any other proposer or with any competitor;
2. Unless otherwise required by law, the prices which have been quoted in the proposal have not been knowingly disclosed by the proposer prior to the proposal deadline, either directly or indirectly, to any other proposer or competitor;
3. No attempt has been made nor will be made by the proposer to induce any other person, partnership or corporation to submit or not to submit a proposal for the purpose of restraining trade;

(c) The proposer fully understands and submits its proposal with the specific knowledge that:

1. The selected proposal must be approved by the NWOTA and Tillamook County Transportation District Commission.
2. This offer to **Develop and Implement a NW Oregon Transit Alliance/NWConnector Marketing Plan**, will remain in effect at the prices proposed for a period of not less than 120 calendar days from the date that proposals are due, and that this offer may not be withdrawn or modified during that time.

(d) That this proposal is made without connection with any person, firm or corporation making a bid for the same material, and is in all respects, fair and without collusion or fraud.

(If Sole Proprietor or Partnership)

In witness hereto, the undersigned has set his (its) hand this _____ day
of _____, 2019

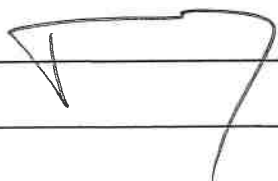
Name of Firm

Name of Proposer

(If Corporation)

In witness whereof the undersigned corporation has caused this instrument to be executed by its
duly authorized officers this 6 day of AUGUST, 2019

TRILLIUM SOLUTIONS, INC.
Name of Corporation

THOMAS CRAIG
By
GENERAL MANAGER 

Title

CONTRACT MANAGER:

Name THOMAS CRAIG

Title: GENERAL MANAGER

Telephone number: 503-567-8422 EXT 4

Email address: THOMAS@TRILLIUMTRANSIT.COM

CONGRESSIONAL LOBBYING CERTIFICATE

The undersigned certifies, to the best of his or her knowledge and belief, that:

No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of ANY Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with THIS Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions [as amended by "Government-wide Guidance for New Restrictions on Lobbying," 61 Federal Regulations 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)].

The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. §1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each expenditure or failure.]

The Contractor, TRILLIUM SOLUTIONS, INC certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Proposer understands and agrees that the provisions of 31 U.S.C. §3801, et seq., apply to this certification and disclosure, if any.

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, state, and zip code of the reporting entity, include Congressional District, if known. Check appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants, and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, state, and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

CERTIFICATE REGARDING INELIGIBLE CONTRACTORS

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION FROM TRANSACTIONS FINANCED IN PART BY THE U.S. GOVERNMENT

THOMAS CRAIG (Name of Certifying Officer) GENERAL MANAGER (Title of Certifying Officer)

Hereby certify that: TRILLIUM SOLUTIONS, INC. (Name of Proposer)

Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any State or Federal department or agency or from participation in Oregon Department of Transportation projects;

Have not within a three (3)-year period preceding this bid been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in Paragraph 2 of this certification; and

Have not within a three (3)-year period preceding this proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

If Proposer is unable to certify to any of the statements in this certification, such prospective Bidder shall attach an explanation to this certification.

I hereby certify and affirm the truthfulness and accuracy of the above statement, and I understand that the provisions of 31 United States Code (U.S.C.) §3801 et seq., (Administrative Remedies for False Claims and Statements) are applicable hereto.

TRILLIUM SOLUTIONS, INC.
Name of Bidder

610 SW BROADWAY SUITE 308
Street Address


Signature of Certifying Officer

PORTLAND OR 97205
City State Zip

503-567-8422 EXT 4
Telephone Number of Bidder

FAILURE TO SUBMIT THIS EXECUTED STATEMENT AS PART OF THE RESPONSE DOCUMENTS WILL MAKE THE RESPONSE NON-RESPONSIVE AND NOT ELIGIBLE FOR AWARD CONSIDERATION.

3. Did the Firm or any Associate of the Firm conduct prior work on the Project described in the Procurement, or participate in preparing any part of the Procurement or any documents or reports related to the Procurement or to which the Procurement refers? No Yes
Comments: TRILLIUM HAS PREVIOUSLY WORKED W/
 NWOTA ON MARKETING + BRANDING RELATED TO WEBSITE.
4. Does the Firm or any Associate of the Firm have any past, present or currently planned interests which are an Actual, Apparent or Potential Conflict of Interest (“Individual” or “Organizational”), with respect to the Procurement or award of this Contract or performing the work for Agency? No Yes **Comments:**
5. Has the Firm or an Associate of the Firm offered to a Public Official, or is the Firm aware of any Public Official that has solicited or received, directly or indirectly, any pledge or promise of employment or other benefit based on the understanding that the Public Official’s vote, official action or judgment would be influenced thereby? No Yes
Comments:
6. Has (or will) the Firm or an Associate of the Firm provided a direct beneficial financial interest to any person within two years after the person ceased to hold a position as a Public Official who was involved in the Procurement or Authorization for the Contract, or is the Firm aware of any such person or Public Official who has or will receive a direct beneficial financial interest within the two year period? No Yes **Comments:**
7. Is the Firm aware of any current or former Public Official that has an Actual, Apparent or Potential Conflict Of Interest with respect to the Procurement or award of this Contract or performing the work for Agency? No Yes **Comments:**
8. Does the prospective Contract include development of an environmental assessment (EA), environmental impact statement (EIS) or Finding of No Significant Impact (FONSI)? No Yes
If yes, in accordance with the disclosure statement requirements of Council on Environmental Quality Regulation, 40 C.F.R 1506.5(c), does the Firm have any financial or other interest in the outcome of this Project; and/or does the Firm have any agreement, enforceable promise, or guarantee to provide any future work on this Project?
 No Yes **Comments:**
9. Have Subcontractors or other Associates furnished COI Disclosure Forms separate from the present form? (If yes, attach the disclosures.) No Yes N/A
Comments:
10. If the prospective Contract includes personal services for the purpose of administering, managing, monitoring, inspecting, evaluating compliance with or otherwise overseeing a public contract, is the Firm or an Associate or an Affiliate of the Firm a party to the subject public contract?
 No Yes N/A **Comments:**

FAILURE TO SUBMIT THIS EXECUTED STATEMENT AS PART OF THE RESPONSE DOCUMENTS WILL MAKE THE RESPONSE NON-RESPONSIVE AND NOT ELIGIBLE FOR AWARD CONSIDERATION.

nwCONNECTOR

Request for Proposals

NW Oregon Transit Alliance/NWConnector 2019–2020 Marketing Plan and Implementation

Tillamook County Transportation District is the NWOTA fiscal agent. TCTD is issuing this Request for Proposal and will be executing the final contract with the selected consultant.

NW Oregon Transit Alliance Coordinating Committee

Doug Pilant, Tillamook County Transportation District, Chair

Cynda Bruce, Lincoln County

Jeff Hazen, Sunset Empire Transportation District

Lisa Scherf, Benton County

Todd Wood, Columbia County

Mary McArthur
Administrative Services

REQUEST FOR PROPOSAL OPENING

DATE:	August 7, 2019
PLACE:	Tillamook County Transportation District 3600 3 rd St Tillamook, OR 97141
TIME:	4:00 PM

www.nwconnector.org



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SECTION 2	Instructions to Proposers
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Section 1
Request for Proposals

Notice hereby given that the Northwest Oregon Transit Alliance (NWOTA), through its fiscal agent Tillamook County Transportation District (TCTD), will receive sealed proposals per specifications **until 4:00 pm, August 7, 2019** to:

Develop and Implement a 2019--2020 NW Oregon Transit Alliance/NW Connector Marketing Plan

No proposals will be received or considered after that time.

TCTD is responsible for executing the contract resulting from this request, and for payments made under this contract. Further references to NWOTA in this request are understood to refer to TCTD. NWOTA is seeking a consultant to develop and implement a Marketing Plan to increase ridership of the NWConnector transit system in northwest Oregon. The NW Oregon transportation system is provided by five transit agencies coordinating through the NWOTA partnership.

Proposal packets are available from 8:00 am to 5:00 pm Monday through Friday, by contacting Mary McArthur at mbmcarthur@nworegon.org for an electronic copy, or at the Tillamook County Transportation District offices at 3600 3rd St, Tillamook, OR 97141.

NWOTA reserves the right to reject any and all proposals not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any and all proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, NWOTA will consider the element of time, will accept the proposal or proposals which in their estimation will best serve the interests of NWOTA and will reserve the right to award the contract to the contractor whose proposal shall be best for the public good.

If you have any questions please email Mary McArthur at mbmcarthur@nworegon.org or call 503.970.3336.

SECTION 2
INSTRUCTIONS TO PROPOSERS

2.1 GENERAL

Proposers shall study carefully and conform to these "Instructions to Proposers" so that their responses will be regular, complete and acceptable.

2.2 RESPONSES

All responses shall be legibly written in ink or typed and comply in all regards with the requirements of this solicitation.

Responses carrying orders or qualifications may be rejected as irregular.

All responses shall be signed in ink in the blank spaces provided herein (Section 6). If the response is made by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the response is made by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The responses will be considered by TCTD to be submitted in confidence; proposers will be notified if a request is made for public disclosure of the response prior to completion of the evaluation and negotiation process.

2.3 SUBMISSION OF RESPONSES

All responses must be submitted in a sealed envelope bearing on the outside the **name and address of the contractor, the project title, due date and opening time**. Deliveries are to be sent to:

Tillamook County Transportation District
General Manager
3600 3rd St
Tillamook, OR 97141

If the response is forwarded by mail, the sealed envelope containing the response and marked as directed above must be enclosed in another envelope.

2.4 RECEIPT AND OPENING OF RESPONSES

Responses shall be submitted prior to the time fixed in the advertisement for responses. Responses received after the time so designated will be considered late responses and will be returned unopened.

No responsibility will be attached to any official of TCTD for the premature opening of, or the failure to open, a response not properly addressed and identified.

The responses will be considered by TCTD to have been submitted in confidence. At the time fixed for the opening, the responses shall be opened so as to avoid disclosure of contents to competing offerors, the public and the media during the process of evaluation and negotiation. A register of responses shall be prepared and shall be open for public inspection after contract award along with the contents of the responses. Once the closing time and date arrive, the names of the offerors submitting responses are read publicly. No other information will be disclosed during the evaluation and negotiation process unless required by law.

2.5 WITHDRAWAL OF RESPONSES

Responses may be withdrawn by written or telegraphic request received from the contractors prior to the time fixed for opening. Negligence on the part of the vendor in preparing the response confers no right for the withdrawal of the response after it has been opened. The response will be irrevocable until such time as NWOTA:

- 2.5.a** Specifically rejects the response, or;
- 2.5.b** Awards a contract and said contract is properly executed.

Contractors' responses shall be valid for at least ONE-HUNDRED TWENTY (120) days.

2.6 MODIFICATION

Any contractor may modify his/her response by registered communication at any time prior to the scheduled closing time for receipt of responses, provided such communication is received prior to the closing time. The communication should not reveal the response price but should provide that the final price or terms will not be known until the sealed response is opened.

2.7 ACCEPTANCE OR REJECTION OF RESPONSES

In the award of the contract, NWOTA will consider the element of time, will accept the response which in their estimation will best serve the interest of NWOTA, and reserves the right to award the contract to the contractor whose response shall be best for the public good. NWOTA reserves the right to accept or reject any or all responses. Without limiting the generality of the foregoing, any response which is incomplete, obscure or irregular may be rejected. Only one response will be accepted from any one firm or association. Any evidence of collusion between proposers may constitute a cause for rejection of any responses so affected.

2.8 ADDENDA AND INTERPRETATIONS

No oral interpretations shall be made to any proposer as to the meaning of any of the contract documents or be effective to modify any of the provisions of the contract documents. Every request for an interpretation shall be made in writing and addressed to the Tillamook County Transportation District General Manager and, to be given consideration, shall be received at least SEVEN (7) days prior to the date set for the opening of responses. Any and all such interpretations will be mailed to all prospective proposers (at the respective address furnished for such purposes) not later than three (3) days prior to the date fixed for the opening of responses. Failure of any proposer to receive any such addendum or interpretation shall not relieve such proposer from any obligation under this response as submitted. All addenda so issued shall become as much a part of the contract documents as if bound herein.

2.9 NONDISCRIMINATION

The successful contractor agrees that, in performing the work called for by this response and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, physical or mental handicap, national origin or ancestry unless the reasonable demands of employment are such that they cannot be met by a person with a particular physical or mental handicap.

2.10 PREPARATION OF OFFERS

Proposers are expected to examine the specifications, schedules and all instructions.

Each proposer shall furnish the information required by the solicitation. Proposers shall sign the solicitation and print or type their name on other submitted exhibits and each continuation sheet thereof on which an entry is made. Erasures or other changes shall be initialed by the

person signing the offer. Responses signed by an agent are to be accompanied by evidence of his/her authority unless such evidence has been previously furnished.

2.11 SPECIFICATIONS LIMITING COMPETITION

Proposers may comment on any specification or requirement contained within this RFP, which they feel limits competition in the selection of a proposer to perform the services herein defined. Protests shall detail the reasons and any proposed changes to the specifications. Such comments shall be formal in writing, and are to be addressed to:

Tillamook County Transportation District
General Manager
Specification Protest, NW Oregon Transit Alliance/NW Connector Marketing Plan and
Implementation
3600 3rd St
Tillamook, OR 97141

Such comments shall be submitted to Tillamook County Transportation District no later than SEVEN (7) days prior to the opening date. No comments will be accepted after that time.

2.12 EXCEPTIONS

Responding vendors taking exception to any requirement of this RFP Document shall indicate such exception(s) on a separate page of their Proposal response.

Proposers failing to indicate any exceptions shall be interpreted as the responding vendor intends to fully comply with all RFP requirement(s) as written and subsequent agreement terms as stated. Explanation must be made for each item for which exception is taken giving in detail the extent of the exception and the reason(s) for which it is taken in order for consideration to be given to the vendor.

2.13 EMPLOYEES NOT TO BENEFIT

No employee or elected official of Benton County Rural and Special Transportation, Sunset Empire Transportation District, Columbia County Rider, Lincoln County Transit or Tillamook County Transportation District shall be admitted to any share or part of this contract or to any benefit that may arise therefrom; but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit.

2.14 NOTICE OF INTENT TO AWARD

The notice of intent to award of the contract by NWOTA shall constitute a final decision of NWOTA's intent to award the contract if no written protest of the award is filed with the Tillamook County Transportation District General Manager within SEVEN (7) calendar days of the notice of intent to award. If a protest is timely filed, the award is a final decision of NWOTA's intent to award only upon issuance of a written decision denying the protest and affirming the award. The award and any written decision denying protest shall be sent to every proposer who provided an address.

Right to Protest: Any actual proposer who is adversely affected or aggrieved by NWOTA's award of the contract to another proposer on the same solicitation shall have SEVEN (7) calendar days after notice of intent to award has been issued to submit to the Tillamook County Transportation District General Manager a written protest of the award. The written protest shall specify the grounds upon which the protest is based. In order to be an adversely affected or aggrieved proposer with a right to submit a written protest, a proposer must be next in line for award, i.e. the protester must claim that all higher rated proposers are ineligible for award because they are non-responsive or non-responsible. NWOTA will not entertain protests submitted after the time period established in this rule.

2.15 REIMBURSEMENT

There is no expressed or implied obligation for NWOTA to reimburse responding firms for any expenses incurred in preparing responses in response to this request.

2.16 DEFAULT

The Tillamook County Transportation District, serving as fiscal agent for NWOTA, may, subject to the provisions of paragraph (4) below, by written notice of default to the Contractor, terminate the whole or any part of this contract in any one of the following circumstances.

2.16.a If the Contractor fails to make delivery of the supplies or to perform the services within the time specified herein or any extension thereof; or

2.16.b If the Contractor fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms, and in either of these two circumstances does not cure such failures within a period of ten (10) days (or such longer period as TCTD may authorize in writing) after receipt of notice from TCTD specifying such failure.

2.16.c In the event NWOTA terminates this contract in whole, or in part, as provided in paragraph (2) above of this clause, NWOTA may procure, upon such terms and in such manner as NWOTA may deem appropriate, supplies or services similar to those terminated, and the Contractor shall be liable to NWOTA for any excess costs for such similar supplies or services; provided, that the Contractor shall continue the performance of this contract to the extent not terminated under the provisions of this clause.

2.16.d Except with respect to defaults of subcontractors, the Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the Contractors. Such causes may include, but are not restricted to, acts of God or of the public enemy, acts of NWOTA in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes and unusually severe weather; but, in every case, the failure to perform must be beyond the control of both the Contractor and subcontractor, and without the fault or negligence of either of them, the Contractor shall not be liable for excess costs for failure to perform, unless the supplies or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery schedule.

2.16.e The rights and remedies of NWOTA provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.

2.16.f As used in paragraph (2.16.d) of this clause, the terms "subcontractor" and "subcontractors" mean subcontractor(s) at any tier.

2.17 PROPOSER QUALIFICATIONS

If the contract is for a public work subject to ORS 279C.800 through ORS 279C.870 or the Davis-Bacon Act (40 U.S.C. 3141 et seq.), no bid will be received or considered by NWOTA unless the bid contains a statement by the bidder as a part of its bid that the provisions of ORS 279C.800 through ORS 279C.870 or the Davis Bacon Act (40 U.S.C. 3141 et seq.) to be complied with.

2.18 PAYMENTS

The contractor shall be paid, upon the submission of proper instruments as outlined below, the prices stipulated in the response for services rendered and accepted, less deductions, if any, as provided.

2.18.a No claims will be considered for payment until the services are rendered with the exception of Solicitations or Purchase Orders that designate otherwise.

2.18.b Payments will be made monthly, or as agreed, within 30 days following receipt of any claims supported by an invoice and a duplicate.

2.18.c For a period of one year after payment of any claim, NWOTA reserves the right, under this contract, to recover any damages due as specified in the Clause of this contract entitled "Default".

2.19 TAXES

Taxes, whether State or Federal, shall not be included in proposal prices. NWOTA is generally exempted from Federal taxes, specifically, but not limited to excise and transportation taxes.

2.20 LITIGATION

In the event litigation is necessary the Contractor agrees that such will be conducted in the Courts of Tillamook County and/or the State of Oregon.

2.21 SUBCONTRACTORS

Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by NWOTA. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them and shall perform the work in a competent and professional manner. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

2.22 NWOTA CLARIFICATION OF PROPOSALS

NWOTA reserves the right to obtain clarification of any point in a firm's proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a proposer to respond to such a request for additional information of clarification could result in rejection of the firms' proposal.

2.23 OWNERSHIP

All work products of the Contractor which result from this contract ("the work products"), except material previously and mutually identified as confidential, shall be provided to NWOTA upon request and shall be considered the exclusive property of NWOTA. In addition, if any of the work products contain intellectual property of the Contractor that is or could be protected by federal copyright, patent, or trademark laws, or state trade secret laws, Contractor hereby grants NWOTA a perpetual, royalty-free, fully paid-up, nonexclusive and irrevocable license to copy, reproduce, perform, dispose of, use and re-use, in whole or in part, and to authorize others to do so for NWOTA business, all such work products, including but not limited to: databases, templates, file formats, scripts, links, procedures, materials, training manuals and other training materials, specially created key commands, and any other information, designs, plans, or works provided or delivered to NWOTA or produced.

SECTION 3 SCOPE OF WORK

3.1. BACKGROUND

The NWConnector is a regional transit network including Benton, Clatsop, Columbia, Lincoln and Tillamook counties. Transit schedules are coordinated between adjoining districts allowing seamless ridership throughout the region, including connections with Portland and the Willamette Valley. The NWConnector system includes an interactive website for transit ride trip planning and branded signage identifying NWConnector buses and transit stops. Marketing efforts have included a Visitor Pass program providing 3 and 7 day ridership throughout the system, with over 1,400 passes sold since the NWConnector system was started in February 2012. Tillamook County Transportation District (“TCTD”) is the fiscal agent for NWOTA. TCTD is issuing this Request for Proposal and will be executing the final contract with the selected consultant.

NWOTA is seeking a consultant to develop and implement a 2019–2020 NWConnector Marketing Plan with the goal of increasing awareness and ridership of the regional transit system.

3.2. CONSULTANT SCOPE OF WORK

Task 1—Develop a 2019–2020 Marketing Plan: Develop a work plan describing all components required for completion of the Marketing Plan. The intent of the work plan is to guide project decision making, development and delivery. The work plan shall provide a timeline, budget and deliverables for each component. Consultant shall include meetings with the NWOTA partnership committee which will provide guidance, review, and recommendations. ODOT will have a representative on the advisory committee.

Deliverable Task.1: 2019–2020 NWConnector Marketing Plan

Task 2 Implementation of the NWConnector 2019–2020 Marketing Plan: Develop a work plan describing all components to be completed in the implementation of the Marketing Plan. Include timelines, budget and deliverables for each implementation component. To provide maximum flexibility for NWOTA in allocating funding, please describe the implementation in discrete modules or phases, including the budget and timeline for each module. This NWOTA partnership committee will review and approve all expenditures.

Deliverable Task.2: Implementation of the NWConnector 2019–2020 Marketing Plan, including a follow-up report on the six month success of the marketing.

3.3 PROGRESS REPORTS

Consultant shall submit monthly progress reports and include reporting period activities and deliverables, expected activities and deliverables (1-3 months ahead), schedule status, and any critical issues affecting the Project.

3.4 TECHNICAL ASSISTANCE

The NW Oregon Transit Alliance/NWConnector is partially funded by the Oregon Department of Transportation Rail and Public Transit Division. Technical assistance is available from the ODOT Rail and Public Transit Division.

3.5 EXPECTATIONS

Work cooperatively with NWOTA staff, specifically the Project Manager, Mary McArthur and her designee(s).

3.6 TIMELINE

NWOTA partners prefer a completion date before May 31, 2020. Other proposed timelines will be considered with respect to the work proposed.

3.7 COMPENSATION

Contract will be time and materials.

SECTION 4

PROPOSAL CONTENTS AND RESPONSE

4.1 SUBMISSION INSTRUCTIONS

Vendors must observe submission instructions and be advised as follows:

4.1.a Proposals must be submitted in a sealed envelope bearing on the outside the name and address of the vendor, the name of the project for which the proposal is submitted and the time and date of the scheduled opening.

4.1.b If the proposal is forwarded by mail, the sealed envelope containing the proposal and marked as directed above, must be enclosed in another envelope addressed to the General Manager, Tillamook County Transportation District, 3600 3rd St, Tillamook, OR 97141.

4.1.c No proposal will be accepted after 4:00 PM, August 7, 2019.

4.1.d SEVEN (7) copies of the proposal response are to be supplied. One set of Signed Originals shall be included and clearly identified as such.

4.1.e Tillamook County Transportation District reserves the right to solicit additional information or proposal clarification from the vendors, or any one vendor, should TCTD deem such information necessary.

4.1.f All questions regarding the request for proposal process should be directed to Ms. Mary McArthur, mbmcarthur@nworegon.org or call 503.970.3336, during regular business hours.

4.1.g If a vendor is unable or unwilling to meet any NWOTA RFP requirement, an explicit statement to that effect must be made in the proposal as an exception.

4.1.h This request for proposals and all supplemental information in response to this RFP will be a binding part of the final contract entered into by the selected vendor and Tillamook County Transportation District.

4.1.i Any Proposer supplied material that may be considered confidential, to the extent allowed under Oregon Public Records Law, must be so marked with statutory exemption asserted.

4.1.j The NWOTA reserves the right to reject any or all proposals, and to accept the proposal deemed most advantageous to NWOTA.

4.1.k The CONTRACTOR must supply copies of all contracts Tillamook County Transportation District, NWOTA fiscal agent, will be expected to sign with the proposal.

4.1.l Information should illustrate the quality of the CONTRACTOR'S work.

4.1.m NWOTA encourages use of recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this document. Responses shall be submitted on recycled paper with a minimum content of 30% post consumer waste. Responses shall be double-sided and are to be stapled; the page numbers are to be consecutive and marked on each page. No wax page dividers or non-recyclable materials should be included in the proposal.

PROPOSAL RESPONSES ARE TO BE SUBMITTED IN TWO SEPARATE SEALED ENVELOPES:

- ONE CLEARLY MARKED "TECHNICAL COMPONENT" CONTAINING PROPOSER'S RESPONSE TO CRITERIA 5.1, 5.2 AND 5.3
- ONE CLEARLY MARKED "FINANCIAL COMPONENT" CONTAINING PROPOSER'S RESPONSE TO CRITERIA 5.4.

Provide the following information in the order in which it appears below.

The proposal must describe the qualifications of the proposer, including the qualifications of key staff, a project understanding and approach and the availability of resources to perform the required activities within the given timetables.

4.2 PROJECT UNDERSTANDING AND APPROACH

This criterion relates to the proposer's understanding of the NWOTA and the methodology and course of action used to develop and implement the NW Oregon Transit Alliance/NWConnector Marketing Plan.

The issue is whether the Consultant has a clear and concise understanding of the project components based on existing information. Elements to be considered include the following:

The proposer's understanding of NWOTA's objectives as demonstrated by the response to the RFP.

The proposer's awareness of key issues and approach to proactively addressing them as part of the process.

Please include the following as part of your response:

1. Experience with public transit marketing development
2. Ability to create and place effective public transit marketing communications
3. Understanding of the unique challenges marketing a public transit system operating in five counties.

4. Recommended approach to developing the project as described in Section 3 of this RFP. The schedule should clearly illustrate the proposer’s ability to perform the work described in the proposal with the staff included in the proposal.

4.3 PROPOSERS QUALIFICATIONS AND EXPERIENCE

Proposer Experience

The successful proposer must demonstrate their qualification through past experience. Please share your experience in the following:

- Public transit marketing development
- Public transit marketing implementation

References

- Provide three references of previous relevant projects.
- Describe the outcome of these projects. Detail issues that arose during the project and how they were dealt with.

Key Staff

Please detail the qualifications of key staff that will be assigned this project and their experience on projects similar to the project. Please include resumes of all key staff.

Project Costs

Project budget should be organized by task and show expected staff, labor rates by staff, hours, overhead and profit. Please provide an hourly rate for staff working on the project and estimate the amount of time each will be working on the NWOTA project and expected travel expenses (NWOTA members typically meet monthly: every other month in Tillamook, Oregon and other months by teleconference).

SECTION 5

EVALUATION AND SELECTION CRITERIA

An evaluation committee will review all proposals. Proposals may be subjected to a two-phase evaluation process.

In Phase One, points will be awarded based upon the Proposal Response in the format listed below. The Consultant may be selected based upon the results of Phase One.

Phase Two, if deemed necessary by the evaluation committee, will consist of the highest scoring Proposers invited to an oral evaluation with the evaluation committee. The same criteria used to evaluate the written responses will be used to evaluate the finalist during the oral evaluation. No additions, deletions or substitutions may be made to proposals during the oral evaluations that cannot be viewed as clarification. Each evaluator will independently assign a score to each evaluation criteria during the oral interview.

The scores resulting from the interview and the written evaluation will be summed resulting in a final score. The award will be given to the highest scoring proposer(s).

Category

Points Available

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5.1	Project Understanding and Approach	0-50
5.2	Relevant Experience	0-20
5.3	References	0-10
5.4	Cost	0-20
	Available Points	0-100

Once a selection has been made, NWOTA (through fiscal agent TCTD) will enter into contract negotiations. During negotiation NWOTA may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If NWOTA is unable to come to terms with the highest scoring proposer, discussions shall be terminated and negotiations will begin with the next highest scoring proposer. NWOTA reserves the right to reject any and all proposals.

NWOTA will accept the proposal or proposals which in their estimation will best serve the interests of NWOTA and will reserve the right to award the contract to the consultant whose proposal shall be best for the public good.

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DATE: July 23, 2019

TO: Doug Pilant, General Manager
Tillamook County Transportation District

SUBJECT: **Consultant's Impressions and Recommendations**
Tillamook County Transportation District
Board Practices Assessment
Conducted July 18, 2019

FROM: Rob Mills
SDAO Consulting Services

It was a pleasure meeting with your board members and conducting the Board Practices Assessment for your district. Accompanying this memo is your board's **Assessment Summary**. I trust they will find that it accurately reflects what was discussed and that it paves the way for continued discussion and follow-up actions as appropriate.

Your **Consultant's Impressions and Recommendations** are outlined below. We discussed in our meeting the importance of reviewing these documents at your next board meeting and taking action on "flags". SDAO will do a 60-day follow-up to check progress and offer additional consulting support if desired. Again, please extend to your board members my sincere thanks for participating in the Board Practices Assessment.

Impressions

The seven members of the district's board bring wide-ranging community service and business experience to their positions. Board members maintain a close working relationship with their general manager and enjoy the trust and respect of each other. There is a well-managed, fiscally sound, progressive operation. Board members share a passion for providing the best possible transportation service for their community and are justifiably proud of the growth and professionalism in the organization. As one board member put it, "We're amazed at what we've become."

Recommendations

The "flags" under Personnel Administration point to areas the board may want to consider for improvement actions. Employee performance reviews remain one of the common administrative weaknesses in special districts of all types and sizes. SDAO maintains that formal, documented, annual performance reviews are important for career development and serve as a means of protection for both employer and employee.



SPECIAL DISTRICT BOARD PRACTICES ASSESSMENT

TILLAMOOK COUNTY TRANSPORTATION DISTRICT

July 18, 2019

Board: Gary Hanenkrat-Jim Huffman- Linda Adler- Judy Riggs- Marty Holm-Jackie Edwards-Mis Carlson-Swanson; GM: Doug Pilant

KEY PERFORMANCE AREAS	RATING			ASSESSMENT
	Good	Caution	Danger	
Board Duties and Responsibilities				
Adherence to standards of good stewardship				"We take our roles seriously" say Board members and feel "we are doing a very good job" as stewards of public transportation. The Board describes itself as "open" and "transparent" in conducting business and "cares about the district". Board members credit the GM for the district's solid financial management and outstanding safety record.
Demonstration of good governance practices				Board members are clear about their roles and have a good rapport with each other while honoring the diverse views each brings to the group. The Board takes care to follow public meeting law guidelines and to channel interactions with employees through the GM – "no directing of staff".

<p>Operational Compliance</p>	<p>Overall regulatory compliance</p>	<p>Timeliness of compliance reporting</p>	<p>Potential compliance challenges</p>	<p>Budget and Finance</p>	<p>Consistency in budgeting to meet needs</p>	<p>Soundness of financial practices</p>
	<p>Relying on the GM's 30 years of experience, Board members feel they have "no reason to question" his monthly reports that indicate there are no problems in this area. "If there were problems, we'd know about them from him."</p>	<p>The GM credits staff for meeting all deadlines while acknowledging that new reports required by changes in laws, and particularly ODOT reviews, put new demands on the staff.</p>	<p>More regulations on fleet management requiring an expanded data base, pay equity law requirements, and collective bargaining administration all add to staff hours and legal costs. Combined, they present a challenge to the district's available resources.</p>		<p>Board members again credit the GM for "staying ahead" on budget matters and "always having a back-up plan in case of a shortfall". The Board follows the standard budgeting protocols recommended for special districts with a citizen budget committee, Board reviews, and public hearing.</p>	<p>The Board's financial practices are described as "practical", "good", and "leaning on the side of conservative". The successful brokerage business is viewed by Board members as a "testament" to the GM's business experience and "a shrewd move".</p>

Customer Relations						
Management of service problems						<p>"We don't have visitors at our meetings" is viewed by the Board as an indication that the public is satisfied with the district's service. Occasional complaints about service access, predictable in the industry, are responded to by the Operations group on the basis of sound economics and logistics.</p>
Improvements to customer service						<p>New software for better scheduling, technology for providing service alerts, security cameras at route stops, and back-up plans for operational contingencies are among the service and safety improvements the district has made in recent years.</p>
Personnel Administration						
Staff morale and work climate						<p>Board members describe "a significantly better" work environment than what existed a few years ago – "not a happy place". The change is attributed to a new (the current) GM and "took some time", but today the Board "doesn't hear of any problems" and "sees employees going above and beyond" in their work. Turnover is minimal and due mostly to retirement and relocations.</p>
Management of employee performance						<p>Board members acknowledge "we lack . . . we are behind" in administering formal, documented, annual performance reviews for the GM. While there is a performance review format followed in the rest of the organization it is "up to 90 days behind".</p>
Alignment of positions with work assignments						<p>"We're working on it" is the Board's description of the "evolving" process of bringing position descriptions up to date and ensuring a match with work assignments.</p>

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Policies and Procedures						
Soundness of administrative policies						
Consistency between work practices and policies						
Efficiency of staff and work systems						
						The Board has "high confidence" in the district's "sound set" of policies and procedures and is actively engaged in the on-going process of reviewing and updating those that are brought to their attention by the GM. The work is "always in front of us" according to Board members.

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