



**BOARD OF DIRECTORS – WORKSHOP
Tillamook County Transportation
AGENDA**

Thursday, October 17, 2019

TCTD Training Classroom 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

ACTION ITEM

6. Motion to Approve the Minutes of September 19, 2019 Regular Board Meeting (Pgs. 1-8)

DISCUSSION ITEMS

7. Review TCTD 2013-2015 Business Plan (Pgs. 9-16)
8. SDIS Consultant Bill Anderson - SWOT Analysis
9. Staff Comments/Concerns
10. Board of Directors Comments/Concerns
11. Adjournment

UPCOMING EVENTS

12. Regular Monthly Board Meeting, Thursday, October 24, 2019 @ 6:30pm

Tillamook County Transportation District
Board of Directors Regular Monthly Meeting
Thursday, September 19, 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 6:30pm
2. Pledge of Allegiance
3. Roll Call:

Present

TCTD Board of Directors

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

TCTD Staff

Doug Pilant, General Manager
Brent Olson, Superintendent
Tabatha Welch, Accounting Specialist

Absent

Cathy Bond, NW Rides Supervisor/Board Clerk
Melissa Carlson-Swanson, Director

Guest

Chris Kell, public
Heidi Mason, via online meeting

4. Announcements and Changes to Agenda: A revised agenda was distributed
5. Public & Guest Comments: Chris Kell shared information about Tillamook Bay Community College's new driver simulator. She also reported that trainees who score well are eligible for a lower insurance premium.
6. Executive Session: Real Property Transactions ORS 192.660(2)(e) and Performance Evaluations ORS 192.660(2)(i)

Opened at 7:15pm. Closed at 7:34pm.

The following motion was made as a result of Real Property Transaction in Executive Session.

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.

Motion by Director Holm to approve Resolution #19-33 to endorse the Transit & Visitor Center Acquisition Plan and authorize the General Manager to submit an Oregon Transportation Infrastructure Bank (OTIB) loan not to exceed \$50,000 to implement the Acquisition Plan. *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 Hanenkrat, Holm, Huffman,
Edwards, Adler and Board President Judy Riggs.

7. Presentation from Heidi Mason, Innova Legal Advisors: See Discussion Item No. 28.

REPORTS

8. Financial Report: GM Doug Pilant reviewed the August 2019 TCTD and NW Rides Financial Reports. The GM reported the District is now 16% through the Fiscal Year and that payroll is trending high due to there being 5 payrolls within the first two months of the fiscal year. All other expenses are within what is normally expected.

9. Service Measure Performance Report: GM Doug Pilant reviewed performance measures with the Board.

YTD Ridership overall is flat with 0.0% change over the previous year. The YTD passengers per hour up 1.4%, the cost per trip was +15.9% while the cost per hour is +17.5% and the fare box return was -13.1%. Huffman asked why the college ridership was up. GM Doug Pilant reported the Transit App technology makes real time information about where the buses are and makes the services more accessible to the students.

10. Northwest Oregon Transit Alliance: GM Doug Pilant reviewed the NWOTA meeting agenda, minutes, finance report with the Board. GM Doug Pilant reported the Coordinating Committee had its final meeting Jacob's Engineering consultant team on the final draft of the Bicycle & Pedestrian Access Plan. The Coordinating Committee provided additional input into the Plan. This Plan should be completed in late October or by mid November 2019. GM Doug Pilant reported the Coordinating Committee scheduled the Marketing Plan consulting team's kick-off to be the 2nd week of October. The consultant will meet ride the entire connector system and meet individually with each transit director to learn about local marketing priorities and better understand how they see their role in marketing the NW Connector. Finally, GM Doug Pilant said the Coordinating Committee began developing an RFP to select a consultant to improve the NW Connector website trip planner.

11. Planning & Development

- a. Cape Kiawanda Master Plan: no update.
- b. STIF Planning: The consultant selection RFP process has been completed. GM Doug Pilant reported there were several consulting firms interested in the project. However, the consulting firms reported they were unable to prepare proposals because they are extremely busy and unable to assemble teams to prepare a valid proposal. The District did receive a proposal from Kittelson &

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.

Associates, which has been included in the agenda for the Board to approve the contract.

12. Grant funding

- a. STIF: The RPTD Public Transportation Advisory Committee's subcommittee held its first two meetings to assist ODOT staff on developing a plan to merge STIF and STF fund programs. The Committee must complete its work prior to the next Legislative Session that begins in January 2020.
- b. Statewide Transit Network: The District's four grant agreements have been included on the agenda action items for Board approval.

13. Facility/Property Management

- a. The Building Security project has been completed. The Low Voltage project has started with the upgrades in the board room. The next phase will be to get a valid internet connection out to the Bus Maintenance Facility. The Building Signage Project is still progress.
- b. Post Office Bus Stop: A Temporary Easement between the District and County to install a shelter at the Post Office Bus Stop has been included on the consent calendar for board approval.
- c. Greyhound in Portland closed September 1, 2019. Established a short-term solution to layover at the Amtrak Union Station

14. NW Rides Brokerage

- a. Care Oregon is conducting a pilot project to determine whether their call center can improve the efficiency of determining Medicaid Client edibility. This past week Cathy and her staff trained Care Oregon staff on how to schedule in Ecolane. The Plan is for their call center to go-live in October.
- b. A meeting has been scheduled for next week to discuss Care Oregon purchasing Ecolane technology to manage the Medicaid programs in Portland and Medford.
- c. A resolution to extend the CareOregon contract through December 2019 has been included on tonight's agenda for approval by the Board. Marty asked if the District would have a longer-term contract. GM Doug Pilant explained that Care Oregon just completed the negotiation of a 5-year contract with the Oregon Health Authority (OHA). Also, CareOregon wants to wait until after a new clinic is opened in Seaside and evaluate the outcome of the call center pilot project.
- d. Strategic planning – GM Doug Pilant asked the Board if we wanted to request CareOregon to do a presentation prior to the strategic planning exercise?

15. Miscellaneous

- a. Union Negotiations: No future meeting has been scheduled. GM Doug Pilant explained that he learned Regence will be increases health insurance premiums by 9.6% beginning January 2020.
- b. Board Risk Assessment: GM Doug Pilant reported that Clayton has been performing driver evaluations and is working with Tabatha to get the evaluations inserted into the ADP Workforce employee files. GM Doug Pilant

reported that Operations Superintendent Brent Olson had prepared a draft dispatcher evaluation form.

CONSENT CALENDAR

16. Motion to Approve the Minutes of August 22, 2019 Regular Board Meetings
17. Motion: Acceptance of Financial Report: August 2019
18. Motion to Authorize the GM to Execute a Temporary Easement between the District and Tillamook County to install a bus stop shelter

Motion by Director Holm to adopt the Consent Calendar. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

ACTION ITEMS

19. Resolution 19-25 In the matter of authorizing the GM to execute ODOT STIF Intercommunity Discretionary Grant No. 33813 in the amount of \$432,000 to provide intercity bus service to Portland and purchase a Category B replacement bus

GM Doug Pilant explained the resolution to the Board.

Motion by Director Adler to adopt Resolution 19-25. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

20. Resolution 19-26 In the matter of authorizing the GM to execute ODOT STIF Intercommunity Discretionary Grant No. 33814 in the amount of \$134,600 to improve the NW Connector website trip planner

GM Doug Pilant explained the resolution to the Board.

Motion by Director Holm to adopt Resolution 19-26. *Motion Seconded* by Director Huffman as amended. 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.

21. Resolution 19-27 In the matter of authorizing the GM to execute ODOT STIF Discretionary Grant No. 33788 in the amount of \$288,000 to fund the planning and construction of a propane fueling facility

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.

GM Doug Pilant explained the resolution to the Board.

Motion by Director Adler to adopt Resolution 19-27. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

22. Resolution 19-28 In the matter of authorizing the GM to execute ODOT Section 5311(f) Grant No. 33822 in the amount of \$508,000 to provide intercity bus service between Lincoln City, Grand Ronde and Salem, and purchase a Category B replacement bus

GM Doug Pilant explained the resolution to the Board.

Motion by Director Holm to adopt Resolution 19-28. *Motion Seconded* by Director Huffman. Board Chair Judy Riggs called for further discussion; followed by none, she called for the vote. One abstention Adler because she doesn't feel strongly about it.

MOTION PASSED

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

23. Resolution 19-29 In the matter of authorizing the GM to execute a MOU between the District and the Confederated Tribes of the Siletz Indians to provide intercity services between Lincoln City, Grand Ronde and Salem

GM Doug Pilant explained the resolution to the Board.

Motion by Director Holm to adopt Resolution 19-29. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

24. Resolution 19-30 In the matter of authorizing the GM to execute a MOU between the District and the Confederated Tribes of Grand Ronde to provide intercity services between Lincoln City, Grand Ronde and Salem

GM Doug Pilant explained the resolution to the Board.

Motion by Director Edwards to adopt Resolution 19-30. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

25. Resolution 19-31 In the matter of authorizing the GM to execute a contract between the District and Kittelson & Associates in the amount of \$48,836 to prepare a STIF Alternatives Plan

GM Doug Pilant explained the resolution to the Board.

Motion by Director Holm to adopt Resolution 19-31. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

26. Resolution 19-32 In the matter of authorizing the GM to amend the terms of the TCTD and Care Oregon Delegate Agreement through December 31, 2019

GM Doug Pilant explained the resolution to the Board.

Motion by Director Huffman adopt Resolution 19-32. *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 Hanenkrat, Holm, Huffman, Edwards, Adler and Board Chair Judy Riggs.

DISCUSSION ITEMS

28. Pay Equity and Staffing Analysis: GM Doug Pilant introduced Heidi Mason of Innova Legal Advisors. Doug explained that Heidi and her partner Ron Guerra have assisted the District in its labor relations the past six years. Doug reported that Heidi has been guiding TCTD through its Pay Equity Analysis and assisted in the analysis of current staffing needs.

Heidi provided the Board an overview on how the District's administrative and human resources tasks are currently assigned among staff along with a list of gaps, which are tasks that need to be done but haven't been assigned to any position. Heidi then provided the Board an overview of approved job descriptions and explained it would be beneficial to make the following staffing changes: 1) Sunset both the Finance Manager and HR Specialists positions; 2) Create new Finance Supervisor and Office Assistant positions; and, 3) Reinstitute the Administrative Assistant position.

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.

Heidi explained the Finance Supervisor would supervise the newly proposed Office Assistant while the General Manager would supervise the Administrative Assistant. Heidi explained the Office Assistant would enable the District to separate financial duties to eliminate the segregation of duties audit the District has in its annual audit. Meanwhile, the Administrative Assistant would become the Board Clerk thus allowing the Brokerage Supervisor to be 100% focuses on NW Rides.

The new staffing plan includes creating a Brokerage Manager and having this position become a direct report to the General Manager. Finally, the proposed staffing plan includes creating a part-time Customer Service Representative position to provide weekend coverage at the Transit Visitor Center. This position would be a direct report to the Operations Superintendent.

GM Doug Pilant said the next steps are to create job descriptions and to complete the Pay Equity Analysis over the next few months.

29. Route Deviation Policy: GM Doug Pilant reported that it had been brought to his attention that certain trips were habitually late due to excessive deviation requests. This has resulted in unreliable route schedules and drivers missing breaks. GM Doug Pilant reported that he reached out to the transit community to see how other transit agencies are managing deviations and will be preparing a revised draft deviation policy.

30. Staff Comments/Concerns

GM Doug Pilant: GM Doug Pilant reported he attended the National Rural Transportation Assistance Program this past week and found the conference, especially the transportation bootcamp, to be a rewarding experience.

Superintendent Brent Olson: none

Accounting Specialist Tabatha Welch: none

NWR Supervisor/Board Clerk Cathy Bond: Absent.

31. Board of Directors Comments/Concerns

Jim Huffman – he loves Tillamook county and the riders are special and he feels we're going in the right direction.

Judy Riggs – none

Marty Holm – none

Jackie Edwards – none

Gary Hanenkrat – Reported he learned homeless people from Portland are being sent on buses to Tillamook

Linda Adler – Doug is doing good with grants, but she would like increased routes to south county. She would like to serve more people on 101.

Melissa Carlson-Swanson – absent

Upcoming Event – Strategic Plan Review, Thursday, October 17, 2019 @ 5pm

Adjournment: Board Chair Riggs adjourned the meeting at 9:05pm.

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.

These minutes approved this 17th day of October 2019.

ATTEST:

Judy Riggs, Board Chair

Doug Pilant, General Manager

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.

Tillamook County Transportation District 2013-2015 Business Plan Draft



The information contained in this report is proprietary to the client listed above. Any duplication by whatever means unless authorized by the client is strictly prohibited. Likewise, without express written authorization, this information may not be shared with any party or identity inside or outside the organization for which it is not intended.

*** 2013 Firm Foundations Business Advisors, All Rights Reserved**

Mission Statement

Connecting the Community through sustainable transit services

Vision Statement

Committed to innovative transportation services

Values

Accountability, Innovation, Safety, Communication, Service Excellence

Objectives

1. Increase Stable Funding
2. Positive Settlement of Union Contract Negotiations
3. Create Measurable Outcomes for Services
4. Increase Presence in South County
5. *Meet The General Administrative and Facility Maintenance Needs*
6. *Look for opportunities to develop innovative services*

Strategies

1. Gain Community Support for the Transportation Services
2. Increase Grant Writing Opportunities
3. Adjust Fare Base Policy
4. Develop Clearer Contract Language that protects the District
5. Negotiate wage increases that are within projected budget
6. Improve relationships between Administrative Staff and Union Employees
7. Maintain a positive public image during the negotiation process
8. Identify a labor attorney (group) to represent the District
9. Identify and build primary performance measures
10. Building Customer Service Satisfaction Measures
11. Interact with citizen groups in South County

12. Interact with County entities such as: Public Works, Planning and Road Departments

Actions, Point Person(s) and Timelines

I. Gain Community Support Actions Items

Point Person Cathy (if not otherwise stated)

Timeline to begin October 2013

1. Build community support through an emphasis on "Friends of the Wave"
 - a. Increase Volunteerism through inclusive planning
 - b. Gain letters of support from volunteers for grant and funding projects
2. Increase community awareness of Foundation for Friends of the Wave
 - a. Establish a Foundation for Friends of the Wave
 - b. Identify Director to spearhead Foundation objectives
 - c. Insure non-profit status to accept donations
 - d. Different levels of membership
 - e. Look for ways to develop matching contributions
3. Participation in Community Events
 - a. County Fair Booth
 - b. Provide Shuttle for Dory Days (Ronny)
 - c. Participate in local Community Parades
 - d. 4th of July Parade in Rockaway
4. Gain support by interaction with other agencies
 - a. Marie Mills Center
 - b. Care Organization
 - c. Northwest Senior and Disabled Services
 - d. TBCC
 - e. Tillamook County Cloverdale Project (Doug)
 - f. City of Tillamook, Bay City, Garibaldi, Rockaway, Wheeler, Nehalem, Manzanita, Cloverdale, Pacific City (Doug)

- g. NWCA Partners (Doug)
- h. The Confederated Tribes of Siletz and Grande Ronde (Doug)
- i. Economic Development (Doug)
- j. Tillamook Chamber Maps Project
- k. PCNV Chamber Dory Days (Cathy, Ronny)
- l. Tour of Facilities (Ronny)
- m. All Chamber within the communities

II. *Involvement with Outside Organizations*

Point Person - Doug

Timeline Current and Ongoing

- 1. Position the District to be the recipient for Grant Funding.
 - a. Oregon Transit Association (Monthly/ongoing)
 - b. ODOT Public Transportation Advisory Committee
 - 1. Strategic Investment Subcommittee (Monthly/ongoing)
 - c. Northwest Oregon Connector Alliance (Monthly/ongoing)
 - d. Northwest Oregon Area Commission on Transportation (Quarterly/ongoing)

III. *Long Range Planning*

Point Person – Doug

Timeline June 2013 – June 2025

- 1. Grant Development for Planning
 - a. Scoping the project (October/November 2013)
 - b. Hiring a Consultant to facilitate (February 2014)
 - c. Planning Starts (July 2014)
 - d. Updating the Plan (2018/2019)
 - e. Fiscally Constrained Plan (2020- 2025)

IV. Partner With Employers

Point Person – Cathy

Timeline February 1, 2014

1. Who: Smoker, TCCA, Hampton Lumber, Stimson Lumber, Port of Tillamook Bay, County/City Employees, Hospital, Fred Meyer, Safeway, Les Schwab, Tillamook PUD, Oregon Youth Authority, County Jail, TBCC, Cape Kiwanda, Marie Mills, Pacific Seafood, Twin Rocks and Camp Magruder
2. How?
 - a. Survey employee groups (November 2013 Cathy)
 - b. Employer Interviews (January 2014 Cathy)
 - c. Identify the needs (12 months Cathy)
 - d. Planning Phase – (12 months Cathy)
 - e. Implement the plan (January 2015 Cathy)
 - f. Follow Up (Ongoing Administrative Staff)

V. Review District Fare Policy

Point Person Doug and Administrative Staff

Timeline October 2013 – January 2015

1. Review farebox return ratio by service type
2. Conduct Peer Review of rural systems fare policies and farebox return ratio
3. Prepare Dial-a-Ride Analysis (October 2013)
 - a. Survey ridership in all zones (Begin in January 2014)
 - b. Analyze the survey results (March 2014)
3. Implement a new zone and fare policy for Dial-a-Ride (July 2014)
4. Review all fares
 - a. Review the size of the Dial-a-Ride Zone
 - b. Review the cost of Dial-a-Ride "Outside the Zone"
5. Use metric information and develop board policy on fare changes (January 2015)

VI. Positive Settlement for Union Negotiations

Point Person – Doug and Administrative Staff

Timeline: July 2013- June 2014

1. Gain Board Approval for engaging a Labor Relations Attorney (October 2013 Doug)
2. Network with other districts of similar size and receive contracts and gain information about settlements (September 15, 2013 Doug)
3. Go through contract language and identify ambiguity or weakness (October 31, 2013 by Administrative staff)
4. Articulate language changes to Negotiator (January 2014 Administrative Staff)
5. Prepare a budget for negotiations (January 2014 Kristal)
6. Project total cost benefits and wages model (March 2014 Attorney/Doug)
7. Develop health care options with vendors (January 2014 Kristal)
8. Gain understanding of Obama Health Care Act and its implication to the district (March 2014, Kristal)
9. Look at retirement cost (January 2014 Kristal)

VII. Create Measurable Outcomes for Services

Point Person – Doug and Administrative Staff

Timeline: July 2013- June 2014

1. Build Primary Measures (June 2014 Doug)
 - a. Riders/Hour
 - b. Cost/Hour
 - c. Cost/Trip
 - d. Fare box Return Ratio
2. Build Secondary Measures (June 2014 Doug)
 - a. Trips per capita
 - b. Accidents/ 10,000 miles
 - c. Complaints/100,000 miles

- d. Breakdowns/10,000 miles
 - e. On Time Performance
 - f. Compliments/100,000 miles
 - g. Vehicle Cost/mile
 - h. Dial-a-Ride cost per 10,000 miles
 - i. Fixed Route cost per 10,000 miles
 - j. Accidents per 100,000 Man-hours worked
3. Educating the board on measurements (Ongoing timeline - Doug)
 - a. What do they mean?
 - b. How are they used in decision making?
 4. How do we communicate these measurements to the public
 - a. Newsletter (August 2013 – Cathy)
 - b. Facebook (August 2013 – Cathy)
 5. Communicate to the drivers what they mean
 6. Communicate to the City Council and County Officials
 7. Celebrate the 1,000,000 rider (Cathy – Doug)
 8. Celebrate 20 years of service – (Administrative staff)
 9. Compare these measures against other transit organizations of similar size
(January 2014 – Dispatch)
 10. Conduct a public awareness survey
 - a. Establish or build a customer service performance measures

VIII. Increase Presence in South County

Point Person – Cathy, Ronny, Doug

Timeline July 2013 – July 2016

1. Meet with Pacific City Chamber (Monthly -Cathy and Ronny)
2. Set up a meeting with Cloverdale Group (July 2013 Cathy and Ronny)
 - a. Identify a leader of group
3. Cloverdale Transit Center is set to be completed (2016 – Doug)
4. Lincoln City/NWOCA (Ongoing Doug)

5. Neskowin Transit Center (July 2013 Ronny)
6. Salmon River Service (Doug, Ronny, Cathy, July 2013 - July 2014)

IX. Meet Daily General Administrative and Maintenance Needs

Point Persons – Doug and Staff

1. Preparation for Monthly Board Meetings (Doug, Cathy, Kristal, Ronny)
2. Write and Implement a Title VI Plan (Doug and Staff)
3. Write and Implement Regulation Governing District Property Ordinance (Doug and Staff)
4. Northwest Oregon Connector Alliance Ordinance (Doug and other NWOCA participants)
5. Develop and Approve Annual Budget Adoption Process (Doug and Kristal)
6. Write and Implement a Facilities Maintenance Plan (Doug and Ronny)

XI Customer or Stockholder Satisfaction

1. Survey yearly to measure
2. Every two years public awareness survey