



**Sunset Empire Transportation District  
BOARD OF COMMISSIONERS  
BOARD ZOOM MEETING AGENDA  
THURSDAY JULY 23, 2020  
9:00 AM**

<https://us02web.zoom.us/j/83544514840>

**1-877-853-5247**

**AGENDA:**

1. CALL TO ORDER
2. ROLL CALL
3. ELECTION OF OFFICERS (Chairperson, Vice-Chairperson, Secretary/Treasurer)
4. CHANGES TO AGENDA
5. PUBLIC COMMENT (3-minute limit)
6. APPROVAL OF BOARD MEETING MINUTES
7. REPORTS FROM CHAIR AND COMMISSIONERS
8. FINANCIAL REPORTS
9. OLD BUSINESS
  - a. ODOT Agreement #32841 Amendment
  - b. Northwest Oregon Transit Alliance Management Plan Approval
10. NEW BUSINESS
  - a. Committee Assignments (Transportation Advisory Committee, Executive Director Evaluation & Compensation Committee, Northwest Oregon Area Commission on Transportation)
11. CORRESPONDENCE
12. EXECUTIVE DIRECTOR REPORT
13. LEADERSHIP TEAM REPORTS
14. ADJOURNMENT

SUNSET EMPIRE TRANSPORTATION DISTRICT  
COMMONLY USED ACRONYM LIST

July  
2020

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

SUNSET EMPIRE TRANSPORTATION DISTRICT  
COMMONLY USED ACRONYM LIST

July  
2020

LGIP	LOCAL GOVERNMENT INVESTMENT POOL
LGPI	LOCAL GOVERNMENT PERSONNEL INSTITUTE
LRCTP	LONG RANGE COMPREHENSIVE TRANSPORTATION PLAN
MAINT	MAINTENANCE
MBRC	MILES BETWEEN ROAD CALLS
MISC	MISCELLANEOUS
MM	MOBILITY MANAGEMENT
MOS	MONTH
MOU	MEMORANDUM OF UNDERSTANDING
NADTC	NATIONAL AGING AND DISABILITY TRANSPORTATION CENTER
NEMT	NON-EMERGENT MEDICAL TRANSPORTATION
NHMP	NATURAL HAZARDS MITIGATION PLAN
NRTAP	NATIONAL RURAL TRANSIT ASSISTANCE PROGRAM
NTI	NATIONAL TRANSIT INSTITUTE
NWACT	NORTHWEST AREA COMMISSION ON TRANSPORTATION
NWOTA	NORTHWEST OREGON TRANSIT ALLIANCE
ODOT	OREGON DEPARTMENT OF TRANSPORTATION
OHA	OREGON HEALTH AUTHORITY
OHP	OREGON HEALTH PLAN
OPTC	OREGON PUBLIC TRANSPORTATION CONFERENCE
OPTIS	OREGON PUBLIC TRANSIT INFORMATION SYSTEM
OPTP	OREGON PUBLIC TRANSPORTATION PLAN
OR	OREGON
OTA	OREGON TRANSIT ASSOCIATION
OTC	OREGON TRANSPORTATION COMMISSION
P&L	PROFIT AND LOSS
PARA	PARA-TRANSIT
PCA	PERSONAL CARE ATTENDANT
PTAC	PUBLIC TRANSPORTATION ADVISORY COMMITTEE
QE	QUALIFIED ENTITY
QTR	QUARTER
RAC	RULES ADVISORY COMMITTEE
RAC	RIDECARE ADVISORY COMMITTEE
RC	RIDECARE
REHAB	REHABILITATION
RFP	REQUEST FOR PROPOSALS
RFQ	REQUEST FOR QUOTES
RIBTC	RURAL AND INTERCITY BUS TRANSPORTATION CONFERENCE
RPTD	RAIL AND PUBLIC TRANSIT DIVISION
SDAO	SPECIAL DISTRICTS ASSOCIATION OF OREGON
SDIS	SPECIAL DISTRICTS INSURANCE SERVICES
SETD	SUNSET EMPIRE TRANSPORTATION DISTRICT
SETD GF	SUNSET EMPIRE TRANSPORTATION DISTRICT GENERAL FUND

SUNSET EMPIRE TRANSPORTATION DISTRICT  
COMMONLY USED ACRONYM LIST

July  
2020

SETD GEN	SUNSET EMPIRE TRANSPORTATION DISTRICT GENERAL FUND
SIP	SERVICE IMPROVEMENT PROGRAM
SSP/0401	ACCOUNT FROM OREGON DEPARTMENT OF HUMAN SERVICES
STF	SPECIAL TRANSPORTATION FUND
STIF	STATEWIDE TRANSPORTATION IMPROVEMENT FUND
STIP	SPECIAL TRANSPORTATION IMPROVEMENT PROGRAM
STN	STATEWIDE TRANSPORTATION NETWORK
STP	SURFACE TRANSPORTATION PROGRAM
STS	SUNSET TRANSPORTATION SERVICES (NAME CHANGE THAT DIDN'T HAPPEN)
TAC	TECHNICAL ADVISORY COMMITTEE
TAC	TRANSPORTATION ADVISORY COMMITTEE (STF/5310/STIF)
TCTD	TILLAMOOK COUNTY TRANSPORTATION DISTRICT
TECH	TECHNOLOGY
TGM	TRANSPORTATION GRANTS MANAGEMENT
TO	TRANSPORTATION OPTIONS
TPAC	TRANSPORTATION PLAN ADVISORY COMMITTEE
TPJCC	TONGUE POINT JOB CORPS CENTER
TRB	TRANSPORTATION RESEARCH BOARD
TSP	TRANSPORTATION SYSTEMS PLAN
YTD	YEAR TO DATE
ZEB	ZERO EMISSION BUS
ZEP	ZERO EMISSION PROPULSION
ZEBRA	ZERO EMISSION BUS RESOURCE ALLIANCE

Date: July 15, 2020

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 3. Election of Officers (Chairperson, Vice-Chair, Secretary/Treasurer

Each July, the Board needs to determine who will serve in the three officer positions for Fiscal Year 2020-2021.

Staff is recommending that a Chairperson be selected first.

Staff is recommending that a Vice-Chair be selected next.

Staff is recommending that a Secretary/Treasurer be selected next.



**Sunset Empire Transportation District  
Board of Commissioners  
June 25, 2020  
Board Meeting and Budget Hearing  
Electronic Meeting**

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE- Chair Debbie Booth-Schmidt called the meeting to order at 9:00 AM.

2. ROLL CALL:

Present: Chair Debbie Boothe-Schmidt, Vice Chair Tamara Taylor, Secretary Treasurer Tracy MacDonald, Commissioner Pamela Alegria, Commissioner Charles Withers and Commissioner Diana Nino. Commissioner Kevin Widener excused

Staff: Executive Director Jeff Hazen, Chief Operating Officer Paul Lewicki, Executive Assistant Mary Parker, Transportation Options Specialist Kathy Kleczek, Mobility Management Jason Jones, Paratransit Supervisor Jennifer Geisler, Human Resources Sue Farmer

Arla Miller Regional Transit Coordinator ODOT Rail and Public Transit Division

3. CHANGES TO AGENDA- None

4. PUBLIC COMMENT (3 minutes)- None

5. APPROVAL OF THE May 28, 2020 BOARD MEETING

Commissioner MacDonald moved to approve the Board minutes.

Commissioner Taylor seconded the motion

Discussion- Commissioner Alegria said she had not received the breakdown of the Executive Directors salary before and after increase that she had requested during the last meeting.

Commissioner Nino said that the request was included in the minutes. Executive Director Hazen said he would have Sue Farmer send this information to the Board.

Voting Aye: Commissioner's Withers, Alegria, MacDonald, Taylor, Nino, and Boothe-Schmidt

Voting Nay: None

Motion passed unanimously

6. REPORTS FROM CHAIR AND COMMISSIONERS

- a. Commissioner Taylor- Nothing to report
- b. Commissioner MacDonald- Attended the Transportation Advisory meeting in Seaside.
- c. Commissioner Alegria- Nothing to report
- d. Commissioner Withers- Nothing to report
- e. Commissioner Nino-Nothing to report but congratulated the drivers for being Employees of the quarter.
- f. Chair Boothe-Schmidt-Nothing to report

7. FINANCIAL REPORTS-

Financial Officer Tracy Lofstrom presented the May 2020 Financial and Exception Report.

Tracy said there was a correction on the salaries for the month which should be under budget not over budget. And on the Aging Report 2 figures in the greater than 90 days column which are

Clatsop County Treasurer and ODOT are not actually over 90 days but are there as place holders because they will be adjusted again during the Audit.

Commissioner Alegria moved to accept the May Financial reports as corrected

Commissioner Nino seconded the motion

Discussion- None

Voting Aye- Commissioners Nino, Withers, MacDonald, Taylor, Boothe-Schmidt and Alegria

Voting Nay- None

Motion passed unanimously

8. OLD BUSINESS-None

9. NEW BUSINESS

- a. 2020-2021 Budget Hearing- Executive Director Hazen stated that this is the time to approve the Budget for the fiscal year 2020-2021. The budgets that are before the Board were approved by the Budget Committee on May 16, 2020. After holding the public hearing the Board may make changes to the budgets however, if the Board wants to increase expenditures in any fund by 10% or more (or \$5,000-whichever is greater), they must republish the amended budget summary and hold another budget hearing. This would not be possible since the budget must be adopted prior to July 1<sup>st</sup>. Executive Director Hazen said that staff is recommending that one change to the budget be made. Hazen explained that due to the 2019 Audit delay, we will be incurring costs for that audit into FY 2021. Both the 2019 and 2020 audits will have a single audit done as well due to the higher amounts of federal funds we have and will receive. For the FY 2019, the cost of the audit will be \$19,820 and the cost for the FY 2020 audit will be \$20,100. Hazen said he had rounded it up to a total of \$40,000 and subtracted \$5,000 for payments already made bringing the total down to the \$35,000 that needs to be in the budget before you. Hazen said he is recommending that the Board increase the Audit line under Materials and Services by \$18,000 for a total of \$35,000 and reduce the ending fund balance from \$725,000 down to \$707,000.

Staff recommends that after the Public Hearing that the Board approve Resolution 2020-03 as amended adopting the 2020-2021 Budget and making the appropriations and impose the tax levy for local government.

Chair Boothe-Schmidt asked the Board if they had any questions. There were none.

Chair Boothe-Schmidt opened the Budget Hearing.

Chair Boothe-Schmidt asked if there was any public testimony- There was none.

Chair Boothe Schmidt closed the Budget Hearing.

Commissioner Alegria moved to approve Resolution 2020-03 as amended adopting the 2020-2021 budget and making the appropriations and impose the tax levy for local government.

Commissioner Withers seconded the motion

Discussion-None

Voting Aye-Commissioners Nino, Withers, MacDonald, Taylor, Boothe-Schmidt and Alegria

Voting Nay- None  
Motion passed unanimously

- b. ODOT Grant Agreement #34220- Executive Director Hazen explained that Paul Lewicki wrote this grant which is for the replacement of five buses and the expansion of the fleet by two buses. The grant amount is \$1,065,050 and requires a local match of \$187,950 which is funded by the STIF Formula Fund included in the 2020-2021 Budget. Staff is recommending that the Board approve ODOT Agreement #34220 and authorize the Board Chair to sign.

Commissioner MacDonald moved to approve Grant agreement #34220 and authorize the Board Chair to sign.

Commissioner Taylor seconded the motion

Discussion- Commissioner Nino said that she could see the grant was for 2 years and asked if we plan to spend it right away or spread it out? Executive Director Hazen said the purchases are for the next fiscal year and manufacturers are back up and running again with the expected turnaround time of about 9 months. Commissioner Taylor asked if these will be new buses. Hazen said yes, they are. Commissioner Taylor asked if we had ever looked into electric buses? Hazen said we have looked at them, but they are very expensive. We have been unable to get a grant for an electric bus and this grant would not cover an electric bus which costs about \$1.4 million. Commissioner Withers said he would hope we are heading that direction. Executive Director Hazen said that it is included in our strategic priorities.

Voting Aye- Commissioners Nino, Withers, MacDonald, Taylor, Boothe-Schmidt and

Alegria

Voting Nay- None  
Motion passed unanimously

- c. Letter of Support for City of Warrenton- Kathy Kleczek explained that the City of Warrenton is currently in the process of applying for Safe Routes to School Construction Funds. The Safe Routes to School Program grants are funds which are utilized to benefit students walking or biking to school as well as the community. The area they are proposing to improve is an area serviced by Sunset Empire Transportation District. The program recommends grant applicants get letters of support from collaborating agencies. Kathy asked that the SETD Board support the application by the City of Warrenton and authorize the Board Chair to sign.

Commissioner Nino moved to approve the letter of support for the City of Warrenton and have the Board Chair sign

Commissioner Alegria seconded the motion

Discussion- None

Voting Aye- Commissioners Nino, Withers, MacDonald, Taylor, Boothe-Schmidt and Alegria

Voting No- None  
Motion passed unanimously

- d. Resolution 2020-04 Board Statement- Executive Director Hazen explained that earlier in the week he as Chair of the Public Transportation Committee with the help of the Vice Chair had written and sent out a statement. The statement is in response to what is going on in the nation at this current time. The statement went out to all transit agencies in Oregon with the hope that they will adopt a statement affirming their support of their commitment to diversity, inclusion, and



equity. Executive Director Hazen read Resolution 2020-04 to the Board. Commissioner Withers said he realizes that employment and hiring is based on placing public notices and notification of employment but I would hope we also would go another step farther and that we actively seek diversity at Sunset Empire Transportation because I know how that works when you say you put it out there and no one applied. Sometimes you have to go that extra step to look for diversity and I would hope that we do that. Once you add diversity you would be surprised how much more diversity follows. Diversity begets diversity. I would just hope we do that extra step to add diversity with our staff and drivers.

Commissioner Taylor moved to adopt Resolution 2020-04

Commissioner Nino seconded the motion

Discussion- Commissioner Withers asked if this will be issued as a press release and on placed on all of our platforms. Executive Director Hazen said that it would be released to staff first and then as a press release and be posted on buses in English and Spanish.

Voting Aye- Commissioners Nino, Withers, MacDonald, Taylor, Boothe-Schmidt and Alegria

Voting Nay- None

Motion passed unanimously

10. CORRESPONDENCE- None

11. EXECUTIVE DIRECTOR REPORT- Executive Director Hazen reviewed his report. He also reported ridership continues to be down about 30%. Hazen also said we are still waiting to hear when Cannon Beach about starting the downtown summer route. The Transit Center in Astoria and Transit Office in Seaside will open on Monday. We will only allow 3 people in the transit center at a time which will be managed by staff and signage.

12. LEADERSHIP TEAM REPORTS- Open discussion between Board and Team members.

13. PUBLIC COMMENT (3 minutes)- None

14. OTHER ITEMS-

Meeting was adjourned 10:20 AM

Mary Parker, Recording Secretary

Secretary/Treasurer \_\_\_\_\_  
Tracy MacDonald

Date \_\_\_\_\_

An audio recording of this meeting is available by contacting Mary Parker at [mary@ridethebus.org](mailto:mary@ridethebus.org)

**Sunset Empire Transportation District**  
**JUNE FINANCIAL EXCEPTIONS & INFORMATION REPORT**  
**For the July 2020 Board of Commissioner's Meeting**

NOTE on Reviewing Financials: Month 12 = 100% of Fiscal Year Budget\*

**Preliminary General Fund Profit and Loss**

The District's General Fund Total Year to Date (YTD) Income was \$4,439,288 (\$749,631 more than budget), 120% of annual budget and 120.32% of monthly budget. YTD Total Materials & Services was \$898,586 (\$250,174 less than budget), 78% of annual budget and 78.22% of monthly budget.

**Revenue**

- 4000 Fares: Revenues for the month were \$5,273; \$24,727 less than monthly budget and \$69,607 less than budget YTD. This is due to SETD running fare free and no cruise ship income.
- 4015 Paratransit Fares: Revenues for the month were \$623; \$3,877 less than monthly budget and \$1,949 more YTD.
- 4090 Donations/Commissions: Under budget YTD by \$2,304.
- 4100 Contract Service-IGA: Under budget for the month \$709 and over budget YTD \$9,065.
- 4200 Taxes: \$18,347 property taxes received in June. Over budget YTD \$15,760.
- 4250 Timber Sales: No revenue was received in June. YTD under budget \$139,092.
- 4272 Parking: All spaces are rented. No income received due to no invoices sent out.
- 4300 Interest: June interest received was \$457. Over budget YTD \$2,389.
- 5000 Grants: Q3 reimbursements sent out. Received reimbursement for grants was \$501,734 (\$498,734 – CARES grant). The other reimbursements will follow. Also, sent for reimbursement for 3 new buses in the amount of \$430,147, which was received in June. 4<sup>th</sup> Q reimbursement have not been requested.

**Expense**

- 6005 Salaries & Wages: Under budget for the month \$83,923 partially due to June health insurance being paid in July. Under budget YTD by \$273,326.
- 7000 VET Provider Payments: Rides for the month of June totaled \$261.
- 8020 Bldg & Grounds Maint: \$4905 over budget for month due to COVID supplies. YTD over budget \$15,577.
- 8024 Building Lease: The storage units are being billed to this account as well as the Seaside Transit Office.
- 8030 Comp-Info-Tech Services: Over budget for month by \$8,977 and over budget YTD \$29,667. \$13,153 for installation of equipment on the Portland buses.
- 8070 Employee Recognition: Over budget for the month by \$484 for employee of the month which was all the bus drivers for their hard work during this COVID outbreak.
- 8090 Legal Ads: \$336 for advertising Budget Hearing.
- 8095 Legal Council: \$2,174 over budget for June due to employee layoff during COVID. Under budget YTD \$4,188.

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

**Sunset Empire Transportation District**  

---

**JUNE FINANCIAL EXCEPTIONS & INFORMATION REPORT**  

---

**For the July 2020 Board of Commissioner's Meeting**

*SETD Expense con't*

- 8130 Payroll Processing Fees: Over budget by \$6,948 YTD. This will be over budget as we were expecting to be using a different SW program which would have eliminated PR processing fees.
- 8150 Taxes/Licenses/Bus Reg Fee: Over budget for month due to licensing our new buses.
- 8160 Uniforms: Over budget for the month by \$380. New hire uniforms.
- 8170 Vehicle Maintenance: Under budget by \$13,991 for the month and under budget YTD \$18,638..
  
- END

\*\* Fuel under budget YTD \$162,086. Materials & Services are under budget for the month by \$37,568 and under budget \$250,1744 for the year.

**Follow up items:**

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

## Sunset Empire Transportation District Profit & Loss Budget Performance June 2020

	Jun 20	Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Actual to Budget
Ordinary Income/Expense					Better		
Income					Worse		
4000 FARES	5,273.42	30,000.00	169,593.47	239,200.00	(69,606.53)	239,200.00	71%
4015 PARATRANSIT FARES	623.00	4,500.00	52,749.00	50,800.00	1,949.00	50,800.00	104%
4090 DONATIONS/COMMISSIONS	34.41	860.00	9,195.78	11,500.00	(2,304.22)	11,500.00	80%
4100 CONTRACTED SERVICES-IGA	4,291.00	5,000.00	61,064.80	52,000.00	9,064.80	52,000.00	117%
4200 TAXES					0.00		
4205 PROPERTY TAXES	18,347.32	21,000.00	985,760.24	970,000.00	15,760.24	970,000.00	102%
4207 PRIOR YR PROPERTY TAX	1,599.29	1,100.00	24,244.56	24,000.00	244.56	24,000.00	101%
4209 INTEREST/PENALTIES	14.83	0.00	525.59	0.00	525.59	0.00	
4210 LAND SALES	507.74		507.74	0.00	507.74	0.00	
4215 US FISH & WILDLIFE	156.59	0.00	156.59	0.00	156.59	0.00	
<b>Total 4200 TAXES</b>	<b>20,625.77</b>	<b>22,100.00</b>	<b>1,011,194.72</b>	<b>994,000.00</b>	<b>17,194.72</b>	<b>994,000.00</b>	<b>102%</b>
4250 TIMBER SALES	0.00	0.00	240,051.75	379,144.00	(139,092.25)	379,144.00	63%
4260 MASS TRANSIT ASSESSMENT	0.00	0.00	89,559.55	70,000.00	19,559.55	70,000.00	128%
4270 RENTAL INCOME	347.94	1,140.00	8,449.56	10,500.00	(2,050.44)	10,500.00	80%
4300 INTEREST	457.14	1,150.00	12,389.03	10,000.00	2,389.03	10,000.00	124%
4310 MISC INCOME	4,352.90	12.00	6,703.15	144.00	6,559.15	144.00	4655%
5000 GRANTS							
5001 ODOT GRANTS							
5002 5311 GRANT OPERATIONS	0.00	0.00	523,359.00	501,722.00	21,637.00	501,722.00	104%
5003 5310 MOBILITY MGT GRANT/PM	0.00	0.00	92,406.00	138,975.00	(46,569.00)	138,975.00	66%
5005 5339 CAPITAL PURCH GRANT	0.00	174,250.00	0.00	174,250.00	(174,250.00)	174,250.00	0%
5006 TRANS OPTIONS DR LESS CON	0.00	0.00	57,782.50	86,577.00	(28,794.50)	86,577.00	67%
5007 5310 PM DISC	3,000.00	0.00	12,000.00	12,000.00	0.00	12,000.00	100%
5008 5311 CARES ACT	498,734.00	167,074.00	498,734.00	501,222.00	(2,488.00)	501,222.00	100%
5009 5311 CAPITAL	430,147.00	457,623.00	430,147.00	457,623.00	(27,476.00)	457,623.00	94%
<b>Total 5001 ODOT GRANTS</b>	<b>931,881.00</b>	<b>798,947.00</b>	<b>1,614,428.50</b>	<b>1,872,369.00</b>	<b>(257,940.50)</b>	<b>1,872,369.00</b>	<b>86%</b>
<b>Total 5000 GRANTS</b>	<b>931,881.00</b>	<b>798,947.00</b>	<b>1,614,428.50</b>	<b>1,872,369.00</b>	<b>(257,940.50)</b>	<b>1,872,369.00</b>	<b>86%</b>
5080 OREGON STF FUNDS	0.00	0.00	93,864.00	0.00	93,864.00	0.00	

## Sunset Empire Transportation District Profit & Loss Budget Performance June 2020

	Jun 20	Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Actual to Budget
<b>5090 OREGON STIF</b>							
5091 STIF - DISCRETIONARY	46,954.00		183,344.00		183,344.00		
5092 STIF - FORMULA	0.00		886,701.00		886,701.00		
<b>Total 5090 OREGON STIF</b>	46,954.00		1,070,045.00		1,070,045.00		
<b>Other Types of Income</b>					0.00		
Miscellaneous Revenue	0.00		0.00	0.00	0.00	0.00	
<b>Total Other Types of Income</b>	0.00		0.00	0.00	0.00	0.00	
<b>Total Income</b>	1,014,840.58	863,709.00	4,439,288.31	3,689,657.00	749,631.31	3,689,657.00	120%
<b>Gross Profit</b>	1,014,840.58	863,709.00	4,439,288.31	3,689,657.00	749,631.31	3,689,657.00	120%
<b>Expense</b>							
<b>1. PERSONNEL SERVICES</b>							
6005 SALARIES & WAGES	166,779.39	211,970.00	1,865,021.79	1,980,614.00	115,592.21	1,980,614.00	94%
6200 PAYROLL EXPENSES	15,555.51	16,172.00	211,808.98	210,243.00	(1,565.98)	210,243.00	101%
6300 EMPLOYEE BENEFITS	3,355.89	41,472.00	379,842.81	539,143.00	159,300.19	539,143.00	70%
<b>Total 1. PERSONNEL SERVICES</b>	185,690.79	269,614.00	2,456,673.58	2,730,000.00	273,326.42	2,730,000.00	90%
<b>2. MATERIALS &amp; SERVICES</b>					-		
7000 VET PROVIDER SERVICE	261.06	833.00	6,048.31	10,000.00	3,951.69	10,000.00	60%
7030 BUS PASSES	0.00	0.00	0.00	0.00	0.00	0.00	
7050 DMAP/CCO Annual Adjustment	0.00		0.00	0.00	0.00	0.00	
7750 DMAP Trip Reimb-Other	0.00		0.00	0.00	0.00	0.00	
8005 AUDIT	7,000.00	0.00	12,000.00	17,000.00	5,000.00	17,000.00	71%
8010 BANK/MERCHANT FEES	37.73	160.00	1,490.32	2,000.00	509.68	2,000.00	75%
8020 BLDING & GROUNDS MAINT	10,774.84	5,870.00	60,577.45	45,000.00	(15,577.45)	45,000.00	135%
8024 BUILDING LEASE	850.00	916.00	13,656.00	11,000.00	(2,656.00)	11,000.00	124%
8030 COMP-INFO-TECH SERVICES	21,452.21	12,475.00	146,667.32	117,000.00	(29,667.32)	117,000.00	125%
8035 CONF TRAINING & TRAVEL	127.10	2,500.00	24,890.60	30,000.00	5,109.40	30,000.00	83%
8040 DONATIONS/CONTRIBUTIONS	0.00		0.00	0.00	0.00	0.00	
8045 HR EXPENSES	0.00	425.00	4,830.63	5,000.00	169.37	5,000.00	97%
8049 ADS (HR JOB POSTING)	0.00	203.00	1,115.32	2,000.00	884.68	2,000.00	56%
8050 DUES SUBSCRIPTIONS & FEES	0.00	1,250.00	10,649.94	15,000.00	4,350.06	15,000.00	71%
8053 IGA - DUES AND FEES	0.00	3,000.00	12,000.00	12,000.00	0.00	12,000.00	100%

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
June 2020**

	Jun 20	Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Actual to Budget
8055 DURABLE EQUIP/SMALL TOOLS	300.58	8,335.00	54,124.84	55,000.00	875.16	55,000.00	98%
8061 EQUIPMENT LEASE/RENT	188.00	225.00	2,256.00	2,700.00	444.00	2,700.00	84%
8065 EDUCATION/OUTREACH	0.00	1,250.00	6,862.70	15,000.00	8,137.30	15,000.00	46%
8070 EMPLOYEE RECOGNITION	863.58	380.00	5,020.77	10,000.00	4,979.23	10,000.00	50%
8072 ELECTION FEES	0.00	0.00	0.00	0.00	0.00	0.00	
8075 FUEL	13,476.20	27,666.00	169,914.47	332,000.00	162,085.53	332,000.00	51%
8080 INSURANCE	0.00	0.00	43,460.21	65,000.00	21,539.79	65,000.00	67%
8090 LEGAL ADS	336.00	66.00	512.40	800.00	287.60	800.00	64%
8095 LEGAL COUNSEL	3,404.00	1,230.00	10,612.50	14,800.00	4,187.50	14,800.00	72%
8096 UNINSURED LOSS	0.00	3,750.00	5,000.00	15,000.00	10,000.00	15,000.00	33%
8100 MEETING EXPENSE	0.00	125.00	1,362.62	1,500.00	137.38	1,500.00	91%
8120 OFFICE EXPENSES	582.97	1,250.00	16,487.68	15,000.00	(1,487.68)	15,000.00	110%
8130 PAYROLL PROCESSING FEES	758.76	41.00	7,447.66	500.00	(6,947.66)	500.00	1490%
8135 PRINTING	0.00	1,250.00	9,909.20	15,000.00	5,090.80	15,000.00	66%
8139 PROFESSIONAL SERVICES	0.00	4,500.00	30,280.65	54,000.00	23,719.35	54,000.00	56%
8140 SUBGRANT PASS THROUGH	0.00	0.00	0.00	0.00	0.00	0.00	
8150 TAXES/LICENSES/BUS REG FEE	454.44	208.00	986.29	2,500.00	1,513.71	2,500.00	39%
8155 TELEPHONE/INTERNET SERVICE	1,243.27	4,333.00	52,742.22	52,000.00	(742.22)	52,000.00	101%
8160 UNIFORMS	1,045.62	666.00	8,265.82	8,000.00	(265.82)	8,000.00	103%
8165 UTILITIES	2,272.06	2,500.00	27,634.45	30,000.00	2,365.55	30,000.00	92%
8170 VEHICLE MAINT & REPAIRS	10,808.06	27,910.00	149,237.56	184,960.00	35,722.44	184,960.00	81%
8180 SHOP SUPPLIES	212.87	750.00	2,541.63	9,000.00	6,458.37	9,000.00	28%
<b>Total 2. MATERIALS &amp; SERVICES</b>	<b>76,449.35</b>	<b>114,067.00</b>	<b>898,585.56</b>	<b>1,148,760.00</b>	<b>250,174.44</b>	<b>1,148,760.00</b>	<b>78%</b>
Reconciliation Discrepancies	0.00		0.10	0.00	(0.10)	0.00	
<b>Total Expense</b>	<b>262,140.14</b>	<b>383,681.00</b>	<b>3,355,259.24</b>	<b>3,878,760.00</b>	<b>523,500.76</b>	<b>3,878,760.00</b>	<b>87%</b>
Net Ordinary Income	752,700.44	480,028.00	1,084,029.07	-189,103.00	(1,273,132.07)	-189,103.00	-573%
Other Income/Expense					-		
Other Income					0.00		
9150 TRANSFER IN	0.00	913,366.00	0.00	1,083,366.00	1,083,366.00	1,083,366.00	0%
<b>Total Other Income</b>	<b>0.00</b>	<b>913,366.00</b>	<b>0.00</b>	<b>1,083,366.00</b>	<b>1,083,366.00</b>	<b>1,083,366.00</b>	<b>0%</b>
Other Expense							

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
June 2020**

	Jun 20	Budget	YTD Actual	YTD Budget	YTD Budget to YTD Actual	Annual Budget	YTD Actual to Budget
<b>3. OTHER EXPENSES</b>							
9610 CLATSOP BANK-PRINCIPAL	0.00	0.00	32,507.30	26,086.00	(6,421.30)	26,086.00	125%
9611 CLATSOP BANK-LOAN INT	0.00	0.00	495.19	347.13	(148.06)	347.13	143%
3. OTHER EXPENSES - Other	0.00		2,750.00		(2,750.00)		
<b>Total 3. OTHER EXPENSES</b>	0.00	0.00	35,752.49	26,433.13	(9,319.36)	26,433.13	135%
9500-PENALTIES & INTEREST	0.00	0.00	0.00	0.00	0.00	0.00	
9600 DEBT SERVICE & INTERES-FEE	0.00	0.00	120.00	120.00	0.00	120.00	100%
9625 SDAO FLEXLEASE-PRINCIPAL	0.00	0.00	60,000.00	59,882.00	(118.00)	59,882.00	100%
9626 SDAO FLEXLEASE-INTEREST	0.00	0.00	1,575.00	1,553.87	(21.13)	1,553.87	101%
9655 DMAP REPAYMENT AGREEMENT	0.00		0.00	0.00	0.00	0.00	
9700 CAPITAL EXPENSE	479,378.88	945,017.00	630,873.88	1,115,017.00	484,143.12	1,115,017.00	57%
9800 CONTINGENCY	0.00	190,000.00	0.00	190,000.00	190,000.00	190,000.00	0%
9850 TRANSFER OUT	0.00	0.00	0.00	50,000.00	50,000.00	50,000.00	0%
<b>Total Other Expense</b>	479,378.88	1,135,017.00	728,321.37	1,443,006.00	714,684.63	1,443,006.00	50%
<b>Net Other Income</b>	-479,378.88	-221,651.00	-728,321.37	-359,640.00	368,681.37	-359,640.00	203%
<b>Net Income</b>	<u>273,321.56</u>	<u>258,377.00</u>	<u>355,707.70</u>	<u>-548,743.00</u>	<u>-904,450.70</u>	<u>-548,743.00</u>	<u>-65%</u>

Sunset Empire Transportation District  
**Balance Sheet**  
As of June 30, 2020

	<u>Jun 30, 20</u>		
<b>ASSETS</b>		<b>LIABILITIES &amp; EQUITY</b>	
<b>Current Assets</b>		<b>Liabilities</b>	
Checking/Savings	855,909.31	<b>Current Liabilities</b>	
Accounts Receivable	280,026.38	Accounts Payable	10,272.04
Other Current Assets	<u>50,579.34</u>	Other Current Liabilities	<u>63,301.86</u>
<b>Total Current Assets</b>	<u>1,186,515.03</u>	<b>Total Current Liabilities</b>	<u>73,573.90</u>
<b>TOTAL ASSETS</b>	<u><u>1,186,515.03</u></u>	<b>Total Liabilities</b>	<u>73,573.90</u>
		<b>Equity</b>	<u>1,112,941.13</u>
		<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,186,515.03</u></u>



**Sunset Empire Transportation District**  
**A/R Aging Summary**  
As of June 30, 2020

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
AMTRAK	0.00	626.80	0.00	311.60	1,050.48	1,988.88
CANNON BEACH, CITY OF	4,291.00	0.00	0.00	0.00	0.00	4,291.00
CLATSOP COUNTY TREASURER	0.00	0.00	0.00	0.00	111,261.00	111,261.00
GRAFTON, JUSTIN	0.00	0.00	0.00	0.00	47.50	47.50
H&R BLOCK	0.00	0.00	0.00	0.00	570.00	570.00
HOMESPUN QUILTS & YARN	0.00	0.00	0.00	0.00	-95.00	-95.00
HOXIE, RONALD	0.00	0.00	0.00	0.00	-142.50	-142.50
NAKED LEMON	0.00	0.00	0.00	0.00	47.50	47.50
ODOT	0.00	0.00	0.00	0.00	156,055.00	156,055.00
OREGON, STATE OF	0.00	0.00	0.00	0.00	24.00	24.00
TONGUE POINT JOB CORPS	2,365.00	0.00	0.00	0.00	0.00	2,365.00
<b>TOTAL</b>	<b><u>6,656.00</u></b>	<b><u>626.80</u></b>	<b><u>0.00</u></b>	<b><u>311.60</u></b>	<b><u>268,817.98</u></b>	<b><u>276,412.38</u></b>

**Sunset Empire Transportation District**  
**A/P Aging Summary**  
As of June 30, 2020

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
ASTORIA, CITY OF	524.46	0.00	0.00	0.00	0.00	524.46
ISLER CPA, LLC	7,000.00	0.00	0.00	0.00	0.00	7,000.00
NW COMMUNITY ALLIANCE INC	242.00	0.00	0.00	0.00	0.00	242.00
NW NATURAL	0.00	-0.60	0.00	0.00	0.00	-0.60
NW NAVIGATOR LUXURY COACHES, LLC	76.50	0.00	0.00	0.00	0.00	76.50
O'REILLY AUTO PARTS LLC	109.68	0.00	0.00	0.00	0.00	109.68
PECK RUBANOFF & HATFIELD PC	2,320.00	0.00	0.00	0.00	0.00	2,320.00
RC-K & M MEDIVAN	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b><u>10,272.64</u></b>	<b><u>-0.60</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>10,272.04</u></b>

**Sunset Empire Transportation District**  
**Check Detail**  
June 2020

<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Paid Amount</u>
20125	06/30/2020	ANGELTRAX	16,858.14
20114	06/25/2020	CREATIVE BUS SALES INC	479,378.88
20084	06/08/2020	WILCOX & FLEGEL OIL	9,380.06
20149	06/30/2020	WILCOX & FLEGEL OIL	<u>11,344.32</u>
		Total	516,961.40

# Bill

Sunset Empire Transportation District  
 900 Marine Drive  
 Astoria, OR 97103

Date	Ref. No.
06/07/2020	55906140217006072020

Vendor
Card Service Center PO Box 569100 Dallas, TX 75356

**PAID**

Bill Due	07/02/2020
Terms	Due 2nd of Month
Memo	5/9-6/7/2020

## Expenses

Account	Memo	Amount	Customer:Job	Class
8026 SANITATION	0326 - Hazen			
8056 COMPUTER	Sani-wipes - Walmart	9.22		04-COVID
HARDWARE	Webcam - Walmart (plus 5.78 tax)	76.78		02-EXEC
8026 SANITATION	Disinfectant - Fred Meyer	29.97		04-COVID
8026 SANITATION	Sani-wipes - Safeway	12.98		04-COVID
8031 WEBSITE/ON-LINE	Apple.com	0.99		02-EXEC
SW SUB				
8026 SANITATION	On-line meetings - Zoom	55.73		04-COVID
8026 SANITATION	Face Masks - Amazon	139.96		04-COVID
8031 WEBSITE/ON-LINE	2020 Subscription/Standard	29.00		02-EXEC
SW SUB	License - Shutterstock			
8031 WEBSITE/ON-LINE	MSFT	86.60		02-EXEC
SW SUB				
8038 TRAVEL-STAFF	Taxi/Portland Buses Shut Down - Downtown Taxi	150.00		STIF DISC
8070 EMPLOYEE RECOGNITION	Purple Hearts - Drivers - USPS	33.00		02-EXEC
	192 - Lewicki			
8026 SANITATION	Sani-wipes - Fred Meyer	12.57		04-COVID
8026 SANITATION	Disinfectant - Fred Meyer	29.97		04-COVID
8026 SANITATION	Disinfectant, Sani-wipes - Fred Meyer	16.87		04-COVID
8026 SANITATION	Sani-wipes - Fred Meyer	12.57		04-COVID
8121 OFFICE SUPPLIES	Office Supplies - Staples	116.96		08-PT-OPS
8121 OFFICE SUPPLIES	Office Supplies - Staples	17.29		08-PT-OPS
8026 SANITATION	Disinfectant - Fred Meyer	12.57		04-COVID
8026 SANITATION	Gloves; Bags - Smart Foodservice	141.20		04-COVID
8121 OFFICE SUPPLIES	Office Supplies - Staples	103.55		01-NODEP
8026 SANITATION	Disinfectant - Fred Meyer	25.47		04-COVID
8026 SANITATION	Sani-wipes - Fred Meyer	12.57		04-COVID
8121 OFFICE SUPPLIES	Hand Soap - Smart Foodservice	9.19		01-NODEP

# Bill

Sunset Empire Transportation District  
 900 Marine Drive  
 Astoria, OR 97103

Date	Ref. No.
06/07/2020	55906140217006072020

Vendor
Card Service Center PO Box 569100 Dallas, TX 75356

**PAID**

Bill Due	07/02/2020
Terms	Due 2nd of Month
Memo	5/9-6/7/2020

## Expenses

Account	Memo	Amount	Customer:Job	Class
8026 SANITATION	Gloves PO 4216 - Emergency Medical Products	851.40		04-COVID
8026 SANITATION	Sani-wipes - Fred Meyer	12.57		04-COVID
8026 SANITATION	Sani-wipes - Fred Meyer	12.57		04-COVID
8026 SANITATION	Disinfectant - Fred Meyer	29.97		04-COVID
8026 SANITATION	Sani-wipes - Walmart	4.48		04-COVID
8121 OFFICE SUPPLIES	Office Supplies - Smart Foodservice	70.46		01-NODEP
8176 PM PARTS	Lift Safety Strap Bus 1701 - Schetky NW Sales	95.48		14-MAINT-PM14
8121 OFFICE SUPPLIES	Batteries - Fred Meyer	31.98		13-MAINT-OPS
8021 B&M GENERAL	TC Door Batteries - Fred Meyer	14.97		01-NODEP
8026 SANITATION	Disinfectant - Fred Meyer	14.97		04-COVID
8026 SANITATION	Disinfectant - Fred Meyer	14.97		04-COVID
8026 SANITATION	Disinfectant - Fred Meyer	14.97		04-COVID
8038 TRAVEL-STAFF	Meal to p/u Bus 1902 - Camp 18	33.00		STIF DISC
8026 SANITATION	Disinfectant - Fred Meyer	11.57		04-COVID
8026 SANITATION	Disinfectant - Fred Meyer	12.57		04-COVID
8026 SANITATION	Disinfectant - Fred Meyer	12.57		04-COVID
8026 SANITATION	Sani-wipes - Fred Meyer	12.57		04-COVID
8026 SANITATION	Face Masks PO 4231 - Amazon	149.00		04-COVID
8057 OFFICE FURNITURE & EQUIP	Mouse/Scott - Walmart	12.88		13-MAINT-OPS
8060 OTHER DURABLE GOODS	Logi Stick/Training - Staples	29.99		01-NODEP
8060 OTHER DURABLE GOODS	Magstripe Crds Buses 1901, 1902 - Staples	29.97		STIF DISC
8026 SANITATION	Face Masks PO 4232 - Amazon	278.00		04-COVID
8026 SANITATION	Hands-Free Towel Dispensers - Webstaurant Store	513.90		04-COVID
8038 TRAVEL-STAFF	Meal to p/u New Buses - Camp 18	74.10		05-FR-OPS
8026 SANITATION	Faceshields - Amazon	33.95		04-COVID

# Bill

Sunset Empire Transportation District  
 900 Marine Drive  
 Astoria, OR 97103

Date	Ref. No.
06/07/2020	55906140217006072020

Vendor
Card Service Center PO Box 569100 Dallas, TX 75356

**PAID**

Bill Due	07/02/2020
Terms	Due 2nd of Month
Memo	5/9-6/7/2020

## Expenses

Account	Memo	Amount	Customer:Job	Class
8031 WEBSITE/ON-LINE SW SUB	1100 - Parker Adobe ID	20.99		02-EXEC
8031 WEBSITE/ON-LINE SW SUB	Adobe Acrobat	14.99		02-EXEC
8026 SANITATION	1209 - Farmer Gloves PO 4208 - Emergency Medical Products	196.80		04-COVID
8122 POSTAGE-SHIPPING	Certified Mail - USPS	7.10		08-PT-OPS
8070 EMPLOYEE RECOGNITION	Gift Cards: Fixed Rt PO 6702 - Fred Meyer	636.90		05-FR-OPS
8070 EMPLOYEE RECOGNITION	Gift Cards; Para PO 6702 - Fred Meyer	144.75		08-PT-OPS
8070 EMPLOYEE RECOGNITION	Extra Gift Card PO 6702 - Fred Meyer	28.95		01-NODEP
8122 POSTAGE-SHIPPING	Certified Mail - USPS 1217 - Kleczek	6.95		08-PT-OPS
8036 CONFERENCE/TRAINING FEES	Refund National Shared Mobility Summit	-30.00		12-TO
8036 CONFERENCE/TRAINING FEES	Refund National Shared Mobility Summit	-295.00		12-TO
8036 CONFERENCE/TRAINING FEES	2020 International Conference Registration	195.00		12-TO

Expense Total : 4,435.30

**Bill Total : \$4,435.30**

Date: July 15, 2020

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 9.a ODOT Agreement #32841 Amendment

Due to the COVID-19 pandemic, manufacturing facilities were temporarily shut down. This caused the bus that was funded by this grant agreement to be delayed being delivered prior to the grant expiration date of June 30, 2020. This amendment extends the expiration date, allowing us to have the bus funded by the §5339 fund.

Staff is recommending that the Board approved the amendment to the ODOT Agreement #32841 and authorize the Board Chair to sign it.

AMENDMENT NUMBER 1  
ODOT GRANT AGREEMENT NO. 32841  
Sunset Empire Transportation District

The **State of Oregon**, acting by and through its Department of Transportation, hereinafter referred to as **State**, and **Sunset Empire Transportation District**, hereinafter referred to as **Recipient**, entered into an Agreement on **July 1, 2018**. Said Agreement is to secure financial assistance to complete the activities described in Exhibit A.

It has now been determined by **State** and **Recipient** that the Agreement referenced above, although remaining in full force and effect, shall be amended to extend the Agreement period.

**Page 1, Agreement, Paragraph 1, which reads:**

1. **Effective Date.** This Agreement shall become effective on the later of **July 1, 2018** or the date when this Agreement is fully executed and approved as required by applicable law. Unless otherwise terminated or extended, Grant Funds under this Agreement shall be available for Project Costs incurred on or before **June 30, 2020** (Expiration Date). No Grant Funds are available for any expenditures after the Expiration Date. State's obligation to disburse Grant Funds under this Agreement shall end as provided in Section 6.b.iv of this Agreement.

**Shall be deleted in its entirety and replaced with the following:**

1. **Effective Date.** This Agreement shall become effective on the later of **July 1, 2018** or the date when this Agreement is fully executed and approved as required by applicable law. Unless otherwise terminated or extended, Grant Funds under this Agreement shall be available for Project Costs incurred on or before **June 30, 2021** (Expiration Date). No Grant Funds are available for any expenditures after the Expiration Date. State's obligation to disburse Grant Funds under this Agreement shall end as provided in Section 6.b.iv of this Agreement.



This Amendment may be executed in several counterparts (facsimile or otherwise) all of which when taken together shall constitute one agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart. Each copy of this Amendment so executed shall constitute an original.

**THE PARTIES**, by execution of this Agreement, hereby acknowledge that their signing representatives have read this Agreement, understand it, and agree to be bound by its terms and conditions.

**SIGNATURE PAGE TO FOLLOW**

**Sunset Empire Transportation District**, by and through its

\_\_\_\_\_  
By \_\_\_\_\_  
(Legally designated representative)

Name \_\_\_\_\_  
(printed)

Date \_\_\_\_\_

By \_\_\_\_\_

Name \_\_\_\_\_  
(printed)

Date \_\_\_\_\_

**APPROVED AS TO LEGAL SUFFICIENCY**

(If required in local process)

By \_\_\_\_\_  
Recipient's Legal Counsel

Date \_\_\_\_\_

**Recipient Contact:**

Jeff Hazen  
900 Marine Drive  
Astoria, OR 97103  
1 (503) 861-5399  
jeff@ridethebus.org

**State Contact:**

Arla Miller  
555 13th Street NE  
Salem, OR 97301-4179  
1 (503) 986-2836  
Arla.MILLER@odot.state.or.us

**State of Oregon**, by and through its Department of Transportation

By \_\_\_\_\_  
Karyn Criswell  
Rail and Public Transit Division Administrator

Date \_\_\_\_\_

**APPROVAL RECOMMENDED**

By \_\_\_\_\_ Arla Miller

Date \_\_\_\_\_ 06/05/2020

**APPROVED AS TO LEGAL SUFFICIENCY**

(For funding over \$150,000)

Amendment changes to this Agreement are within the scope of the original or previously amended version; therefore, legal sufficiency review is exempt under OAR 137-045-0050(2).

Date: July 15, 2020

To: Board of Commissioners

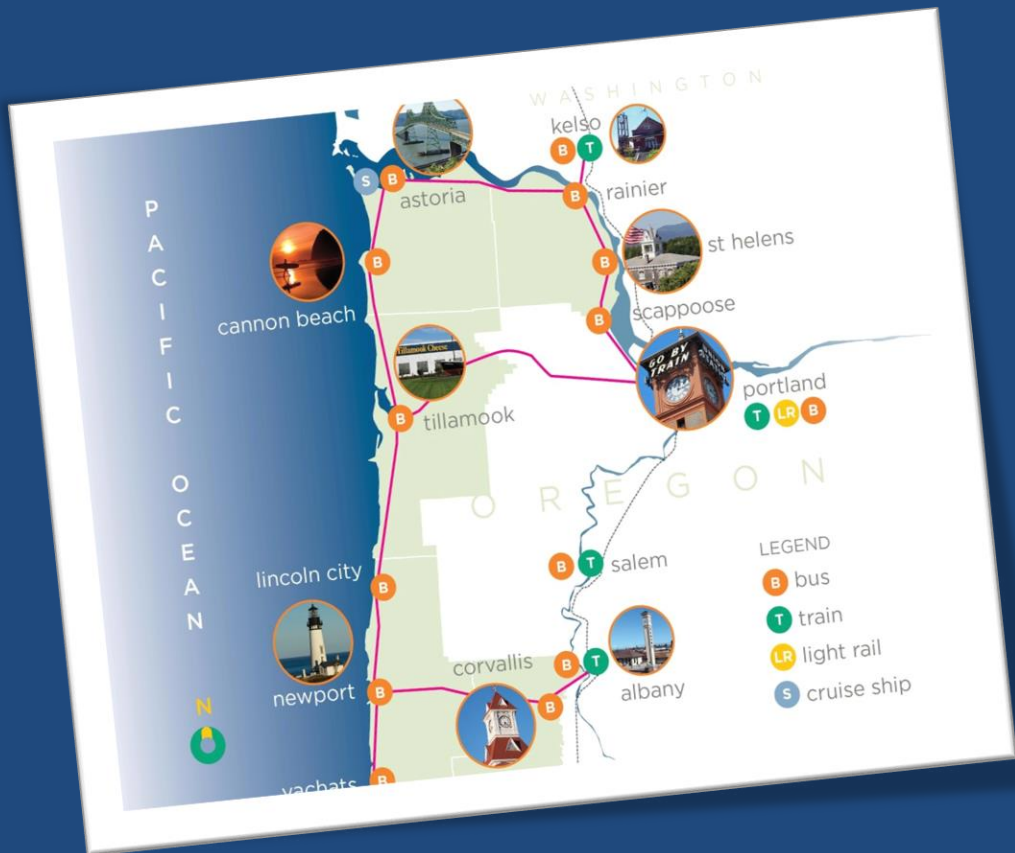
From: Jeff Hazen

Re: Agenda item 9.b Northwest Oregon Transit Alliance Management Plan Approval

At the February 2017 Board meeting the Board chose to table the approval of this plan until Columbia County approved the plan. They did approve the plan as did Tillamook County Transportation District and Lincoln County. Benton County will be approving it on July 21<sup>st</sup>.

This management plan is the much-needed framework to really guide the Connector over the next several years to continue to streamline connections and increase the recognition and usage of the Connector brand. I will be giving a presentation on the Management Plan that was developed by NWOTA with the assistance of Plangineering.

Staff is recommending that the Board approve the NWOTA Management Plan.



NORTH *by* NORTHWEST



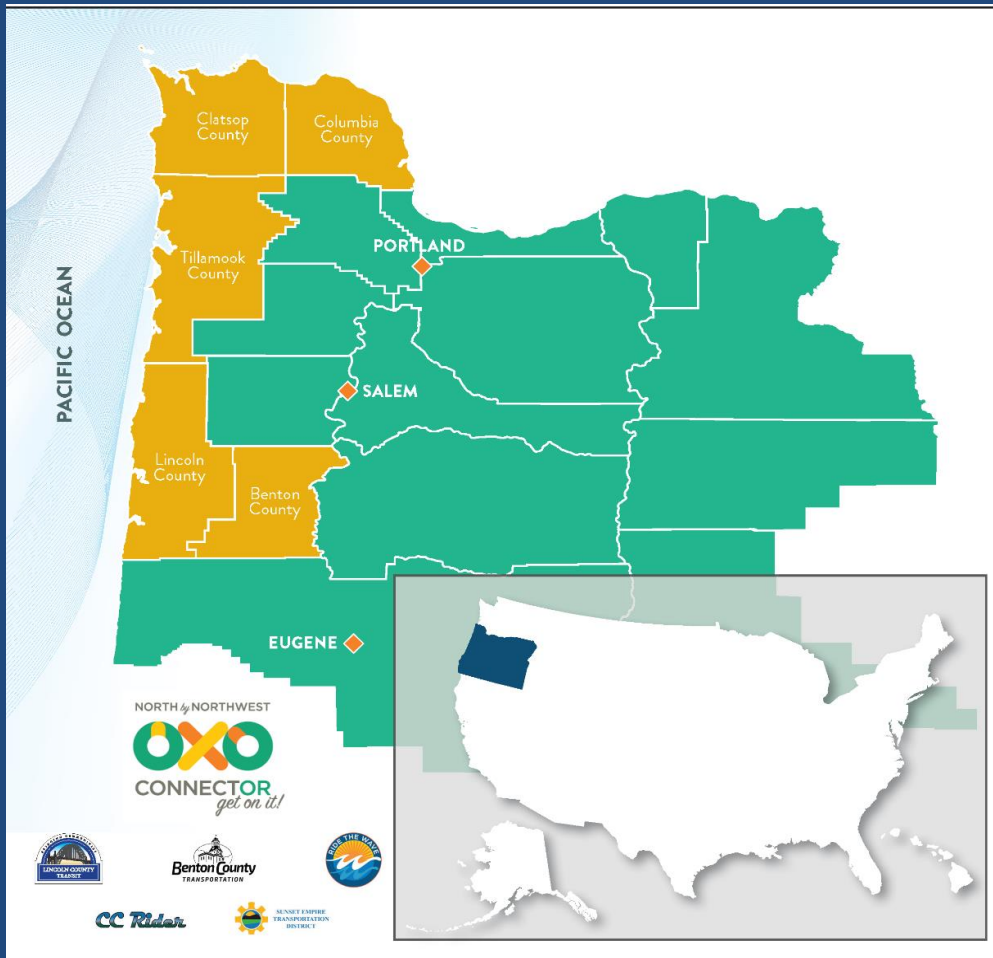
# CONNECTOR MANAGEMENT PLAN

*A Strategic Approach to Regional Transit Coordination*

Sunset Empire Transportation District  
2/23/17



# NORTHWEST OREGON TRANSIT ALLIANCE ("The Connector Alliance")



- Formed in 2012
- Alliance of:
  - Columbia County Rider
  - Sunset Empire Transportation District
  - Tillamook County Transportation District
  - Lincoln County Transit
  - Benton County Transportation

# NORTHWEST OREGON TRANSIT ALLIANCE

## Initial Purpose

- Improve transit connections between communities
- Brand and market transit service in all five counties as a single seamless service
- Improve inter-agency coordination
- Promote environmentally-conscious travel
- Develop transit as an asset for economic development



# INNOVATIVE, AWARD WINNING, COLLABORATIVE APPROACH

- Oregon Transit Association – 2012 Oregon Public Transportation Innovation Award
- WTS Portland Chapter – 2012 Project of the Year
- National Association of Counties – 2013 Achievement Award
- National Association of Environmental Professionals – 2014 President’s Award
- National Association of Development Organizations – 2014 Excellence in Regional Transportation Award



# NWOTA MANAGEMENT PLAN, 2016

## Purpose of the Management Plan

- Provide a foundational vision, mission, and long-term goals for the Connector
- Promote organizational stability and sustainability
- Set priorities
- Focus energy and resources
- Validate investment decisions





# VISION

We envision a future where the Connector is a strong, resilient thread, linking the fabric of local communities together with convenient transit service.

Over the next 20 years, the Connector system will continue to grow and expand, providing innovative, user-friendly, sustainable, safe, and reliable transportation service that meets both local and regional needs.

# MISSION

The North by Northwest Connector is a partnership of inspired transit agencies working together to provide convenient regional transit connections, so that everyone has an accessible, affordable way to travel and enjoy our beautiful region.

We collaborate on planning and funding for regional transit service to support the sustainability of the Connector system and the communities we serve.

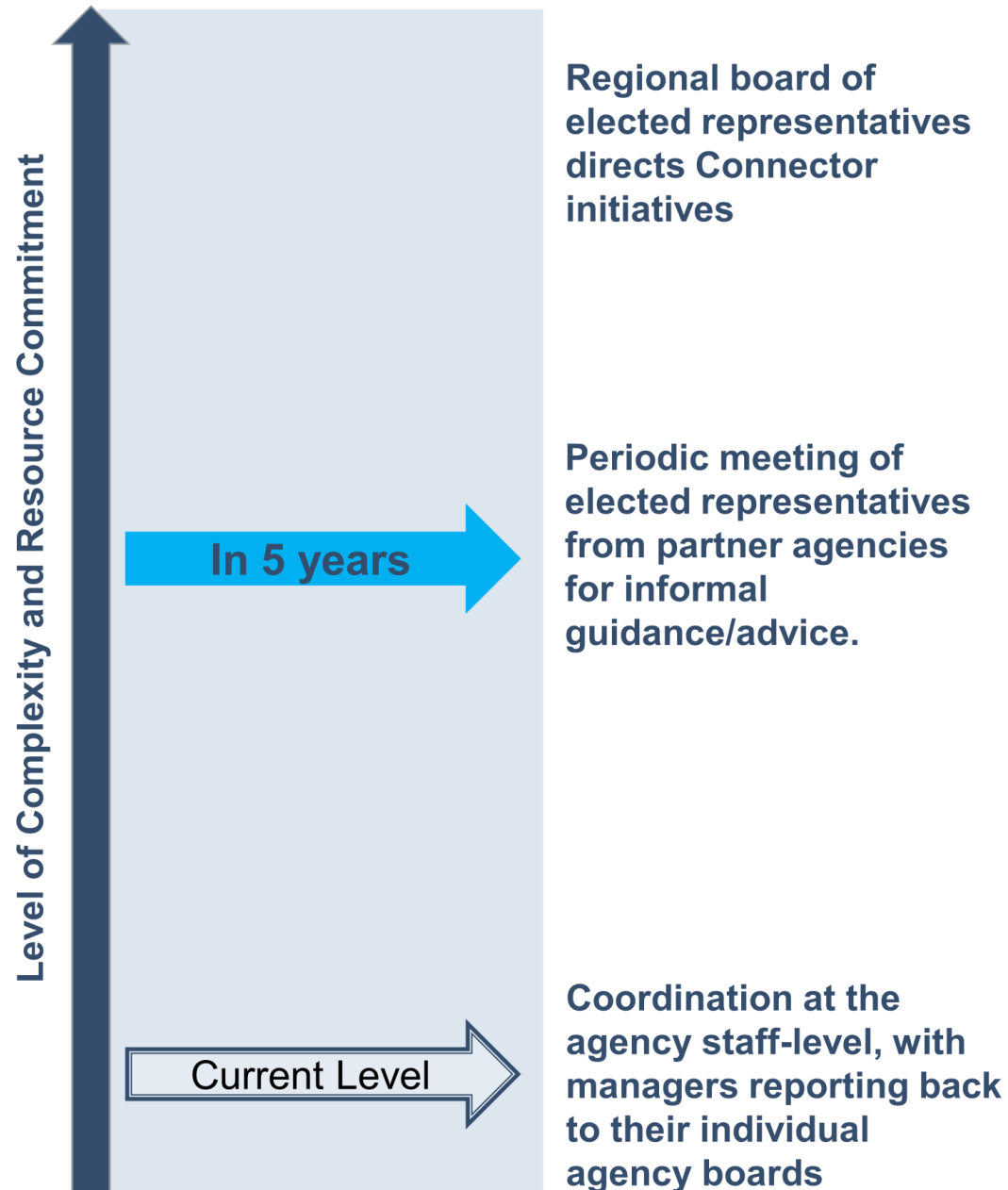
# MANAGEMENT GOALS

1. Improve Rider Access and Convenience
2. Promote Connector Awareness
3. Improve Regional Service Delivery
4. Increase Organizational and Financial Stability
5. Enhance Community Livability



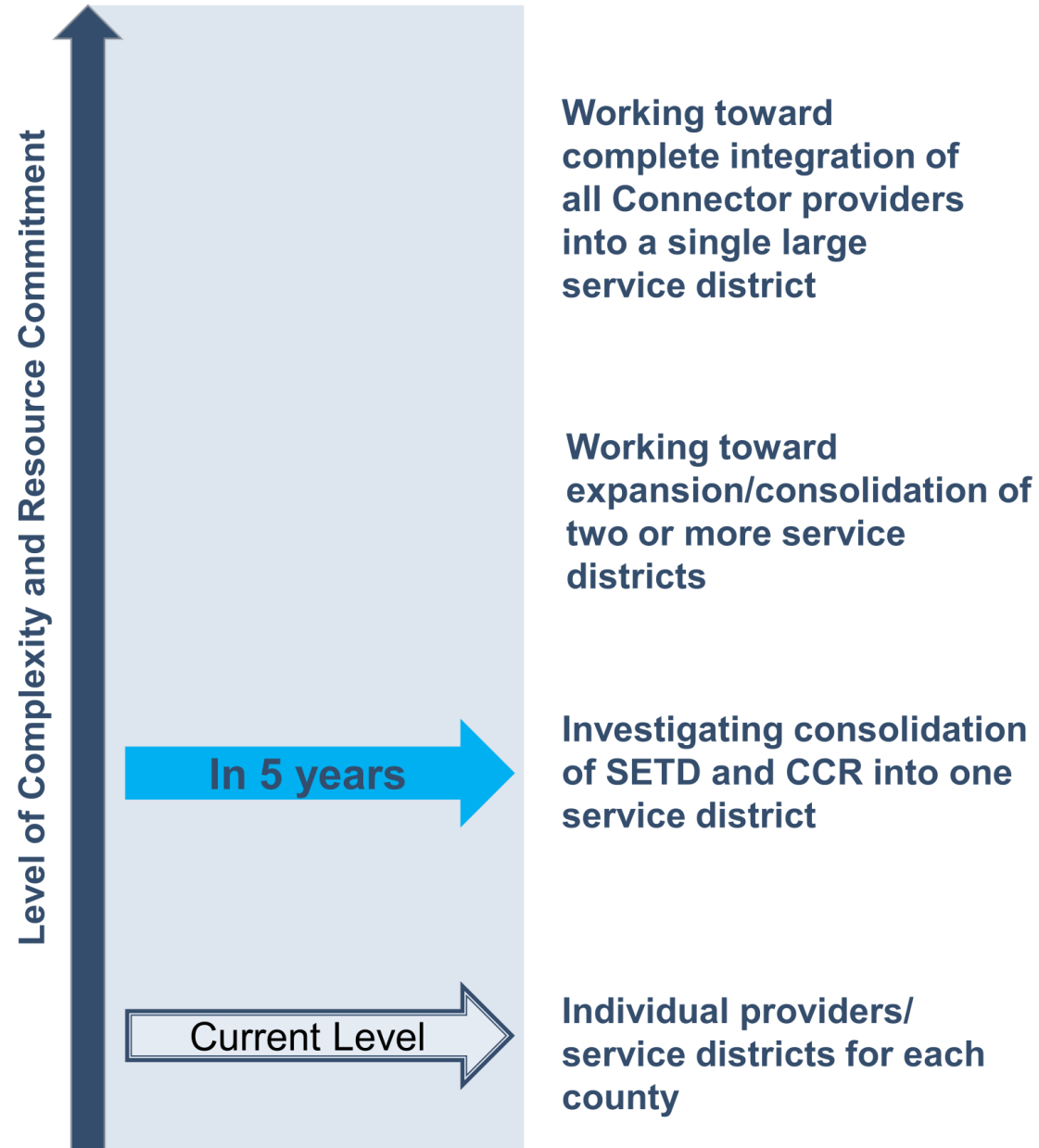
# Where Should We Be in 5 Years?

## ELECTED OVERSIGHT



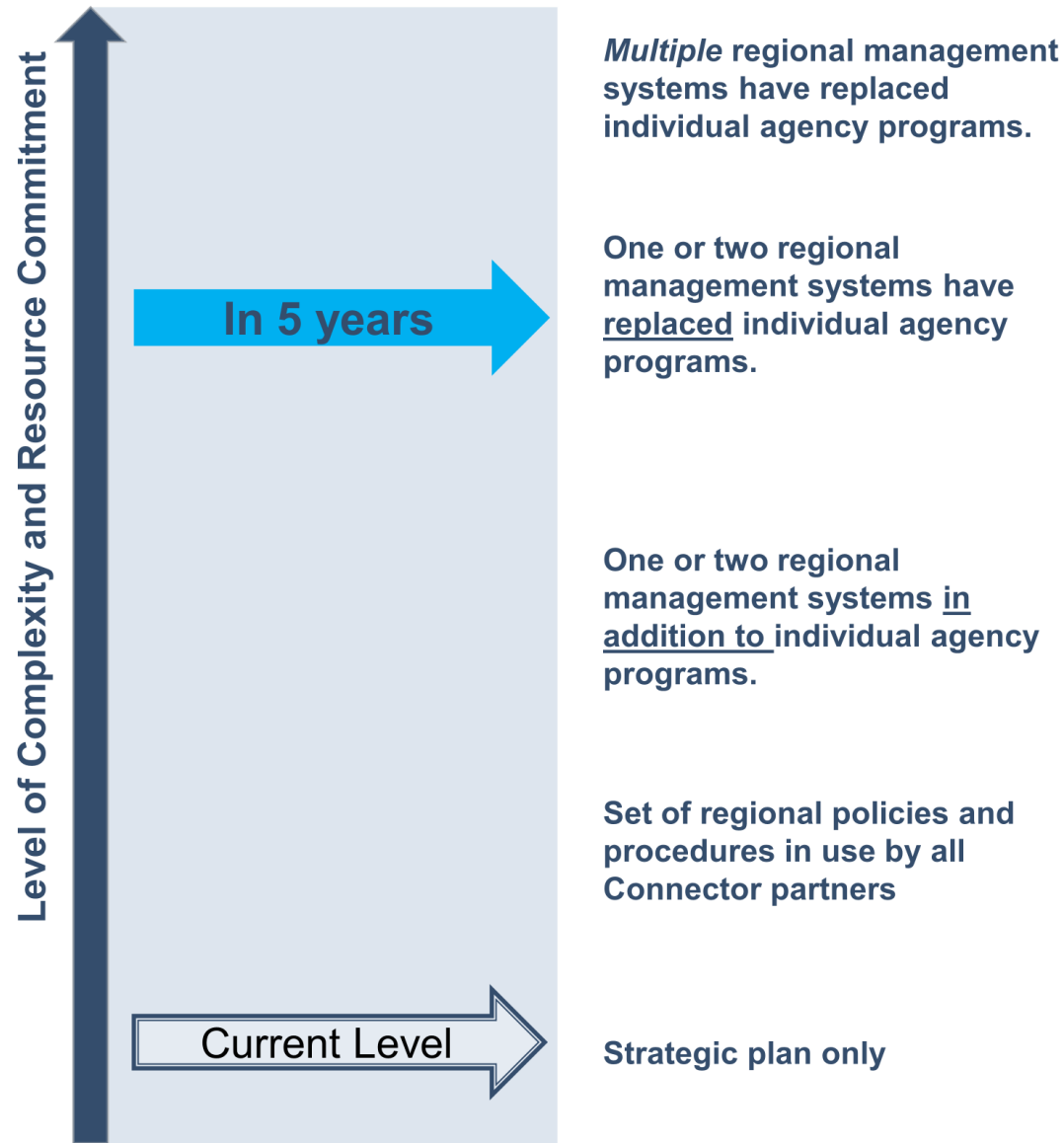
# Where Should We Be in 5 Years?

## ORGANIZATIONAL STRUCTURE



# Where Should We Be in 5 Years?

## MANAGEMENT TOOLS



# KEY ACTION ITEMS

1. Develop policies and procedures
2. Enhance the website (including a trip planning tool)
3. Install branded shelters and other amenities
4. Hire a Public Information Coordinator
5. Coordinate transfers
6. Increase frequencies on valley to coast corridors
7. Expand the connector service to Yamhill County
8. Coordinate with private providers
9. Standardize data collection and track performance



# THANK YOU!

For more information:

Jeff Hazen 503-861-5399

[jeff@ridethebus.org](mailto:jeff@ridethebus.org)





NORTH *by* NORTHWEST



# CONNECTOR MANAGEMENT PLAN

*A Strategic Approach to Regional Transit Coordination*

October, 2016



# Acknowledgements

## The following people made significant contributions to this plan:

Cynda Bruce, Lincoln County Transit

Jamey Dempster, Oregon Department of Transportation

Jeff Hazen, Sunset Empire Transportation District

Lee Lazaro, Benton County Rural Transit

Mary McArthur, Columbia Pacific Economic Development Council

Arla Miller, Oregon Department of Transportation

Doug Pilant, Tillamook County Transportation District

Michael Ray, Columbia County Rider

Janet Wright, Columbia County Rider

## Consultant Team:

Carole Richardson, Plangineering LLC

Stefano Viggiano, Parsons Brinckerhoff

Sine Adams, Parsons Brinckerhoff

Mary Burke, Maverick Media

**PLANGINEERING**

**PARSONS  
BRINCKERHOFF**

# Contents

1	Introduction .....	2
1.1	Management Plan Purpose .....	3
1.2	A Workshop-Based Approach .....	3
2	Laying the Foundation.....	5
2.1	Values.....	5
2.2	Vision .....	6
2.3	Mission.....	7
2.4	Goals and Objectives.....	8
3	State of the Connector .....	11
3.1	Connector Member Interviews .....	11
3.2	Stakeholder Survey.....	11
3.3	“SWOT” Analysis.....	12
3.4	Current Program .....	13
3.4.1	Current Program Overview .....	13
3.4.2	Key Benefits of the Connector Program.....	13
3.4.3	Challenges and Risks for the Current Program .....	14
3.4.4	Top Regional Needs.....	15
3.5	Funding Considerations.....	16
4	Taking It to the Next Level .....	19
4.1	Connector Governance.....	19
4.1.1	Authority to Work Together.....	19
4.1.2	Elected Oversight.....	20

4.2	Organizational Structure .....	21
4.3	Management Tools and Strategies .....	23
4.3.1	Regional Policies and Procedures .....	24
4.3.2	Regional Customer Service Training Program.....	25
4.3.3	Public Information Coordinator .....	25
4.3.4	Route Coordination Subcommittee.....	26
4.3.5	Regional Performance Tracking.....	27
4.3.6	Website Enhancements.....	27
4.3.7	“Joint Board” Meetings.....	27
5	Call to Action! .....	30

Appendices

- A Regional Data Reporting Template
- B Draft Policies and Procedures
- C Scan of Individual Agency Policies and Procedures
- D Stakeholder Survey Summary



# 1

# INTRODUCTION

# 1 Introduction

In 2010, five transit agencies in northwestern Oregon were awarded nationally-competitive funds through the US Department of Energy, to improve northwestern Oregon's livability using innovative transit strategies. The initial launch of the North by Northwest Connector system (Connector) improved transit travel between counties and set the stage for seamless, coordinated transit service across the region.

Connector members, collectively known as the Northwest Oregon Transit Alliance, include:

- Columbia County Rider (CCR)
- Sunset Empire Transportation District (SETD)
- Tillamook County Transportation District (TCTD)
- Lincoln County Transit (LCT)
- Benton County Transportation (BCT)

The initial US Department of Energy pilot program was fast-paced, focusing on immediate implementation of specific regional coordination activities under a strict grant deadline. In the three years since the startup grant was concluded in 2013, the continued energy and commitment of the Connector members has kept the Connector system in operation, providing a foundation for continued success.

As the system matures, Connector members desire to be purposeful and strategic in addressing the following critical success factors:

- Increasing Ridership: Recent ridership surveys indicate visitors to the region are learning about the Connector system after they have boarded a bus

operated by one of the individual Connector member agencies. Connector signs, website and other marketing materials are helping with brand recognition. However, additional strategies and partnerships with other travel providers such as Amtrak, POINT, Greyhound, Travel Oregon and others are needed to improve public recognition of the system and expand the Connector's reach into targeted markets.

- Extending System Routes: Recent expansion into Yamhill County and new connections between Salem and Lincoln City highlight desires by neighboring counties to be served by the Connector. Expanding the system into new service areas could enhance the Connector's market capture, but also presents technical, financial and political complexities for the current transit agency members.
- Long-Term Organizational Stability and Sustainability: Because the Connector was designed as an operational partnership between five existing transit systems, the current structure requires member agencies to balance Connector service needs with competing needs elsewhere in their own service areas. To date, the commitment of the transit agency members has ensured that the Connector's basic inter-county connections have remained intact. Over the long term, however, strategies are needed to allow for growth and to improve the Connector's

resiliency in the event of managerial, financial or political change.

Taken together, these topics represent a substantial to-do list. Addressing them will require a methodical, prioritized approach, and practical timelines that fit available staff and financial resources. It starts with this management plan.

### 1.1 Management Plan Purpose

The purpose of this plan is to provide a strategic foundation for:

- Setting priorities,
- Focusing energy and resources,
- Validating investment decisions, and
- Enhancing the integrity of the Northwest Oregon Transit Alliance in the eyes of funders, customers and potential partners.

The management plan provides a foundational vision, mission and long-term goals for the Connector, which are supported by specific objectives and strategic actions for the next five-years.

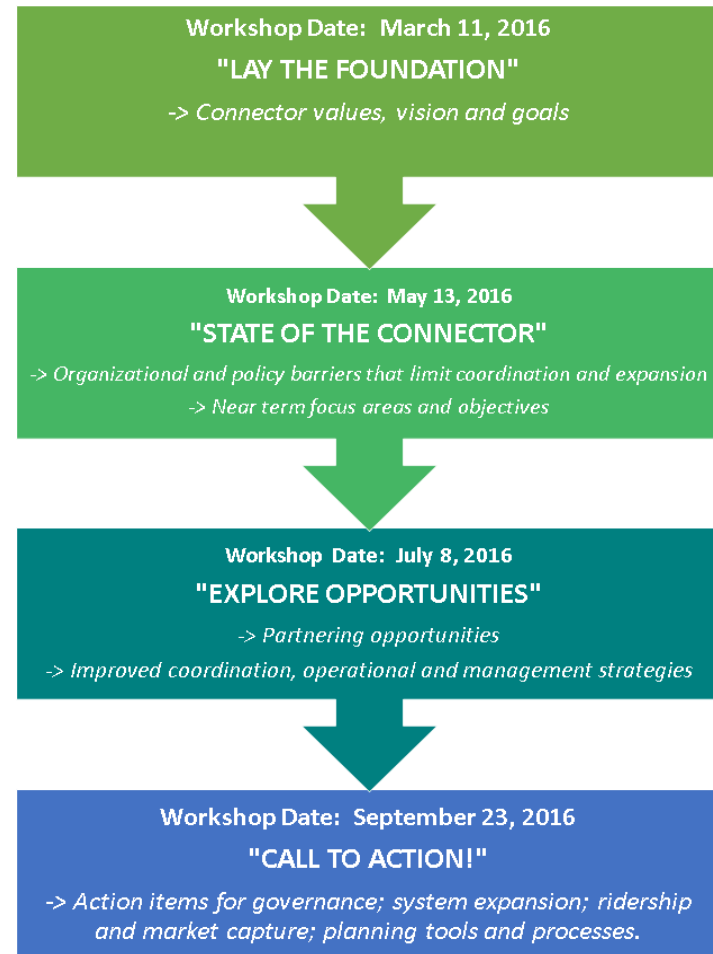
### 1.2 A Workshop-Based Approach

A series of facilitated workshops, each building upon the prior session, was used to develop the management plan, as shown in Figure 1.

The Connector’s current Coordinating Committee is comprised of high-level managers from each member agency plus representatives from the Oregon Department of Transportation (ODOT) and the Columbia-Pacific Economic Development District. Coordinating Committee representatives come from diverse backgrounds that include not only their present transit management positions, but also career experience in government

policy, grant writing, funding administration, land use planning, housing administration, higher education, public safety, retail business operations and international cultural exchange. To take advantage of these extensive professional strengths, workshop activities were “hands-on”, leveraging the practical knowledge and abilities of participants to make sure strategies were realistic for the Connector.

Figure 1. Management Plan Development Process



PACIFIC OCEAN

WASHINGTON

OREGON



2

# LAYING THE FOUNDATION

- LEGEND
- bus
  - train
  - light rail
  - cruise ship



## 2 Laying the Foundation

A strategic planning process is never more important than when an organization is in its early stages of development. Long-established organizations with existing track records may rely upon strategic planning to simply cement the values that they embody in their actions, and to refine an established approach. Newer organizations such as the Connector, however, do not have a long history from which to draw a reputation and public image, and must begin by declaring who they are and what they stand for. By preparing a strategic plan and following through on planned actions, the Connector Coordinating Committee can build trust and credibility with the communities it serves.

Strategic planning work began with an examination of the organization's central values, and development of a vision statement that communicates the collective, overarching desire of Connector members. With an established vision for where the group would like to go, we then inspected the group's mission, or what Connector members are currently doing today, and established a set of broad goals to support the long-range vision.

These foundational elements -- vision, mission and goals -- underpin the more detailed objectives and action items to be accomplished over the next five years (see Section 5).

### 2.1 Values

Values define what motivates us. Clarity on values is therefore essential for a successful strategic plan. Understanding values that Coordinating Committee representatives and their partners share can help lead to strategic actions that are more likely to be championed and implemented.

Each Coordinating Committee member invited one or two key stakeholders from their service area to participate in an initial values and visioning workshop for the management plan. Participants were asked to brainstorm their own personal values, considering what they value most about living in northwestern Oregon, aspects of their own jobs that are inspiring, rewarding, and fulfilling, and why participation in the Connector program matters.

### WHAT WE VALUE

- Natural beauty of our region
- Clean, fresh air
- Family-friendly communities
- Unique characters of our towns
- Ability to walk, bus and bike places
- Opportunities to help people
- Ability to be creative and innovative

Northwestern Oregon's natural beauty, clean environment and unique, family-friendly towns featured prominently in the group's core values. Coordinating Committee representatives find

fulfillment in helping to solve transportation problems for people, especially vulnerable and disadvantaged individuals, and an emphasis on hospitality was seen as a core value for the Connector. Other themes from the values discussion included embracing a culture of creativity and innovation; helping the region's unique communities to achieve their own community and economic development goals; and contributing to the overall enjoyment of life in the region by facilitating active transportation.

## 2.2 Vision

First impressions matter. The Connector's vision is the organization's first "emissary" to the community. It outlines the Connector's guiding principles, describing a bright, hopeful, yet realistic future, with an inspirational element.

Where is Connector going? What greater good will the organization serve? What values should guide decisions made and actions taken in the years to come? The answers to these questions framed the Connector's vision statement (shown at right).

As the group contemplated the scope and reach of their vision, Coordinating Committee members discussed what "success" could look like in 20 years. Growth and expansion was a dominant topic, and the following themes were carried forward in the strategic planning process, as a basis for goals and objectives to support the Connector's vision:

- A well-known brand that people associate with safety, service and efficiency
- Expansion to new geographic areas or addition of new members
- Strong public support

## VISION

**Northwestern Oregon boasts magnificent natural beauty, clean air and water, and unique, friendly communities that place a high value on an enjoyable, sustainable quality of life. The North by Northwest Connector supports these values with affordable and environmentally-friendly transportation options for everyone who chooses to live, work, or visit in our region.**

**We envision a future where the Connector is a strong, resilient thread, linking the fabric of local communities together with convenient transit service. Over the next 20 years, the Connector system will continue to grow and expand, providing innovative, user-friendly, sustainable, safe, and reliable transportation service that meets both local and regional needs.**

- Accessible, visible, and easy to understand information for riders and the public
- Increased demand for Connector services
- Synchronized schedules, seamless transfers and integration with other regional and intercity transportation providers
- Improved financial sustainability, with revenues sufficient to fund Connector programs and initiatives

### 2.3 Mission

While the Connector’s vision statement describes where the organization is headed in the *future*, the group’s mission statement describes *present-day* activities.

What is the Connector doing today in support of the vision? For whom, and why? What are the resulting benefits to the organization’s primary customers? The answers to these questions framed the group’s mission statement (shown at right).

## MISSION

The North by Northwest Connector is a partnership of inspired transit agencies working together to provide convenient regional transit connections, so that everyone has an accessible, affordable way to travel and enjoy our beautiful region. We collaborate on planning and funding for regional transit service to support the sustainability of the Connector system and the communities we serve.

## 2.4 Goals and Objectives

Long-range goals support the Connector’s vision by outlining work to be done within five focus areas shown below.

### GOALS

1. Improve Rider Access and Convenience
2. Promote Connector Awareness
3. Improve Regional Service Delivery
4. Increase Organizational and Financial Stability
5. Enhance Community Livability

Near-term objectives for each goal were developed using the “SMART” principle. That is, the Coordinating Committee endeavored to craft objectives for each goal that are specific, measurable, achievable, realistic, and time-bound. This approach encourages tangible, implementable solutions.

Over the next five to ten years, the following goals and objectives will help Connector members make headway toward their long-term vision:

#### GOAL 1: IMPROVE RIDER ACCESS AND CONVENIENCE

- Develop a trip planning tool for the Connector website.
- Agree on major stops and amenities to be installed with Enhance funding from ODOT.
- Provide branded shelters, timetables, and other amenities at each major Connector stop location.
- Develop consistent passenger comfort standards for bicycles, animals, luggage, food, and drink.
- Implement an automated phone information system specific to the Connector, with the same call-in number for all five transit agencies. Also include Connector information as an automated phone menu option on all five Connector agency telephone services.

#### GOAL 2: PROMOTE CONNECTOR AWARENESS

- Develop a job description and jointly fund a regional public involvement coordinator position for the Connector.
- Develop and fund a regular, ongoing marketing and public information campaign that is held simultaneously throughout the five-county region.
- Establish a driver training and customer service training program for the sale of visitor passes. Provide an annual training session for staff at all five agencies beginning in 2017.
- Connect with local visitor attractions that can offer off-season discounts.
- Provide a website that is easy and intuitive for customers to use.
- Work with Travel Oregon to include the Connector in their “Seven Wonders of Oregon” marketing program.

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

### **GOAL 3: IMPROVE REGIONAL SERVICE DELIVERY**

- Develop coordinated timetables for Connector service by 2017.
- Coordinate transfer times between Connector service and local service.
- Increase frequencies and service levels on valley to coast corridors (Highways 6, 20 and 30).
- Expand the Connector system into Yamhill County.
- Open a dialogue with other transit providers that serve the Connector area (e.g. Amtrak, POINT). Hold a meeting to share service and visitor pass information, and discuss ways to coordinate transfer times.
- Standardize data collection practices by all Connector partners.

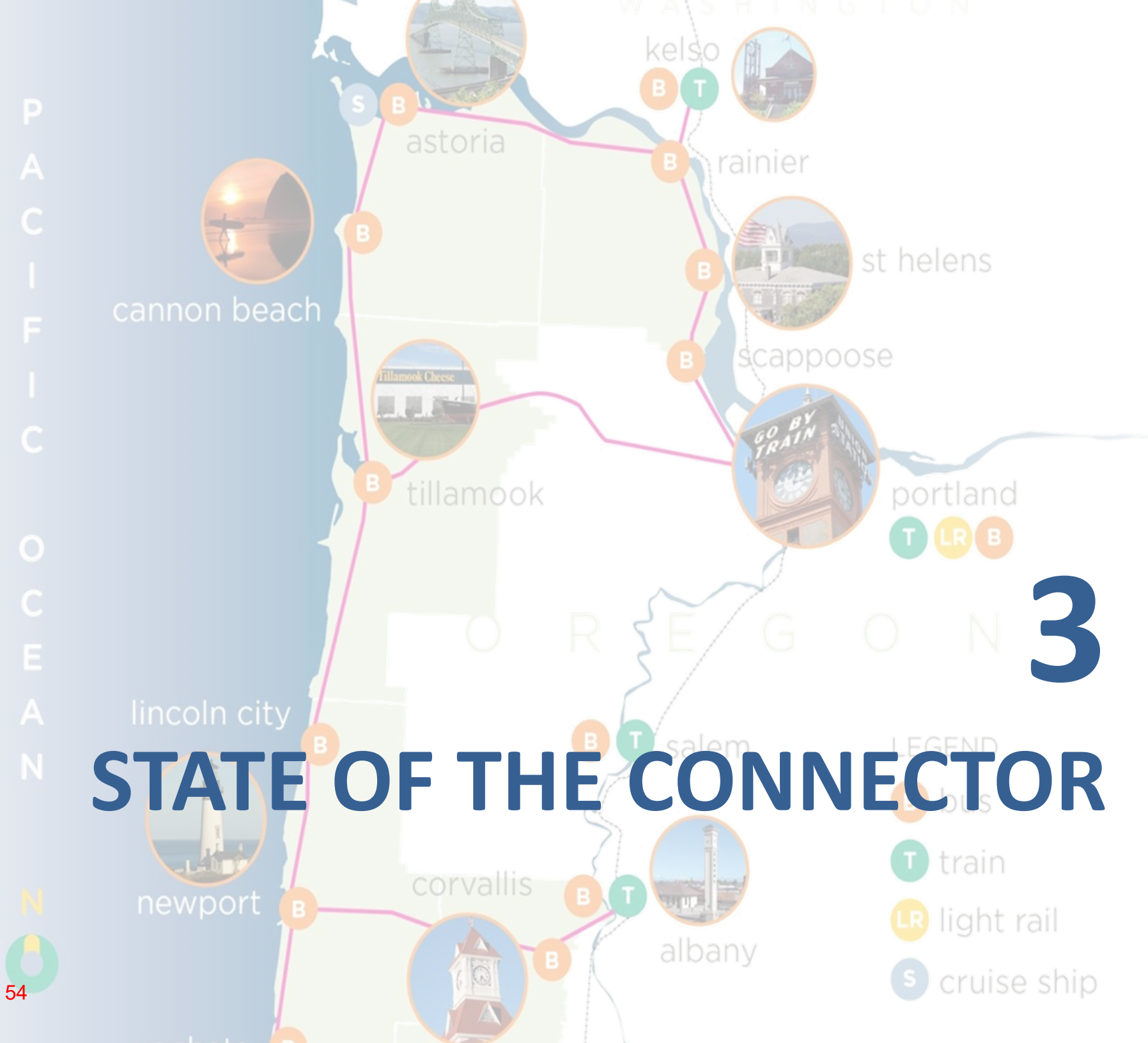
### **GOAL 4: INCREASE ORGANIZATIONAL AND FINANCIAL STABILITY**

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

- Convene representatives from each partner agency's board to discuss potential management strategies and resolve barriers to executing an updated Intergovernmental Agreement.

### **GOAL 5: ENHANCE COMMUNITY LIVABILITY**

- Develop an implementation plan for a marketing concept like Sonoma County's "Transit to Trails" program, and build a page for it on the Connector website.
- On an annual basis, reach out to local community agencies, such as senior centers, to demonstrate how to ride the Connector.
- Partner with local jurisdictions to integrate the Connector into local planning and development approval processes.



# STATE OF THE CONNECTOR 3

## 3 State of the Connector

To gauge the effectiveness of the Connector’s current coordination practices, Interviews with transit managers at each member agency were performed, and an online survey was distributed to key stakeholders in communities served by the Connector. A “SWOT” analysis was prepared based on responses received to document current strengths, weaknesses, opportunities and threats for the current Connector alliance.

This chapter summarizes those activities, and provides an overview of key findings.

### 3.1 Connector Member Interviews

The following individuals were interviewed for their perspectives on things that are currently working well and aspects of their work together that they find challenging or difficult.

- Doug Pilant, General Manager, Tillamook County Transportation District
- Jeff Hazen, Executive Director, Sunset Empire Transit District
- Janet Wright, Director, Columbia County Rider
- Lee Lazaro, Benton County Rural/Special Transportation Coordinator
- Cynda Bruce, Program Director, Lincoln County Transit
- Mary McArthur, Connector Administrator

- Jamey Dempster and Arla Miller, Regional Transit Coordinators, Oregon Department of Transportation (ODOT)<sup>1</sup>

Interview questions were tailored to capture views on current program needs, challenges and risks associated with continued participation in the Connector program, perceived policymaker knowledge and support, regional policies and procedures, current costs of participating, and available resources for expansion.

### 3.2 Stakeholder Survey

Coordinating Committee representatives were asked to distribute an online survey to key stakeholders and partners within their service areas, including:

- Transit agency board members
- Key staff within each transit agency
- Staff and elected officials at cities and counties
- Chamber of commerce directors and other economic professionals
- Anyone else whose perspective Coordinating Committee members felt would be valuable

The survey was also publicly available.

The purpose of the online survey was to gauge how well stakeholders perceive the Connector is currently meeting regional travel needs, and to understand current top benefits and needs from the community’s perspective. A summary of survey results is provided in Appendix D.

<sup>1</sup> Jamey and Arla also solicited input from other key ODOT managers and staff, including Hal Gard, Marsha Hoskins, Jean Palmateer, Terry Cole and Valerie Grigg-Devis.

### 3.3 “SWOT” Analysis

A workshop was held in May, 2016 to review interview and stakeholder survey findings, and to chart the organization’s current strengths, weaknesses, opportunities and threats. Table 1 provides a summary of this analysis.

Table 1. Current Strengths, Weaknesses, Opportunities and Threats

<b>“SWOT” ANALYSIS</b>	
<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Connector provides a great peer support network</li> <li>• There is open, honest communication</li> <li>• There is a regular forum for coordination</li> <li>• Good relationships</li> <li>• Visitor pass is easy and affordable</li> <li>• The Connector brand is strong</li> <li>• Good recognition from the state and other transit agencies around the country</li> <li>• Current member contributions are adequate to maintain status-quo</li> <li>• Individual transit agency policy boards are supportive</li> <li>• ODOT is supportive and engaged</li> <li>• Coordinating Committee’s understanding of needs matches stakeholder perceptions</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Service standards vary by agency</li> <li>• There is limited elected official oversight</li> <li>• Making schedule changes is clunky and complex</li> <li>• Visitor pass utilization remains low</li> <li>• No regional performance metrics</li> <li>• Lack of framework for regional policies and procedures</li> <li>• Standard partner contributions are inadequate to improve coordination or expand</li> <li>• Not always enough resources for following up on issues</li> <li>• Not enough staff resources to lead new initiatives</li> <li>• Not enough funding and resources for expansion of service</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Increased visibility and awareness through public messaging and marketing</li> <li>• Stronger online presence</li> <li>• Travel packages</li> <li>• New partners</li> <li>• Coordinated training and standards</li> <li>• Build more bench strength by engaging lower-tier staff at each transit agency</li> <li>• Provide periodic updates for the Oregon Transportation Commission</li> <li>• Be a resource for regional disaster planning</li> <li>• Increased financial contributions from partners for specific initiatives (an additional \$35K to \$70K annually may be possible)</li> <li>• Donations and crowd funding for special projects</li> <li>• Future federal, state, and private grants</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• There is a risk of instability as partner boards and budgets change</li> <li>• Personnel changes can lead to loss of institutional knowledge</li> <li>• Stable and sufficient funding is elusive</li> <li>• Intergovernmental Agreement update has stalled</li> <li>• Local needs may compete with regional needs</li> <li>• There is a lack of dedicated state or federal funding for regionalized service</li> </ul>



## 3.4 Current Program

### 3.4.1 Current Program Overview

The Connector's current coordination program includes:

- A monthly forum for interagency coordination and collaboration.
- A visitor pass program that allows multi-day travel across all five service areas with a single fare.
- Coordinated routes that connect communities across county lines, either without a transfer or with reduced transfer times.
- A basic website for public information about the transit alliance.
- Official branding graphics.
- Minimal ongoing marketing and advertising.
- Joint planning and pursuit of capital funding for initiatives affecting all five service areas.

Member agencies' current time commitment is approximately 1% to 5% of each transit agency manager's time.

The Connector has an annual operating budget of \$50,000, which is funded through annual member agency contributions of \$10,000 each. This small budget pays for essential support services, including:

- Administration (approximately 30 hours per month) including meeting facilitation and support, record-keeping, grant writing, project coordination and financial management.
- Website maintenance.
- Limited advertising.
- Legal, audit and insurance services.

Larger projects and other regional initiatives are typically funded through grants. Local matching funds that may be required for project grants are paid through additional member agency contributions specific to each project. Project-specific contributions by member agencies may therefore vary from year to year.

### 3.4.2 Key Benefits of the Connector Program

Interview and survey respondents were asked to identify aspects of the Connector program that are currently working well and are beneficial to member agencies and customers. Participants identified the following top benefits of the current program.

#### ESSENTIAL REGIONAL TRAVEL LINKAGES

Prior to Connector program implementation, transit travel between communities across county lines was inconvenient and in some cases impractical, requiring long wait periods or overnight stays in remote areas to make a transfer between service providers.

Although the Connector's rural routes still lack the frequency and convenience of transit services in urban areas, coordination between Connector members has significantly improved the ability to travel between counties by reducing wait times at transfer points, and in some cases eliminating the need for a transfer altogether.

#### OPPORTUNITIES TO ATTRACT MORE RIDERS

By providing a larger platform from which to market transit services, and offering travel options for people who want to travel between two or more counties, Connector member

agencies have an opportunity to attract more riders together than they do on their own.

#### ENHANCED LOCAL TRANSIT SERVICES AT MINIMAL ADDITIONAL COST

The Connector also provides an opportunity to attract more riders on local routes, by helping to build local community awareness of transit services. The regional coordination program benefits local residents by providing inter-county connections and more diverse travel options.

#### TRANSIT INFRASTRUCTURE FOR A RESILIENT REGIONAL ECONOMY

The affordability of regional transit travel offers opportunities for people to reduce their household transportation costs. In addition, the Connector's multi-day visitor passes provide an opportunity to increase regional tourism.

#### COMPETITIVE POSITION FOR GRANT FUNDS

Due to participation in the Connector program, many projects undertaken by individual transit agencies have a greater geographic reach and benefit a larger number of people, which can help to make the case for grant funding. In addition, members can join forces to apply for funding and implement projects that address similar needs in multiple service districts, reducing redundant grant applications and making grant awards go farther.

#### PEER SUPPORT NETWORK

A significant benefit is improved knowledge of neighboring transit agencies' service and operations. Connector members have an enhanced network of people and professional relationships that they can leverage for problem-solving

assistance. The Connector's monthly coordination forum provides a valuable opportunity for members to share lessons learned and successful strategies with one another.

#### DEMONSTRATING THE VALUE OF INTER-AGENCY PARTNERSHIPS

Connector members have an opportunity to interact with a wider range of transit agencies and potential partners than they would on their own. The group has received national notoriety as a model that other regions could adopt. Connector member speaking engagements at statewide and national conferences have not only disseminated successes and lessons learned about the Connector, but have also helped to broaden the professional networks of individual Connector members themselves.

These benefits support the case for ongoing participation by current Connector members. As the program evolves over time, it will be important to preserve and build upon these current advantages.

#### 3.4.3 Challenges and Risks for the Current Program

In reviewing interview and survey responses, the planning team identified several elements of the current program that pose challenges for member agencies and customers, or that may have the potential to jeopardize continuation of the program.

The following challenges and risks could be addressed or mitigated through regional management strategies for the Connector.

#### LIMITED ELECTED OVERSIGHT

The current Coordinating Committee is a staff-level committee. Each transit manager serving on the Connector Coordinating

Committee is responsible for reporting on Connector activities to his or her elected board; however, there is no forum or process for interaction between elected officials as decisions are made.

In Oregon, there is a significant public expectation that decisions affecting the people are the purview of their elected representatives. Management strategies that increase elected official participation and public transparency could help to reduce the potential for criticism of the Connector program.

#### **LACK OF REGIONAL PERFORMANCE MEASURES**

The business case for the Connector could be strengthened considerably with supporting data and performance measures. Currently, the group lacks a uniform process for collecting, recording and storing operational data, which is necessary to substantiate the Connector's "story", and examine the effects of future regional initiatives.

A performance management process was used for the original Connector pilot program to track the effects of the Connector on regional ridership, greenhouse gas emissions, fossil fuel use and vehicle miles travelled. This performance tracking process could be updated and adopted for future use by the group.

#### **POLICIES, PROCEDURES AND SERVICE STANDARDS VARY BY AGENCY**

Currently each agency operates under its own individual policies and procedures. From a customer perspective, this means that rider behavior expectations may vary as riders travel between adjacent counties. Inconsistent standards can affect many areas of regional travel, such as bicycle transport or service on holidays, and have the potential to strand passengers.

Written policies and procedures are an essential business practice for any large organization. By articulating requirements and expectations throughout the region, a set of regional policies and procedures could help to avoid misunderstandings and provide operational consistency for Connector members.

#### **SCHEDULE CHANGES ARE COMPLEX**

Being part of a larger regional system has complicated the process of making simple schedule changes for each member agency. Making schedule adjustments without examining partner system impacts has a ripple effect that can create problems for inter-county travelers.

A regional procedure for communicating and coordinating upcoming schedule changes, and strategies for building relationships and increasing interaction between lower tier staff at member agencies would help to mitigate these issues.

#### **INSUFFICIENT ONLINE INFORMATION AND TOOLS**

The Connector's website was originally created to provide basic information about the original pilot program. It lacks convenient trip planning features for customers and does not currently support the online sale of visitor passes.

#### **3.4.4 Top Regional Needs**

Interview and survey participants identified the following top needs for the current regional program.

#### **IMPROVED MARKETING AND RIDER INFORMATION**

Consistent and easy to access rider information on-line and increased visibility and awareness of the system through public messaging and marketing topped the list of current needs.

### INCREASED FREQUENCY AND NUMBER OF ROUTES

Stakeholder survey participants indicated an overarching desire for more frequent services and more route options. Routes connecting Connector member service areas often traverse longer distances through rural areas. As such, these routes typically have lower ridership than routes that offer local circulation through urban communities. Making the Connector's intercounty services more attractive and convenient for regional travel will require increasing frequency on these rural routes; however, this creates a dilemma for member agencies as they balance resources to serve the greatest number of people.

### BUS STOP SAFETY AND AMENITIES

Consistently comfortable, clean and secure stop locations throughout the region was a need identified by stakeholders participating in the online survey.

### ENHANCED REGIONAL CONNECTIONS

Connector members desire to improve connections to, and transfers with, other adjacent systems outside the Connector region. This includes Lane Transit, CARTS, Tri-Met, Northwest POINT, Greyhound and Amtrak.

## 3.5 Funding Considerations

Stable and sufficient funding was cited by all Connector members as a chief existing concern. Connector service providers currently rely on federal funding distributed by ODOT under FTA Section 5310 (elderly/disabled mobility) and Section 5311 (rural/intercity transit), combined with their own locally-generated funds. There are no set-asides for regional coordination efforts within the

funding programs managed by ODOT, so regional needs must currently compete with local funding requests.

An additional challenge for the Connector is that current statewide policies for allocating transportation funding favor counties with higher year-round populations. Due to significant seasonal travel within the Connector service area, portions of the system serve a larger population in the summer months. However, current ODOT funding formulas do not consider the significant seasonal influx of visitors and part-time residents to the Connector region.

For the Connector to continue to grow and expand while meeting both local and regional needs, additional funding will be needed. Effective financial management strategies rarely rely on a single funding source, and the best chance Connector has for financial stability is an organized management model capable of securing funding from multiple types of sources.

When asked about the availability of additional resources (i.e. staff time and money), each Connector member indicated that they may be able to make some additional staff resources available – perhaps 5-10% of one full time employee at each agency. None of the members felt they currently have adequate staff time to lead or manage a significant number of new initiatives for the Connector. However, all five member agencies indicated that they may be able to bring additional money to the table. Three members responded that an additional \$5,000 to \$10,000 annually may be possible to support Connector programs. Two member agencies indicated an additional \$10,000 to \$20,000 may be possible, depending on how funds would be used.

In addition to current state and federal grants and their own local coffers, other revenue sources that could be investigated include

crowdfunding for specific initiatives, increased revenues from online visitor pass sales, and non-traditional funding such as tourism-related grants and private grant sources.

PACIFIC OCEAN

WASHINGTON OREGON



cannon beach



astoria



kelso

rainier



st helens

scappoose



tillamook



portland

T LR B

4

lincoln city



newport

corvallis



albany

# TAKING IT TO THE NEXT LEVEL

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

## 4 Taking It to the Next Level

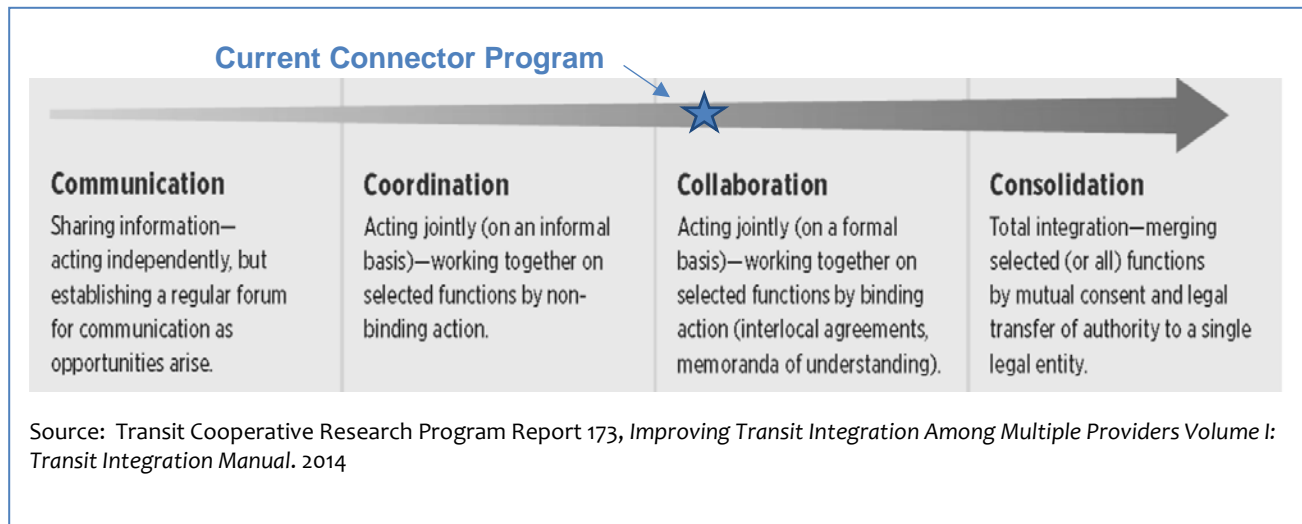
In considering ways to make progress toward the Connector’s vision, goals and objectives, the Connector Coordinating Committee explored opportunities and potential strategies in three key areas:

1. Governance
2. Organizational Structure
3. Management Tools (Including regional policies and other tools)

### 4.1 Connector Governance

Effective governance begins with a solid strategic plan including vision, mission, goals and objectives. Beyond those basic

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



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

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

#### 4.1.1 Authority to Work Together

An intergovernmental agreement (IGA) that was established for the original pilot program, still governs the disposition of investments made using US Department of Energy funds, but is no longer used for other fiduciary purposes. The group has been working on an updated IGA, which is currently pending, and in the

meantime, continued collaboration is on a voluntary basis. Bylaws have been adopted by the Coordinating Committee to guide the Connector membership, officers and meeting processes. Official adoption of an updated IGA by each member agency’s governing board is an important next step, to clearly articulate member commitments and responsibilities.

#### 4.1.2 Elected Oversight

The transit alliance currently functions as a staff-level committee. Each transit manager participating on the Coordinating Committee has assumed responsibility for keeping his or her elected policy board up to date on Connector activities. The current practice has advantages in that regional decisions affecting the individual service providers are made by agency managers and directors that are most familiar with the day to day operations of their organizations. However, the relatively low level of elected official interaction and oversight as regional decisions are made has been identified as a potential area of vulnerability for the group.

Increasing the level of engagement of elected officials would help to raise awareness of regional transit issues and build political support for Connector programs. In the future, if Connector members decide to advocate for changes to statewide policies to improve regional coordination efforts, having a core group of knowledgeable and engaged elected officials would be advantageous.

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

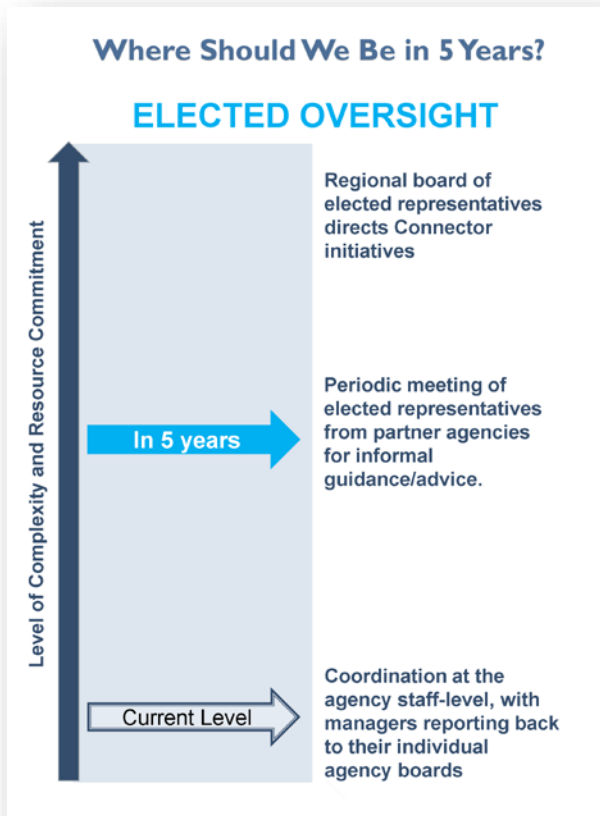
Table 2. Options for Increasing Elected Oversight

	Medium-level elected oversight	High-level elected oversight
Parties involved in decision-making process	Local politicians, transit board and commission members provide input on decisions	A governing policy board that includes elected officials makes decisions for the Connector
Features	<ul style="list-style-type: none"> <li>• Elected officials from across the region interact with transit managers in a publicly accessible setting</li> <li>• Meetings held quarterly, bi-annually, or annually</li> <li>• Elected participants exchange ideas, provide input and guidance to the staff-level Coordinating Committee</li> <li>• Guidance is advisory, not directing</li> </ul>	<ul style="list-style-type: none"> <li>• New Policy Board is a decision-making body with oversight of Connector activities</li> <li>• Current Coordinating Committee would serve as an advisory group to the elected-member board</li> <li>• Authority of board would extend to all regionally significant initiatives</li> </ul>
Advantages	<ul style="list-style-type: none"> <li>• Requires minimal additional resources to implement</li> <li>• Raises involvement of elected officials and increases their understanding of regional transit issues</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns with the public expectation that decisions affecting the people are the purview of elected representatives</li> <li>• Consolidates local perspectives into a single authoritative body that can speak for the region</li> </ul>
Potential Drawbacks	<ul style="list-style-type: none"> <li>• May be difficult to convince elected officials to participate without granting them specific authority</li> </ul>	<ul style="list-style-type: none"> <li>• Would need to guard against local political biases in the decision-making process, which could prevent full realization of regional benefits</li> </ul>



Within the next five years, the group decided to begin boosting their political support base by convening elected representatives from each member agency at least once a year (Figure 3).

Figure 3. Level of Elected Oversight in Five Years



These events could coincide with the Coordinating Committee’s annual meetings, and could include a progress report on action items included within this plan.

## 4.2 Organizational Structure

A key question pondered by planning participants was, “What is the end-game for the Connector?” That is, in considering the organization’s future, are there advantages to consolidation of the existing five individual agencies into a single service district for the region? And if so, is it realistic to attempt such a feat?

An in-depth analysis of the specific impacts and benefits of potential consolidation is outside the scope of this initial management plan; however, information considered by the Coordinating Committee during the planning process is documented here for future reference.

### CONSOLIDATION CASE EXAMPLES

To help seed discussions, the consultant team provided case examples from other regions where multiple public service districts have been combined. For example, in the late 1990’s transit agencies in Butte County, California, were engaged in a coordination effort that mirrored the Connector’s current situation.<sup>2</sup> Following in-depth study and analysis in 1999, multiple semi-rural transit operators determined to combine their operations into a single service organization to consolidate their administrative functions. The complexity of the operational and financial transitions involved took over five years to resolve, but

<sup>2</sup> Transit Cooperative Research Program Report 173, *Improving Transit Integration Among Multiple Providers Volume I: Transit Integration Manual*. 2014

did result in a single unified system providing a mix of fixed-route bus services and paratransit operations for the region.

Closer to home in Oregon, a non-transit example in the Eugene-Springfield area was also considered. Two separate fire departments were recently merged into one to increase administrative efficiencies. Redundant processes were eliminated, resulting in savings that were then used to improve fire protection service levels in the region. Employees of both cities currently work together at all station locations.

### CONSOLIDATION PROCESS

In Oregon, the process for formation of transportation service districts, including the consolidation of two or more existing districts into a new district, is governed by Chapter 198 of the Oregon Revised Statutes.

To begin the process, existing transit district boards may adopt a resolution to initiate consolidation. A vote of the people must be held on the matter in the affected counties. Then, if a consolidation proposal is voter-approved, consolidation may proceed and board members for the successor district can be appointed.

### CURRENT TRANSPORTATION DISTRICT FORMATION EFFORTS IN COLUMBIA COUNTY

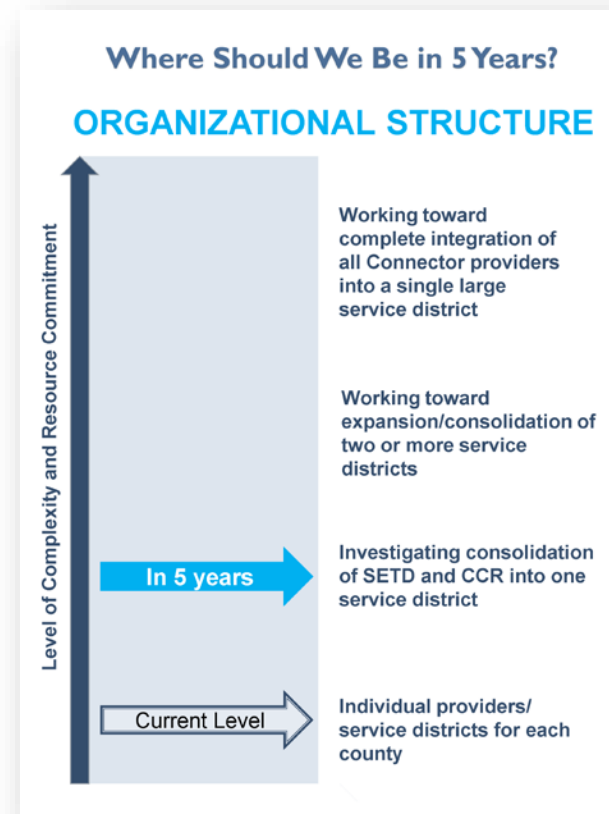
In Columbia County, CCR currently operates as a department of county government. Columbia County's board of county commissioners has placed a measure on the ballot for November 2016, requesting voter approval to form a new Columbia County Rider Transportation District. If approved, the new district would contain the area within the boundaries of Columbia County (except for the cities of Clatskanie and Prescott which have

declined to be included), and the measure would also authorize a new tax to help fund transit operations.

Columbia County has also initiated discussions with SETD in Clatsop County, to evaluate whether consolidation with SETD might offer advantages to both service areas in the future.

Given these considerations, the Coordinating Committee determined that consolidation of all five service providers is neither desirable nor feasible in the near-term. However, it may be important to keep the possibility of a consolidated district for CCR and SETD in mind as Columbia County explores formational concepts for a new transit district.

Figure 4. Consolidation Options



### 4.3 Management Tools and Strategies

“Management tools” is a broad category of methods and processes that can be used by Connector members to help eliminate redundancies and improve the efficiency of the regional coordination program.

Management tools could take many forms; for example:

- A regional policies and procedures manual
- Smart phone applications that enhance rider convenience
- Tools for collecting and tracking operational information
- Consolidated administrative functions, such as insurance, staff training or HR services
- Region-wide technology implementation
- Joint procurement or contracting processes
- Many other concepts for improving operational consistency region-wide

Regional management tools could allow Connector member agencies to accomplish something new together, or replace current activities of each individual agency with a more consistent regional process.

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

1. Regional policies and procedures
2. Regional customer service training program
3. Public information coordinator
4. Regional performance tracking tool

5. Website enhancements, including an online trip planner
6. Periodic meetings of elected representatives

These strategies are described below, and they have also been incorporated into the Connector’s five-year action plan, presented in Section 5.

Figure 5. Regional Management Tools in Five Years



### 4.3.1 Regional Policies and Procedures

An initial set of regional policies and procedures should be developed within the next five years, focusing on topics that are: (a) directly related to the rider’s experience; (b) necessary to help clarify Connector member expectations; and (c) needed to make the business case for future funding and system expansion.

Table 3 outlines 8 topics for which regional policies and procedure are recommended in the near-term. To help the Coordinating Committee get started, a draft version of each recommended policy has been provided in Appendix B, and a scan of existing individual agency policies and procedures may be found in Appendix C.

Table 3. Recommended Regional Policies

Policy Topic	Purpose	Suggested Content
Public Information	To establish regional protocols for public messaging and communicating with the press	<ul style="list-style-type: none"> <li>• A process for development and approval of public messages</li> <li>• Responsibilities and authorities for speaking publicly about the Connector</li> </ul>
Rider Behavior	To provide consistent passenger behavior standards for travel throughout the region	<ul style="list-style-type: none"> <li>• Rules and guidelines for riders regarding acceptable behavior, attire, etiquette, etc.</li> </ul>
Pets and Service Animals	To provide standards for transport of animals on all fixed transit routes	<ul style="list-style-type: none"> <li>• Restraint and carrier requirements</li> <li>• Types of permissible animals</li> </ul>
Bicycle Transport	To provide standards for transport of bicycles on all fixed transit routes	<ul style="list-style-type: none"> <li>• Types of bicycles permitted</li> <li>• Responsibility for loading and securing bicycles</li> <li>• Protocols for when the bicycle rack is full</li> </ul>
Holiday Service	To provide consistent service in all five counties on holidays	<ul style="list-style-type: none"> <li>• Designated holiday service days</li> <li>• Holiday operations schedules</li> </ul>
Data Collection	To provide a uniform process for collecting, recording, storing and reporting passenger information and operational data	<ul style="list-style-type: none"> <li>• Data collection and reporting guidelines</li> <li>• Data accessibility and management responsibilities</li> </ul>
Minimum Expectations of Connector Members	To set clear expectations for each member agency	<ul style="list-style-type: none"> <li>• Expectations for meeting attendance, co-branding, communication, and financial/operational obligations</li> </ul>
Connector Service Area Expansion	To establish minimum requirements for expanding service into new counties, or adding new operational partners	<ul style="list-style-type: none"> <li>• Funding plan and business case for expansion</li> <li>• Operational responsibilities of new members</li> </ul>

Development of regional policies and procedures will require time and patience to fully vet the impacts of each new policy on each of the five member agencies. To accomplish this, the Coordinating Committee should not attempt to address more than one or two policies at a time. A single Coordinating Committee representative should be assigned responsibility for coordinating the effort.

Once Coordinating Committee representatives agree on the language for a regional policy, the policy should be ratified by each member agency's governing board.

Once ratified, each policy should be posted to the Connector's website for public transparency and ease of reference by member agencies.

---

## REGIONAL POLICIES AND PROCEDURES

**Anticipated Impact/Cost:** Member agency staff time + \$2,000 per year additional administrative costs

**Implementation Timeline:** One to two policies per year over the next five years.

### 4.3.2 Regional Customer Service Training Program

Since the Connector's visitor pass program was first launched, TCTD has found effective ways to identify customers who may

benefit from a regional pass, and upsell passes to those candidate customers. In addition, TCTD has integrated a hospitality approach throughout their business practices that has improved both customer and employee satisfaction. Extending TCTD's approach to the other Connector service providers would be beneficial.

An annual training session on regional pass sales and customer service strategies is recommended, to be provided by TCTD for staff at all five Connector member agencies and staff at other organizations such as Travel Oregon.

---

## REGIONAL CUSTOMER SERVICE TRAINING

**Anticipated Impact/Cost:** Member agency staff time only

**Implementation Timeline:** Annually, beginning in 2017.

### 4.3.3 Public Information Coordinator

An additional part-time position dedicated to managing outreach and external communication efforts for the Connector is needed.

The Connector's Public Involvement Coordinator would be responsible for:

- Working with media consultants on outreach materials and travel packages
- Managing the Connector website

- Drafting key public messages for review and approval by the Connector Committee
- Preparing periodic press releases and opinion articles
- Providing radio and television interviews to the press
- Implementing and managing an easy to use single call information service for the Connector
- Presenting to local civic groups, agency boards, and other community organizations
- Serving as the community liaison to the Connector Committee

When transit managers were interviewed about available resources, each indicated that while current staff time was limited, an additional modest financial contribution to support Connector programs may be possible. An additional annual contribution of \$5,000 to \$8,000 per member agency would provide a budget of \$25,000 to \$40,000 which could be used to contract or hire a part-time public information coordinator.

Alternatively, the consultant team has identified a potential private grant source for which the Connector is eligible and which may be used for this purpose. The Meyer Memorial Trust currently offers grants for “Building Communities” and “Healthy Environment” focus areas that align well with the Connector’s mission and goals. Government agencies are eligible to apply and operating proposals that span two to three years are considered.

## PUBLIC INVOLVEMENT COORDINATOR

**Anticipated Impact/Cost:** \$25,000 to \$40,000 annually, to be funded through member agency contributions/or grants.

**Implementation Timeline:** 2017.

### 4.3.4 Route Coordination Subcommittee

Transit agency managers serving on the Coordinating Committee have many competing demands on their time. A key capacity-building strategy for the Connector will be to engage lower-tier staff at each member agency in the future development of the Connector system.

To begin, a Regional Route Coordination Subcommittee is recommended, which should include operations-level personnel from each agency who are responsible for day to day service planning and schedule adjustments. Responsibilities of this subcommittee could include:

- Preparation and periodic review and updating of a regional timetable
- Coordinating route and schedule changes that impact inter-county routes
- Coordinating and streamlining data collection processes
- Serving as the project advisory committee for regional studies and technology investments
- Serving as an ongoing technical advisory committee to the Coordinating Committee

## ROUTE COORDINATION SUBCOMMITTEE

**Anticipated Impact/Cost:** 8-10 hours of staff time per agency per quarter.

**Implementation Timeline:** 2017.

#### 4.3.5 Regional Performance Tracking

To be credible, the Connector’s “story” and asserted benefits should be backed by specific data. A performance monitoring process that allows the Coordinating Committee to track regional ridership and estimate the environmental benefits of transit travel in the region is needed.

A performance management spreadsheet was developed for the original Connector pilot program to help monitor changes in regional ridership, greenhouse gas emissions, fossil fuel use and vehicle miles travelled. As a first step, the consultant team for this management plan will be updating the original spreadsheet tool for the Coordinating Committee’s future use.

Performance tracking will require each member agency to provide consistent, periodic data on their ridership, routes and vehicles. The performance tracking spreadsheet will require periodic refinement to stay current with greenhouse gas emission factors and other regional travel trends that are used for spreadsheet calculation assumptions.

### REGIONAL PERFORMANCE TRACKING TOOL

**Anticipated Impact/Cost:** Initial spreadsheet included in Management Plan contract. Additional member agency and administrative staff time to maintain.

**Implementation Timeline:** 2016.

#### 4.3.6 Website Enhancements

Updates to the Connector website to improve trip planning capabilities and enhance its use as a marketing tool have been funded through an ODOT Special Transportation Fund Discretionary Grant.

### WEBSITE ENHANCEMENTS

**Anticipated Impact/Cost:** \$125,000 to be funded through an ODOT grant.

**Implementation Timeline:** Beginning in 2017.

#### 4.3.7 “Joint Board” Meetings

A key strategy for bolstering political support for the Connector includes engaging elected representatives from each individual transit agency. Beginning in 2017, each transit agency manager should bring one or two members from their elected boards to a special meeting of the Connector Coordinating Committee.

The first annual meeting should include a presentation of the goals, objectives and strategies outlined in this management plan, and a report from each transit manager on the status of assigned action items. Aligning the joint board meeting with the Coordinating Committee’s annual meeting will also allow elected representatives to better understand the annual budgeting process for the Connector.

Elected representatives should continue to be included in Coordinating Committee meetings on an annual basis, at minimum. Engaging elected representatives at more frequent intervals may be helpful when the Coordinating Committee begins working on issues requiring political support and assistance. For example, stated objectives under Goal 4 of this management plan include resolving barriers to updating the intergovernmental agreement, and working with the Oregon Transit Association to seek statutory funding changes for regional transit coordination activities. These are both areas where elected officials may be able to provide policy-level assistance.

---

## JOINT BOARD MEETINGS

**Anticipated Impact/Cost:** Additional administrative and transit agency manager staff time for meeting coordination and to prepare presentations and meeting materials.

**Implementation Timeline:** Beginning in 2017.





5

**CALL TO ACTION!**

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

## 5 Call to Action!

Table 4 outlines the action items and leadership responsibilities for accomplishing the Connector’s goals and objectives. An editable version of this table has been provided for the Coordinating Committee’s use as a living document. It should be reviewed at least quarterly, and kept updated as progress is made over the next five years.

At three to five year intervals, the Coordinating Committee should perform a minor update of the management plan, primarily to retire any objectives that have been accomplished and to identify new objectives and action items for the next three to five years.

Given that the organization is still in its early stages of development and could experience significant change over a short amount of time, the Coordinating Committee should consider a major plan update at 10-12 year intervals, to reconfirm or refine the organization’s overall vision, mission, goals, objectives and strategic actions.

Note that each specific objective in Table 4 needs a leader to shepherd the work and be accountable for progress. The transit manager for the agency shown in the “leader” column below is responsible for initiating and monitoring the work described. Work may be delegated to subordinate staff, or, if the Coordinating Committee approves, leadership responsibilities may be transferred to another member agency.

Table 4. Connector Action Plan and Leadership Responsibilities

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
<b>GOAL 1: IMPROVE RIDER ACCESS AND CONVENIENCE</b>				
<b>1A</b>	Develop a trip planning tool for the Connector website.	<b>SETD</b>	<ul style="list-style-type: none"> <li>• Select and hire a website contractor</li> <li>• Provide a technical staff contact person to work closely with website developer</li> <li>• Collect and consolidate input from Coordinating Committee members as website is developed</li> <li>• Ensure perspectives of <b>Public Involvement Coordinator</b> and <b>Media Consultant</b> are included as website is developed</li> <li>• Review and recommend Coordinating Committee acceptance of final work products</li> </ul>	2017
<b>1B</b>	Agree on major stops and amenities to be installed with Enhance funding.	<b>ODOT Liaison</b>	<ul style="list-style-type: none"> <li>• Work with Coordinating Committee to confirm the list of stops to be studied with the Enhance grant.</li> <li>• Coordinate with project manager assigned by ODOT to determine the improvements to be installed at each location.</li> <li>• Work with the Coordinating Committee to confirm study recommendations.</li> </ul>	2018

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
<b>1C</b>	Provide branded shelters, timetables, and other amenities at each major Connector stop location by 2025.	<b>TCTD</b>	<ul style="list-style-type: none"> <li>• Work with <b>Connector Administrator</b> to identify and apply for grant funding to make stop improvements identified in 1B above.</li> <li>• Select and hire a design-build team to construct the improvements.</li> </ul>	In phases, as grant funding allows, by 2025
<b>1D</b>	Develop consistent passenger comfort standards for bicycles, animals, luggage, food, and drink.	<b>BCT</b>	<ul style="list-style-type: none"> <li>• Use the draft policies provided in Appendix B as a starting point.</li> <li>• Follow actions listed under 4C below.</li> </ul>	2021
<b>1E</b>	Implement an automated phone information system specific to the Connector, with the same call-in number for all five transit agencies. Also, include Connector information as an automated phone menu option on all of the five Connector agency telephone services.	<b>SETD</b>	<ul style="list-style-type: none"> <li>• Research automated phone services (such as RingCentral) and make a recommendation to the coordination committee.</li> <li>• Work with <b>Marketing Consultant</b> and/or <b>Public Information Coordinator</b> to develop a script for automated info about the Connector</li> <li>• Purchase and setup automated system to route calls to appropriate transit provider</li> </ul>	2018

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
<b>GOAL 2: PROMOTE CONNECTOR AWARENESS</b>				
<b>2A</b>	Develop a job description and fund a regional <b>Public Involvement Coordinator</b> position for the Connector.	<b>Connector Administrator</b>	<ul style="list-style-type: none"> <li>• Draft a <b>Public Involvement Coordinator</b> job description for Coordinating Committee review</li> <li>• Determine appropriate budget for the position</li> <li>• Identify and secure grant funding, or solicit commitments from member agencies to fund the position.</li> <li>• Advertise the position regionally</li> <li>• Interview and select final candidate</li> </ul>	2017
<b>2B</b>	Develop and fund a regular, ongoing marketing and public information campaign that is done simultaneously throughout the five-county region.	<b>Public Involvement Coordinator</b>	<ul style="list-style-type: none"> <li>• Coordinate with <b>Connector Administrator</b> to establish an annual marketing budget and secure grants or member agency contributions.</li> <li>• Obtain proposal(s) from marketing/media consultants</li> <li>• Work with Coordinating Committee to hire <b>Media Consultant</b> to implement the marketing plan</li> </ul>	Ongoing, beginning in 2017
<b>2C</b>	Establish a driver training and customer service training program for the sale of visitor passes. Provide an annual training session for staff at all five agencies beginning in 2017.	<b>TCTD</b>	<ul style="list-style-type: none"> <li>• Provide a staff-level trainer</li> <li>• Prepare training program and training materials</li> <li>• Select training date(s), invite member agency and Travel Oregon staff, and hold training</li> <li>• Consider a webinar for remote participants</li> </ul>	Annually, beginning in 2017

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
<b>2D</b>	Connect with local visitor attractions that can offer off-season discounts.	<b>Media Consultant</b>	<ul style="list-style-type: none"> <li>• Include strategies in annual marketing plan</li> </ul>	2019
<b>2E</b>	Provide a website that is easy and intuitive for customers to use.	<b>SETD</b>	<ul style="list-style-type: none"> <li>• See actions under 1A.</li> </ul>	2018
<b>2F</b>	Work with Travel Oregon to include the Connector in their “Seven Wonders of Oregon” marketing program.	<b>Media Consultant</b>	<ul style="list-style-type: none"> <li>• Include Travel Oregon in the annual marketing plan.</li> </ul>	2017
<b>2G</b>	Provide presentations to update regional and statewide groups upon completion of the Management Plan	<b>TCTD</b>	<ul style="list-style-type: none"> <li>• Prepare a 10-minute powerpoint presentation.</li> <li>• Work with <b>ODOT Liaison</b> to get on the Oregon Transportation Commission agenda.</li> <li>• Identify speakers and schedule additional presentations to: <ul style="list-style-type: none"> <li>○ Public Transportation Advisory Committee</li> <li>○ Northwest Area Commission on Transportation</li> <li>○ Cascades West Area Commission on Transportation</li> <li>○ Association of Oregon Counties</li> <li>○ League of Oregon Cities.</li> </ul> </li> </ul>	2017

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
<b>GOAL 3: IMPROVE REGIONAL SERVICE DELIVERY</b>				
<b>3A</b>	Develop coordinated timetables for Connector service.	<b>CCR</b>	<ul style="list-style-type: none"> <li>Assemble a <b>Route Coordination Subcommittee</b> that includes key operations staff responsible for route and service changes at each member agency.</li> <li>Convene the subcommittee to review and update the original regional timetable prepared for the Connector pilot program.</li> <li>Create a PDF of the updated timetable and post it to the Connector website.</li> <li>Set a standing meeting of the subcommittee to check in quarterly on changes needed.</li> </ul>	2017, with quarterly review and update
<b>3B</b>	Coordinate transfer times between Connector service and local service.	<b>All Coordinating Committee Reps</b>	<ul style="list-style-type: none"> <li>Before initiating any schedule changes, check to see if transfer times with adjoining services will be impacted.</li> <li>Discuss proposed service changes with <b>Route Coordination Subcommittee</b>, and work directly with adjoining member agency to resolve any issues.</li> </ul>	Ongoing
<b>3C</b>	Increase frequencies and service levels on valley to coast corridors (Hwy 6, 20, 30).	<b>LCT</b>	<ul style="list-style-type: none"> <li>Work with <b>Connector Administrator</b> to identify and secure funding for a study of market potential and demand in coastal feeder corridors to determine desired headways.</li> <li>Hire consultant and perform the study.</li> <li>Secure operational funding needed to increase headways to desired levels.</li> </ul>	2022

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
3D	Expand the Connector system into Yamhill County.	TCTD	<ul style="list-style-type: none"> <li>Retain a consultant to perform a study of service expansion opportunities in Yamhill County.</li> <li>Secure funding and implement service expansion recommendations.</li> <li>If a new Connector member needs to be added, follow the policy for adding new members (to be developed under 4C.)</li> </ul>	2018
3E	Open a dialogue with other transit services such as Amtrak and POINT (starting with the Cascades POINT). Hold a meeting to share service and visitor pass information, and discuss ways to coordinate transfer times.	BCT	<ul style="list-style-type: none"> <li>Identify potential private operator partners and develop contact list.</li> <li>Ask <b>ODOT Liaison</b> to identify ODOT representatives who should be involved.</li> <li>Develop agenda, invite attendees and facilitate the meeting.</li> <li>Circulate meeting notes to attendees and follow up on next steps.</li> </ul>	2017
3F	Standardize data collection practices of Connector members.	Connector Administrator	<ul style="list-style-type: none"> <li>Obtain monthly operational data from each member, using the data reporting template provided in Appendix A.</li> </ul>	2017; ongoing monthly
		CCR	<ul style="list-style-type: none"> <li>Ask <b>Route Coordination Subcommittee</b> to discuss current data collection processes, and identify opportunities for streamlining.</li> <li>Work with <b>Connector Administrator</b> to retain a consultant to study and recommend automatic data collection technologies for the region, including equipment maintenance and data management.</li> </ul>	Implement by 2019; ongoing thereafter

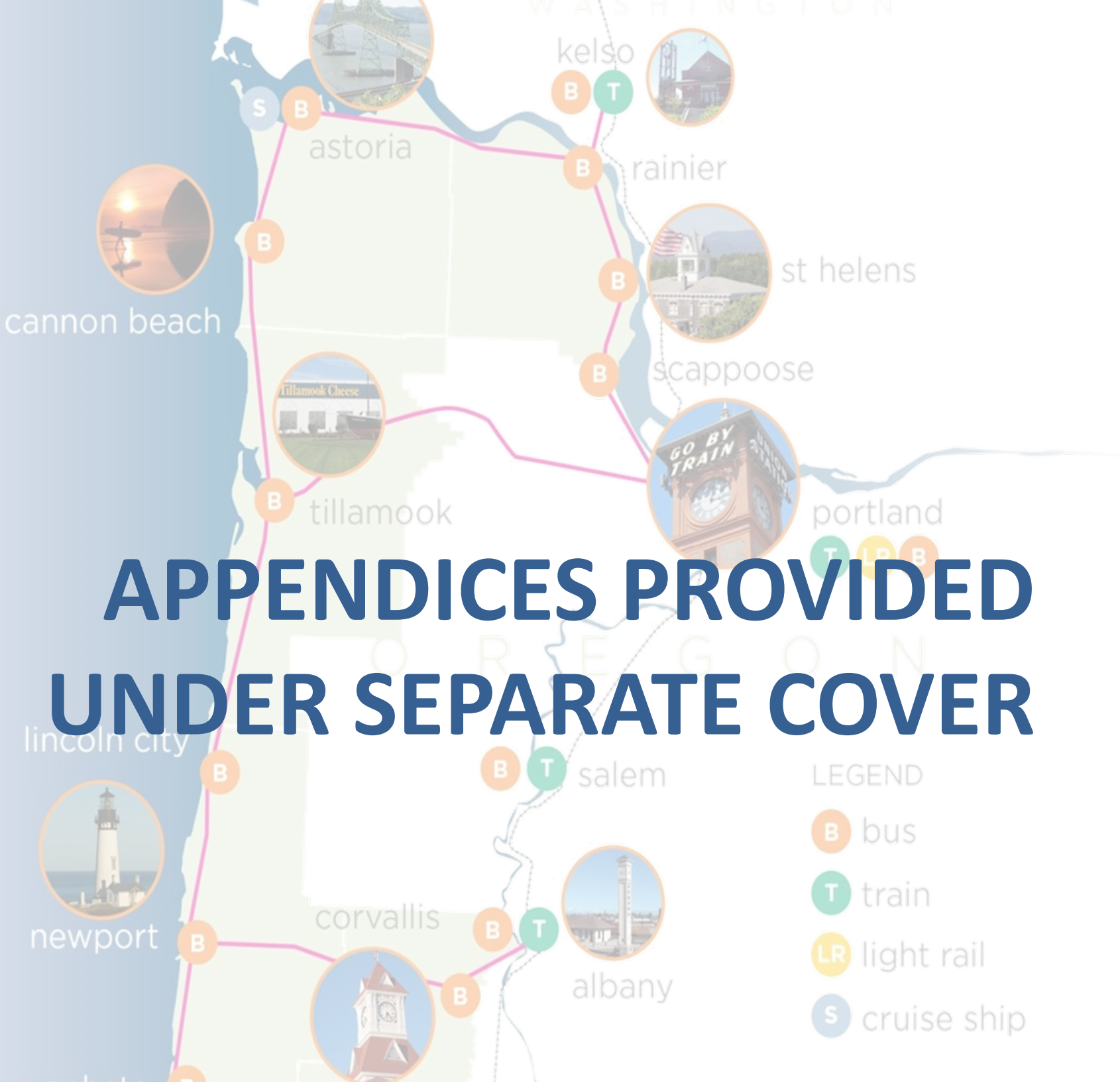


CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
			<ul style="list-style-type: none"> <li>Work with <b>Connector Administrator</b> to secure funding to implement automated data collection process.</li> </ul>	
<b>GOAL 4: INCREASE ORGANIZATIONAL AND FINANCIAL STABILITY</b>				
<b>4A</b>	On an ongoing basis, look for opportunities to jointly procure equipment, stop amenities, consulting services, and other major purchases.	<b>All Coordinating Committee Reps</b>	<ul style="list-style-type: none"> <li>As individual agency budgets are developed, discuss any upcoming capital purchases with the Coordinating Committee, and jointly procure similar items.</li> </ul>	Ongoing, beginning in 2017
<b>4B</b>	Complete a detailed study to look for additional regional operational cost efficiencies by 2020.	<b>ODOT Liaison</b>	<ul style="list-style-type: none"> <li>Work with Connector Administrator to identify and secure funding for a region-wide operations analysis.</li> <li>Select and hire a consultant to perform the analysis.</li> <li>Consider using the <b>Route Coordination Subcommittee</b> as the advisory committee for this study.</li> <li>Work with Coordinating Committee members to implement study findings.</li> </ul>	2020
<b>4C</b>	Develop a regional policies and procedures manual, and establish initial policies for topic areas recommended in the management plan.	<b>BCT</b>	<ul style="list-style-type: none"> <li>Use the draft policies provided in Appendix B as a starting point.</li> <li>Request a standing agenda item for policy development at each Coordinating Committee meeting.</li> <li>Take one policy at a time, facilitate Coordinating Committee discussion and</li> </ul>	2021

CONNECTOR ACTION PLAN		Leader	Action Items	Target Completion
			<p>provide drafts and final drafts for committee approval.</p> <ul style="list-style-type: none"> <li>• After committee approval, make sure each new policy is ratified by each transit agency's governing board.</li> <li>• Ensure final policies are posted to website</li> </ul>	
<b>4E</b>	Reach out to the Oregon Transit Association (OTA) for assistance in lobbying for regional coordination funding.	<b>LCT</b> (TCTD co-leader)	<ul style="list-style-type: none"> <li>• Discuss funding needed for regional coordination with the OTA, and request that OTA include the issue in their legislative strategy.</li> <li>• Serve as a liaison between the OTA and the Coordinating Committee as OTA develops a legislative position.</li> </ul>	2017
<b>4F</b>	Convene representatives from each partner agency's board to discuss potential management strategies and resolve barriers to the IGA.	<b>TCTD</b> (LCT to provide current draft IGA)	<ul style="list-style-type: none"> <li>• Prepare a list of outstanding concerns from member agencies' legal counsels on the draft IGA.</li> <li>• Work with the Coordinating Committee to resolve issues as possible.</li> <li>• At the Connector's annual meeting, provide a briefing for elected representatives. Request their assistance with resolving remaining issues.</li> <li>• If legal assistance is needed, coordinate with <b>Connector Administrator</b> to secure legal help for the Coordinating Committee, as a group.</li> </ul>	2017

<b>CONNECTOR ACTION PLAN</b>		<b>Leader</b>	<b>Action Items</b>	<b>Target Completion</b>
<b>GOAL 5: ENHANCE COMMUNITY LIVABILITY</b>				
<b>5A</b>	Develop an implementation plan for a marketing concept similar to Sonoma County’s “Transit to Trails” program, and build a page for it on the Connector website.	<b>Media Consultant</b>	<ul style="list-style-type: none"> <li>• Work with <b>Public Involvement Coordinator</b> to develop a proposal for Coordinating Committee review.</li> <li>• Work with <b>Connector Administrator</b> on funding applications for Federal Lands Access Program, and/or Transportation Alternatives Program</li> </ul>	2018
<b>5B</b>	On an annual basis, reach out to local community agencies, such as senior centers, to demonstrate how to ride the Connector.	<b>Public Involvement Coordinator</b>  <b>and</b>  <b>All Coordinating Committee Reps</b>	<ul style="list-style-type: none"> <li>• Prepare a standard presentation on the Connector for use in presenting to civic groups.</li> <li>• Show it to the Coordinating Committee and update it annually.</li> <li>• Schedule speaking arrangements throughout the region.</li> <li>• Meet with business and travel industry leaders to introduce the Connector and its role in the region’s livability and economic vitality</li> </ul>	Annually
<b>5C</b>	Partner with local jurisdictions to integrate the Connector into local planning and development approval processes.	<b>All Members</b>	<ul style="list-style-type: none"> <li>• Contact planning directors at each local agency within your service area and ask to be notified when new developments are proposed.</li> <li>• Review new development proposals and coordinate with local planning directors to make appropriate transit improvements a condition of development.</li> </ul>	2018; ongoing thereafter

P  
A  
C  
I  
F  
I  
C  
  
O  
C  
E  
A  
N  
  
N



# APPENDICES PROVIDED UNDER SEPARATE COVER

## LEGEND

-  bus
-  train
-  light rail
-  cruise ship



# B. Draft Policies and Procedures



<b>Policy Number: XXX</b> <b>Policy: POLICY DEVELOPMENT</b>
--

Approval Date:
----------------

## I. Purpose

This policy documents the process for developing and approving NW Connector Alliance policies.

## II. Rationale

The NW Connector Alliance requires policies to ensure that the Connector service is provided in a consistent, integrated, and efficient manner.

## III. Policy

1. NW Connector Alliance policies are intended to address issues that impact connector service or the management of the NW Connector Alliance.
2. NW Connector Alliance policies are in addition to and must be compatible with each member agency's internal policies.
3. Proposed policies will be discussed and acted upon at official NW Connector Alliance Management meetings.
4. Policy adoption requires unanimous approval by member agencies.



**Policy Number: XXX**

**Policy: PUBLIC INFORMATION**

Approval Date:

## I. Purpose

To establish protocols and procedures for providing information to the public on NW Connector service.

## II. Rationale

It is important to provide accurate, timely, and consistent information to the community.

## III. Policy

1. NW Connector public information shall be made available on the Connector website, in print, and, potentially, through other media.
2. All public information material and messages shall be reviewed by the Public Involvement Coordinator to ensure consistency between messages and professionalism of content. The Public Involvement Coordinator will review proposed public information messages within two business days of receipt
3. The Public Involvement Coordinator will forward public messages, with recommended changes, as appropriate, to the Connector Committee, which will review and approve messages before they are officially released.
4. No person shall officially represent the Connector to the press unless designated to do so by the Connector Committee.
5. The Public Involvement Coordinator shall be in charge of overseeing all interaction between the Connector and the public.





**Policy Number: XXX**

**Policy: RIDER BEHAVIOR**

Approval Date:

## I. Purpose

To establish rules and expectations for rider behavior on Connector service.

## II. Rationale

For the comfort and safety of riders, it is important to have rules governing rider behavior and that those rules are applied consistently and equitably on NW Connector service.

## III. Policy

1. These rules apply to an individual's behavior on vehicles and property managed by Connector members.
2. All laws and rules regarding behavior that exist in the cities and counties where the Connector service operates shall be in full effect.
3. No firearms, explosives, hazardous materials, or weaponry of any kind are permitted.
4. No vulgar, profane, obscene, or lewd language of any kind will be tolerated, either directed at people or in audible conversations.
5. Overtly sexual behavior, especially assault and verbal abuse, is prohibited.
6. Viewing inappropriate or objectionable content on any device is prohibited.
7. No smoking, alcohol consumption, or illegal drug use is allowed in or within ten feet of Connector vehicles and facilities. Riding under the noticeable influence of drugs or alcohol is prohibited.
8. Consumption of food or beverages on Connector vehicles is prohibited. Sealed containers of food and beverages may be brought aboard vehicles for transport purposes.

9. Appropriate clothing, including shoes, and shirts, shall be worn at all times. Indecent exposure shall not be tolerated.
10. Music players are prohibited from being used except with headphones at low volume.
11. Shouting or yelling is prohibited.
12. Cell phone conversations are prohibited.
13. Riders of recreational wheeled devices, such as roller skates, skateboards, or scooters, must remove skates or dismount the device before boarding.
14. Children age five (5) and under must be accompanied by an older rider of at least twelve (12) years of age. Children ages six (6) to eleven (11) may ride alone if an adult relative or guardian places them on the vehicle and signs a release form.
15. Standing riders must remain behind designated lines while the vehicle is in motion.
16. All sitting riders are required to wear seatbelts where seatbelts are provided while the vehicle is in motion. Standing riders must hold on to available handholds to ensure balance.
17. Children must be removed from strollers and securely held by their accompanying guardian while the stroller is stowed away.
18. All riders must yield seats designated for elderly and disabled passengers to elderly, disabled, or pregnant riders.



**Policy Number: XXX**

**Policy: PETS AND SERVICE ANIMALS**

Approval Date:

## I. Purpose

To create uniform standards for transporting pets and service animals on NW Connector service.

## II. Rationale

It is important for NW Connector riders to have consistent rules and procedures for transporting their pets and service animals.

## III. Policy

### 1. Pet Transporting Policy:

- a. All pets must be securely contained within pet carriers, which must be designed for carrying pets and built of sturdy rigid material.
- b. Pet carriers shall not be opened while on the vehicle.
- c. Pet carriers must be of appropriate size for the pet(s) they carry. An unnecessarily large carrier may be rejected by the driver.
- d. Pet carriers must not allow any solid or liquid material to leak out.
- e. Pet carriers must be stored in a location that does not disrupt the normal functioning of the vehicle. They may not block aisles, doors, or emergency exits. They must be stored in designated carrier areas or immediately adjacent to the owner.
- f. Pet carriers may only occupy a seat if there are empty seats available on the vehicle. The seat must be relinquished if it is needed by a rider.
- g. Each rider is limited to one pet carrier.
- h. Loud pets, such as barking dogs, are not permitted.
- i. Unsanitary or noticeably odorous pets may be denied entry to the vehicle.
- j. Drivers possess the authority to deny access to any pet that they deem is a threat to the functional environment of the vehicle or creates discomfort for other passengers.

## 2. Service Animal Policy

- a. Service animals are allowed on all buses, and are exempt from the rules that apply to pets.
- b. Service animals must be on a leash or in a pet container and remain under the owner's control.
- c. Service animal owners are required to notify the driver upon boarding of the fact that their animal is necessary for performing a service. They are not, however, required to show proof that the animal is a service animal.
- d. Service animals cannot sit on a vehicle seat.
- e. Service animals must not pose a disruption to other riders. If, in the judgement of the driver, a service animal is causing a disruption or is acting dangerously, the owner will be asked to remove the service animal from the vehicle.

DRAFT

---

[www.nwconnector.net](http://www.nwconnector.net)





<b>Policy Number: XXX</b>
<b>Policy: BICYCLE TRANSPORT</b>
Approval Date:

### I. Purpose

This policy establishes rules and procedures for transporting bicycles on Connector transit vehicles.

### II. Rationale

Allowing bicycles on transit vehicles encourages the use of transit by facilitating “first mile/last mile” connections and supports intermodal coordination.

### III. Policy

1. Only single-rider, two-wheeled, non-motorized bicycles are allowed.
2. Bicycles are to be loaded onto the bicycle racks attached to the front exterior of the vehicle.
3. If the bike rack on the vehicle front is full, a rider may bring their bicycle aboard the vehicle under the following circumstances:
  - a. In the driver’s judgment there is adequate open space in the vehicle to accommodate the bicycle without encroaching upon the occupied sitting or standing space of other riders.
  - b. The rider maintains control of the bicycle at all times.
  - c. The bicycle would be required to vacate the space as needed to accommodate riders using wheelchairs and other medical mobility devices, or if the bus becomes too crowded to safely accommodate the bicycle.
4. It is the responsibility of the rider to ensure that the bicycle is securely attached to the rack.
5. Riders are responsible for letting the driver know that they have a bicycle on the rack when they exit the vehicle.



**Policy Number: XXX**

**Policy: HOLIDAY SERVICE**

Approval Date:

I. Purpose

To establish a schedule for NW Connector service on holidays.

II. Rationale

It is important to establish a consistent schedule for holiday service that can be communicated in advance to the community.

III. Policy

1. The following holidays are to be considered for holiday service schedules:
  - a. New Year's Day
  - b. Memorial Day
  - c. Independence Day
  - d. Labor Day
  - e. Thanksgiving
  - f. Day after Thanksgiving
  - g. Christmas Day
2. Holiday service options include providing full service, a reduced service level (fewer routes or reduced frequency or span of service), or no service.
3. All Alliance members shall have the same holiday service schedule.
4. Once holiday service changes have been determined, they are to remain unchanged unless a revised version of the holiday service is adopted.
5. The public will be notified of any changes to the holiday service schedule at least one month in advance of the date when the new schedule takes effect.
6. Holiday schedules shall accompany the regular schedules that are posted online and available in print.



<b>Policy Number: XXX</b>
<b>Policy: DATA COLLECTION/PERFORMANCE MEASURES</b>
Approval Date:

### I. Purpose

To establish a consistent, uniform process for collecting, recording, and storing passenger and operational data and tracking key performance indicators

### II. Rationale

Tracking key performance indicators based on accurate and consistent data allows Connector managers to examine the effects of its policies and initiatives and are essential in guiding service, operational, and financial decisions.

### III. Policy

#### 1. Data to be collected on a monthly basis:

- a. Total Boardings (unlinked trips) by route and by day of week
- b. Total Fare Revenue
- c. Vehicle Miles Travelled
- d. Service Hours by route and by day of week
- e. Operating Costs
- f. Number of passes sold
- g. Number of Road Calls

#### 2. Data to be collected on an annual basis:

- a. On-time performance by route: Buses that do not leave early or leave no more than five minutes late are considered "on time"
- b. Activities (boardings and deboardings) per stop: To be collected for a typical weekday, Saturday, and Sunday.
- c. Bicycles Transported: A week-long count during a summer month (use same month every year) of bicycles carried by route.
- d. Boardings Using the Wheelchair Lift: A week-long count (use similar period every year) of use of the lift by route.

- e. Age of the vehicle fleet.
3. Data to be collected every three years:
- a. Rider survey documenting rider demographics, travel behavior, fare payment, and attitudes and opinions about the Connector service
  - b. An origin and destination survey to identify travel patterns within the Connector service area.
4. Data collection is to the responsibility of each Connector Alliance agency for their routes, though the effort is to be coordinated to ensure consistency of the data.
5. The following performance measures are to be tracked:
- a. On a monthly basis:
    - i. Total Connector ridership (Total Boardings)
    - ii. Ridership by route (Boardings by Route)
    - iii. Ridership Productivity by Route (Boardings/Service Hour)
    - iv. Cost per Passenger Trip (Operating Cost/Boardings)
    - v. Fare Recovery Ratio (Fare Revenue/Operating Cost)
    - vi. Number of visitor passes sold
    - vii. Miles Between Road Calls (Vehicle Miles/Road Calls)
  - b. On an annual basis:
    - i. On-time performance by route: Percent of buses on time
    - ii. Activities (boardings and deboardings) per stop
    - iii. Wheelchair usage by route
    - iv. Bicycle usage by route
    - v. Average fleet age





**Policy Number: XXX**

**Policy: MINIMUM EXPECTATIONS OF CONNECTOR MEMBERS**

Approval Date:

I. Purpose

To establish minimum expectations for membership in the Connector program.

II. Rationale

Clear expectations for member agencies will help to avoid misunderstandings and allow potential new members to understand their obligations in joining the transit alliance.

III. Policy

1. Each member of the Northwest Oregon Transit Alliance shall adhere to the following minimum requirements:

- a. Designate a representative and an alternate representative to serve on the Coordinating Committee.
- b. Attend all Coordinating Committee meetings and annual meeting.
- c. Share equally with all other members in the on-going financial administration of the Alliance, as set forth in the annual budget adopted by the Coordinating Committee.
- d. Execute, and ratify as necessary to comply with ORS190, the Intergovernmental Agreement for the Alliance, Coordinating Committee Bylaws and other required documents.
- e. Pay for the costs of incorporating member agency information into the North by Northwest Connector's website and marketing materials.
- f. Incorporate the Connector brand into member agency's website and transit schedules. Proposed use of Connector branding graphics on individual agency websites and printed materials must be provided for review and approval of the Coordinating Committee prior to implementation.





**Policy Number: XXX**

**Policy: CONNECTOR SERVICE AREA EXPANSION**

Approval Date:

## I. Purpose

To establish procedures for consideration of expansion of the NW Connector service area.

## II. Rationale

Expansion of the NW Connector Alliance service area should occur in a logical, orderly manner, with the decision to expand based on factors that would result in an overall benefit to the NW Connector Alliance and the communities they serve.

## III. Policy

1. Expansion of the service areas requires a study that addresses the following elements:
  - a. A financial analysis to determine the impact of expansion on the finances of the NW Connector Alliance. This includes an assessment of the funding needs to address increased Connector management and administrative costs and a calculation of any potential changes in member contributions to the Alliance as a result of the expansion.
  - b. An assessment of the impact of the expansion on potential new service connections and the estimated additional ridership gained through those connections.
2. The proposed expansion must be on the agenda and discussed during at least two NW Connector Alliance meetings.
3. The process for each agency's decision whether or not to support expansion of the Connector service area, including possible outreach to the community they serve, will be determined individually by each Connector Alliance member for their jurisdiction.

4. Expansion requires approval by a majority of current Connector Alliance members.
5. New members must agree to abide by established NW Connector policies and procedures.

DRAFT

---

[www.nwconnector.net](http://www.nwconnector.net)



## CONNECTOR MANAGEMENT PLAN

### POLICIES AND PROCEDURES SCAN

July 28, 2016

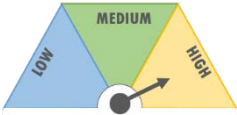
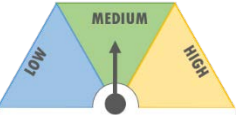
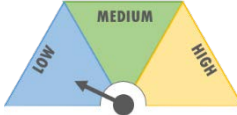
A scan of existing individual agency policies and procedures was performed for seventeen potential regional topic areas, to identify current areas of conflicting policy between Connector members, and to assess issues and opportunities related to the potential creation of regional policies and procedures.

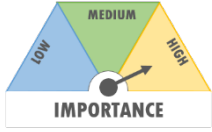
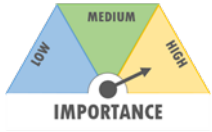
Topic areas examined included:

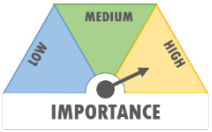
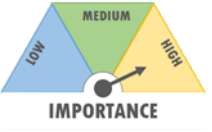
- Public Information
- Rider Behavior
- Pets and Service Animals
- Bicycle Transport
- Holiday Service
- Data Collection
- Fare Reciprocity
- Safety and Security
- Adding or Removing Stops
- Using Volunteers
- Advertising and Marketing
- Vehicle Replacement
- Mobility Management
- Emergency Management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

Future regional policies and procedures developed for the Connector have the potential to affect individual transit agency operations. Therefore, Connector policies will need to be ratified by each individual member agency's governing board before they can be implemented. It is important to note that because there is no separate transit district for Benton and Columbia Counties, certain policies in these two counties may apply to multiple departments of county government -- not only the transit department. This adds a layer of complexity to the development of any new regional policies proposed for the Connector, and the following recommendations are made with those considerations in mind.

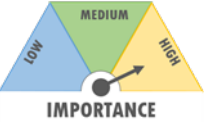
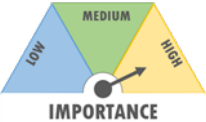
Topic areas are categorized as low, medium and high importance for near-term regional policy work. Development of regional policies and procedures that streamline and simplify the rider's experience are recommended as high importance work areas for the next five years.

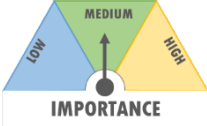
POLICY OR PROCEDURE TOPIC	Existing policy or procedure indicated during transit manager interviews					Near-Term Importance of Regional Policy Work
	SETD	TCTD	CCR	BCT	LCT	
1. Public information				√	√	 HIGH
2. Rider behavior	√	√	√	√	√	
3. Pets and service animals	√	√	√	√	√	
4. Bicycle transport		√		√	√	
5. Holiday service	√	√	√	√	√	
6. Data collection				√	√	
7. Fare reciprocity	√	√	√	√	√	 MEDIUM
8. Safety and security		√		√	√	
9. Adding or removing stops			√		√	
10. Using volunteers		√		√	√	
11. Advertising and marketing		√	√		√	 LOW
12. Vehicle replacement				√	√	
13. Mobility management				√	√	
14. Emergency management		√	√	√	√	
15. Sharing equipment			√	√	√	
16. Borrowing money	√		√	√	√	
17. Contracting with private parties to provide transit service			√	√	√	

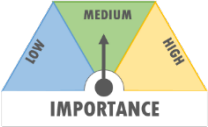
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<b>1. Public Information</b> 						<p>A regional protocol for when and how information is disseminated to the public, including a process for approving public messaging, is needed.</p> <p>Standards for how the Connector will provide information to the public on service changes, delays and other information that affects regional travel could also be considered. It's important that messaging appear to be coming from a single point.</p>	<ul style="list-style-type: none"> <li>No conflicts found.</li> <li>The five partners appear to have the resources to fund a public involvement coordinator position for the Connector.</li> <li>Benton County has a general Media Relations Policy that applies to "all Benton County employees, regardless of their department."</li> <li>The sizable community of people that speak a foreign language should be taken into account during the development of this policy, which has the opportunity to be more inclusive by requiring that all information be released in both English and Spanish.</li> <li>Opportunity to focus on and enhance senior and disabled person access to information</li> </ul>
<b>2. Rider Behavior</b> 	√	√	√	√	√	<p>Establishing a uniform policy for rider behavior is important. Riders need to be aware of the standard of acceptable behavior when they travel across all of Connector services. Ensuring the ability of each agency to enforce the standard rider behavior will be critical.</p>	<p>There are some notable differences in rider behavior policies between providers:</p> <ul style="list-style-type: none"> <li>TCTD: driver shall not engage in argument</li> <li>The age of a child allowed to travel alone varies between agencies: TCTD 5 years; SETD 6 years</li> <li>SETD does not specify that clothing (shirt, shoes) must be worn</li> <li>TCTD does not specify "illegal" substances</li> <li>Only LCTs specifies "good personal hygiene" as a requirement</li> <li>CCR's rider behavior policies do not apply to fixed-route service</li> </ul>

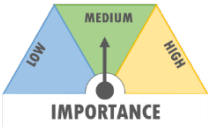
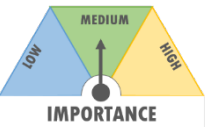
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<b>3. Pets and Service Animals</b> 	✓	✓	✓	✓	✓	<p>Having a singular policy for how animals are accepted on Connector service is important as riders transfer between transit providers.</p>	<ul style="list-style-type: none"> <li>• All agencies allow service animals.</li> <li>• Several agencies allow animals, other than service animals, if they are within a proper secured carrier.</li> <li>• Others do not specify whether other animals are allowed. Some are very specific about the definition of “service animal” which implies the agency’s policy is to only allow service animals.</li> <li>• Service animals, according to the BCT definition, are limited to dogs. Other species are not considered service animals</li> </ul>
<b>4. Bicycle Transport</b> 	✓	✓			✓	<p>Having a singular policy for how bicycles are allowed on Connector service is important as riders transfer between transit providers.</p>	<ul style="list-style-type: none"> <li>• SETD specifies that rack is on a first serve basis, no tricycles or tandem bicycles. LCT and TCTD also have bike racks for up to 2 bicycles.</li> <li>• LCT does not allow bicycles inside the bus; Sunset Empire allows up to 2 if the rack is full; TCTD allows bikes on the bus if there is room and it is secured in the designated wheelchair space - bicyclists with bikes are required to get off the bus if the wheelchair spaces needs to be occupied.</li> </ul>

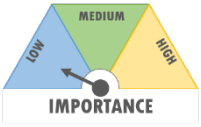


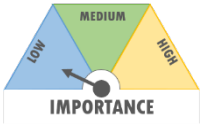
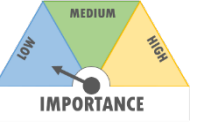
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities																																																
	SETD	TCTD	CCR	BCT	LCT																																																		
<b>5. Holiday Service</b> 	√	√	√	√	√	<p>Consistent holiday service schedules between providers would reduce the risk of holiday travelers being stranded when connecting service is not available. Since the Connector’s primary target market is visitors, and since visitors are likely holiday travelers, consistent holiday service policies are important.</p>	<ul style="list-style-type: none"> <li>Holiday service is provided in some but not all counties on New Year’s Day, Easter Sunday, Memorial Day, July 4<sup>th</sup>, and Labor Day.</li> </ul> <table border="1" data-bbox="1362 524 1950 868"> <thead> <tr> <th>Holidays Without Service</th> <th>New Year’s Day</th> <th>Easter Sunday</th> <th>Memorial Day</th> <th>Independence Day</th> <th>Labor Day</th> <th>Thanksgiving Day</th> <th>Christmas Day</th> </tr> </thead> <tbody> <tr> <td>CCR</td> <td>x</td> <td></td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>SETD</td> <td>x</td> <td></td> <td></td> <td></td> <td></td> <td>x</td> <td>x</td> </tr> <tr> <td>TCTD</td> <td>x</td> <td></td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>LCTD</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>x</td> <td>x</td> </tr> <tr> <td>Benton County</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> </tbody> </table>	Holidays Without Service	New Year’s Day	Easter Sunday	Memorial Day	Independence Day	Labor Day	Thanksgiving Day	Christmas Day	CCR	x		x	x	x	x	x	SETD	x					x	x	TCTD	x		x	x	x	x	x	LCTD						x	x	Benton County	x	x	x	x	x	x	x
Holidays Without Service	New Year’s Day	Easter Sunday	Memorial Day	Independence Day	Labor Day	Thanksgiving Day	Christmas Day																																																
CCR	x		x	x	x	x	x																																																
SETD	x					x	x																																																
TCTD	x		x	x	x	x	x																																																
LCTD						x	x																																																
Benton County	x	x	x	x	x	x	x																																																
<b>6. Data Collection</b> 						<p>Standards for data collection across Connector providers are needed. It is important to have regional data available in the same format from all providers. Regional data should tie to established performance measures (which may be a part of the data collection policy). This will help to make the case and qualify for funding.</p>	<ul style="list-style-type: none"> <li>None of the providers have a specific policy on data collection, but they do collect ridership data.</li> <li>Data collection processes and formats vary by provider, making regional analysis difficult.</li> </ul>																																																

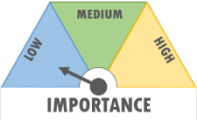
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities																																																																																				
	SETD	TCTD	CCR	BCT	LCT																																																																																						
<p><b>7. Fare Reciprocity</b></p> 						<p>A summary of existing fare structures is provided at the end of this scan document. Significant differences in individual provider fares and use of fare revenue make developing and adopting a comprehensive regional fare reciprocity policy extremely difficult.</p> <p>Prior market analysis concluded that there is limited potential for increased commuting between counties for employment purposes, but significant potential for inter-county travel by visitors.</p> <p>Fortunately, the Connector Visitor Pass already provides a uniform fare for regional travel in 3-day or 7-day increments. This partially satisfies the need for an easy fare structure for the Connector’s largest target market.</p> <p>Further work to allow single trip transfers between counties is recommended, as this would help to make transit use by visitors even more convenient. Aligning monthly passes across the region is a lower priority but could be considered in future management plan updates.</p>	<ul style="list-style-type: none"> <li>• A table of fares by provider is appended to this policy scan.</li> <li>• All five providers honor Connector 3-Day and 7-Day visitor passes.</li> <li>• Only SETD and TCTD honor each other’s monthly passes for travel between Clatsop and Tillamook County.</li> <li>• Only CCR and SETD honor single trip transfers between Columbia and Clatsop County.</li> </ul> <table border="1" data-bbox="1404 711 1850 1019"> <thead> <tr> <th colspan="6">Agency in Left Column Honors Single Trip Transfers From:</th> </tr> <tr> <th></th> <th>CCR</th> <th>SETD</th> <th>TCTD</th> <th>LCT</th> <th>BCT</th> </tr> </thead> <tbody> <tr> <th>CCR</th> <td></td> <td>x</td> <td></td> <td></td> <td></td> </tr> <tr> <th>SETD</th> <td>x</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>TCTD</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>LCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>BCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1" data-bbox="1404 1078 1850 1380"> <thead> <tr> <th colspan="6">Agency in Left Column Honors Monthly Passes From:</th> </tr> <tr> <th></th> <th>CCR</th> <th>SETD</th> <th>TCTD</th> <th>LCT</th> <th>BCT</th> </tr> </thead> <tbody> <tr> <th>CCR</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>SETD</th> <td></td> <td></td> <td>x</td> <td></td> <td></td> </tr> <tr> <th>TCTD</th> <td></td> <td>x</td> <td></td> <td></td> <td></td> </tr> <tr> <th>LCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th>BCT</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Agency in Left Column Honors Single Trip Transfers From:							CCR	SETD	TCTD	LCT	BCT	CCR		x				SETD	x					TCTD						LCT						BCT						Agency in Left Column Honors Monthly Passes From:							CCR	SETD	TCTD	LCT	BCT	CCR						SETD			x			TCTD		x				LCT						BCT					
Agency in Left Column Honors Single Trip Transfers From:																																																																																											
	CCR	SETD	TCTD	LCT	BCT																																																																																						
CCR		x																																																																																									
SETD	x																																																																																										
TCTD																																																																																											
LCT																																																																																											
BCT																																																																																											
Agency in Left Column Honors Monthly Passes From:																																																																																											
	CCR	SETD	TCTD	LCT	BCT																																																																																						
CCR																																																																																											
SETD			x																																																																																								
TCTD		x																																																																																									
LCT																																																																																											
BCT																																																																																											

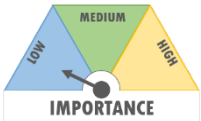
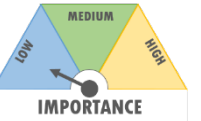
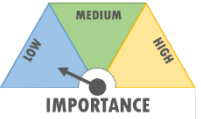
Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<p><b>8. Safety and Security</b></p> 		√		√	√	<p>Although it is important for each transit provider to have a safety and security policy, there may be opportunities to address some areas of safety and security in other policy areas, which is why it is not identified as a highly important policy area in the near-term. For instance, prohibited items may be addressed in a regional policy for rider behavior or pets/service animals (weapons, required clothing, roller or in-line skates, animals, etc.)</p> <p>Safety and security policies could also address how drivers respond in the event of an accident or other incident. This would become more important if Connector bus operations were to be combined or centralized in future.</p>	<ul style="list-style-type: none"> <li>• Safety and security seems to be a broad topic addressed in several locations in multiple provider plans.</li> <li>• As far as ensuring no conflicts arise across providers, this policy/procedure should address items prohibited on the buses (weapons, required clothing, roller or in-line skates, animals, etc.).</li> <li>• Common safety policy/procedures include interference with the driver or safe operation of the transit vehicle, no blocking movement of passengers from entering/leaving the transit vehicle, as well as the items listed in the bullet above.</li> <li>• Policy should take into account the different safety needs of various rider groups. Children and elderly people will have different safety requirements than middle-aged adults</li> <li>• SAFETEA-LU’s strategic safety planning requirements must be kept in mind during the development of this policy</li> </ul>

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<b>9. Adding or Removing Stops</b> 			√			<p>Although identified as a medium priority area in the near term, there may be some value in having a future policy for adding and removing stops when they affect Connector service travel times or destinations. A protocol for determining when a new stop should receive Connector branding, and consistent design standards for branded stops could be helpful.</p>	<ul style="list-style-type: none"> <li>CCR requires recommendation from the Columbia County Citizens Transit Advisory Committee to the County Commission. The Commission holds a hearing to make final decision.</li> <li>Process for adding or removing stops is not documented for other providers.</li> </ul>
<b>10. Using Volunteers</b> 		√		√	√	<p>A volunteer ambassador program for the Connector would require a dedicated volunteer coordinator, but could be a cost-effective way to move major initiatives forward when the availability of paid staff is limited.</p> <p>We've assigned a medium importance to this topic with the understanding that action should not be taken until the group can make resources available for a regional volunteer coordinator position. At that time, TCTD's guide could be used as a template for managing regional volunteers.</p>	<ul style="list-style-type: none"> <li>TCTD has a robust volunteer guide that communicates expectations for volunteer dial-a-ride drivers and volunteer ride ambassadors.</li> <li>BCT has a volunteer driver hire policy for dial-a-ride, with volunteers making up the majority of the drivers for the program</li> <li>Volunteer policies for LCT are covered under Lincoln County's personnel rules. Lincoln County treats volunteers as unclassified service employees who are subject to all county rules and policies.</li> <li>Since the Connector is focused on regional fixed route service and not dial-a-ride, a regional program for volunteer drivers is not recommended.</li> </ul>

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<p><b>11. Advertising and Marketing</b></p> 		√			√	<p>This topic area has two subtopics:</p> <ol style="list-style-type: none"> <li>Sales of advertising space to third parties</li> </ol> <p>The Connector partners have previously discussed a regional program for joint on-bus advertising sales and has determined few efficiencies would be gained with a combined program.</p> <ol style="list-style-type: none"> <li>Marketing the Connector itself to increase ridership</li> </ol> <p>Regional marketing policies for the Connector service should emphasize protection and promotion of the Connector brand, and the group has already adopted a policy on use of branding graphics. A marketing coordinator has also been hired.</p> <p>In the near term, applying money and resources to actual marketing efforts for the Connector may be more important than additional policy work.</p>	<ul style="list-style-type: none"> <li>Existing partner policies focus on sales of advertising space to third parties rather than advertising and marketing of transit service. If the group decides to pursue joint advertising sales in the future, these conflicts would need to be resolved. <ul style="list-style-type: none"> <li>LCT has prohibited items that they will not advertise but no written policy on the subject. Items banned for advertising are: <ul style="list-style-type: none"> <li>Tobacco and alcohol</li> <li>explicit sexual content or profanity</li> <li>political advertising</li> </ul> </li> </ul> </li> <li>TCTD has a formal policy with similar prohibitions, plus additional restrictions on items and services that are: <ul style="list-style-type: none"> <li>False, misleading or deceptive</li> <li>Unlawful or illegal</li> <li>Religious</li> <li>Misleading, distracting, conflicts with traffic control</li> <li>Rotating, revolving, flashing</li> <li>Reflect negatively on TCTD</li> </ul> </li> <li>LCT has existing high-paying advertisers, and there is a concern that shifting to a combined regional advertising policy in the near term may result in decreased revenues for LCT.</li> <li>BCT has developed a Marketing policy outline</li> </ul>

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<b>12. Vehicle Replacement</b> 				√	√	<p>Asset management is a federal focus area for public transportation. The age and condition of the fleet has a direct bearing on the safety and reliability of the service that Connector partners are able to provide.</p> <p>Collaboration on a fleet management tools to identify vehicle replacement needs over the next 10 years may help partners understand where their greatest equipment needs are, helping to anticipate and prioritize funding requests.</p> <p>This policy area is a low priority for near-term action, but should be revisited in future management plan updates.</p>	<ul style="list-style-type: none"> <li>LCT, BCT and TCTD have general statements in their coordinated human services plans to preserve existing vehicles and enhance fleet size as necessary to allow for growth.</li> <li>No partners have specific policies or procedures managing fleet replacement needs.</li> <li>In the policy, be sure to identify funding sources and allocation procedures for replacing vehicles</li> <li>Specify how priority for replacement is determined when a backlog of needed replacements throughout the Connector system has accumulated</li> </ul>
<b>13. Mobility Management</b> 		√		√	√	<p>While partners have coordinated human services plans that address mobility management through service coordination, no formally documented mobility management policies were identified.</p> <p>Specific needs depend on local demographics. Since the Connector is focused on fixed route service and not dial-a-ride and paratransit, mobility management for seniors, elderly and disabled may be best managed by each</p>	<ul style="list-style-type: none"> <li>No conflicts found</li> <li>Benton and Lincoln county currently do joint planning for human services transportation.</li> <li>Development of Connector policy presents an opportunity for acknowledging and addressing the special mobility needs of senior and disabled populations</li> <li>Policy must balance mobility and accessibility to ensure equity for all populations</li> </ul>

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
						<p>individual agency. For this reason, we have placed a “low” near-term importance on regionalization of mobility management programs.</p> <p>The exception might be a future regional program to help mobility-challenged groups understand and take advantage of Connector service. (For example, tying mobility management to informational campaigns or a regional volunteer ambassador program for the Connector.)</p>	
<p><b>14. Emergency Management</b></p> 		√		√	√	<p>It is important not to undermine or over-complicate protocols that are already in place for emergency management in each county.</p> <p>Instead of regional policies and procedures on this topic, the Connector partners simply could prepare a joint roster of transit providers who are willing to assist other counties in the event of an emergency. The roster could be provided to emergency managers in all five counties.</p>	<ul style="list-style-type: none"> <li>• TCT, BCT and LCT are integrated into their counties’ emergency management planning process.</li> <li>• Clatsop County has an Emergency Operations Plan and a Natural Hazards Mitigation Plan, however SETD is not included in either.</li> <li>• No emergency management plan was found for Columbia County.</li> <li>• Transit vehicles and staff can be valuable resources during an emergency, however staff members and their families may also be personally impacted by emergencies, creating a personnel shortage when resources are most needed.</li> </ul>

Policy or Procedure Topic	Written Documentation Provided					Near-Term Importance of Regional Policy or Procedure	Identified Conflicts, Issues and Opportunities
	SETD	TCTD	CCR	BCT	LCT		
<b>15. Sharing Equipment</b> 						<p>Incidents necessitating the sharing of vehicles and equipment between Connector providers appear to be rare, and current informal coordination practices may be adequate.</p>	<ul style="list-style-type: none"> <li>• BCT has a bus rental policy in which the Dial-a-Bus service can lease equipment from the County</li> <li>• LCTD has provided equipment to Siletz Tribe and Valley Retriever, but no written policy.</li> </ul>
<b>16. Borrowing Money</b> 	√					<p>If the Connector transitions toward independent entity status, loan financing for regional projects and programs could be a possibility. However, because the current partners' governing boards cannot abdicate their significant fiduciary responsibilities to stakeholders within their own service areas, borrowing funds for Connector initiatives is not likely to be a practical strategy in the near term.</p>	<ul style="list-style-type: none"> <li>• SETD policy: BOC will approve any and all loans.</li> <li>• Others: No policy, but would require individual board approval.</li> <li>• Having all five governing boards accept a debt obligation for the Connector is unlikely.</li> </ul>
<b>17. Contracting with Private Parties</b> 						<p>If the Connector transitions toward independent entity status, it may become important to have a set of regional contracting procedures. Meanwhile, the agency that serves as the group's fiduciary for each individual plan and project should use its own contracting procedures.</p>	<ul style="list-style-type: none"> <li>• Contracting process and requirements are unique to each partner.</li> <li>• Policy must distinguish between contracts between Connector and private parties, and contracts between individual member agencies and private parties, in order to determine if the contracting procedures differ</li> </ul>



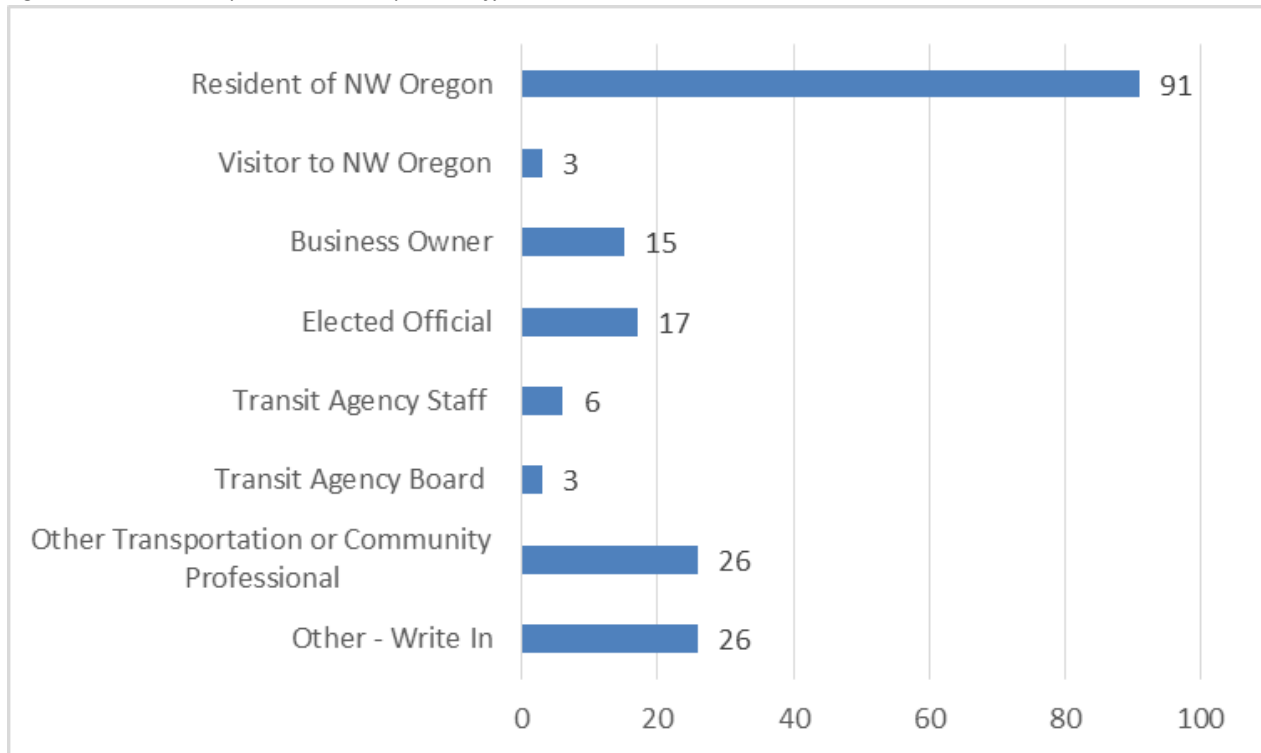
Agency / Service	Fares						Fare Reciprocity
	Zones	Single Fare	Discounted Rates	Monthly Pass	Discounted Monthly Pass	Coupon Book	
<b>NW Oregon Transit Alliance Partner Agencies</b>							
<b>Columbia County Rider</b>	Base \$5.00 per boarding, \$2.00 base for Lines 4 and 5 and Flex Route; \$1.00 for each additional zone (up to \$10.00 in total)	N/A	Base \$4.00 for seniors, disabled, students, and children; \$1.00 for every additional zone (up to \$6.00 in total)	1 zone costs \$75.00; 2 zone pass costs \$130; all zone pass costs \$150.00	For seniors, disabled passengers, students, and children: 1 zone costs \$60.00; 2 zone pass costs \$110; all zone pass costs \$130.00	N/A	Westport Route fare is valid on SETD's Yellow Sun Route 30
<b>Sunset Empire Transportation District</b>	Base tickets either \$1.00 (green) or \$3.00 (orange). Fares range from \$1.00 to \$7.00 depending on route. \$5.00 day pass for any bus (except service to Columbia County)	N/A	Children under 6 ride free	\$45.00	Seniors, disabled passengers, the military, and students pay \$30.00	Book of 25 \$1.00 tickets costs \$24.00; book of 10 \$3.00 tickets costs \$27.00	Yellow Sun Route 30 fare is valid on CC Rider's Westport Route
<b>Tillamook County Transportation District</b>	Town Loop Day Pass \$1.50; In County Fares are \$1.50 for each zone (up to \$9.00 in total); To Portland: \$15.00 one way and \$20.00 roundtrip	N/A	The first child 4 and under rides free, additional children with adults pay 1/2 fare	\$40.00	\$30.00 for seniors (60+), students, and disabled	N/A	None
<b>Lincoln County Transit</b>	Base \$1.00; \$1.00 for each additional zone (up to \$7.00 in total)	N/A	N/A	N/A	N/A	40 \$1 tickets can be purchased for \$30.00 (rate of \$0.75 each ticket)	None
<b>Benton County Rural Transit</b>	Corvallis to Newport (Coast to Valley Service) Fare: \$10.00 each way; Short Duration Trips: Toledo to Newport - \$1, Philomath to Corvallis - \$1, Corvallis to Albany Station (Amtrak, local and Portland buses) - \$2	99 Express Service: \$0.75 fare	Corvallis to Newport One-Way Fare: \$7 for seniors (60+), youth (under 12) & disabled. 99 Express Service: Seniors (60-74), Medicare and Oregon Trail card holders, and youth (6-17) pay \$0.35; seniors 75 and older, WIC card holders, and children (under 5) ride free	\$18.00	N/A	3-Day Pass with unlimited travel to, from, and on the coast - \$25; 7-Day Pass with unlimited travel to, from, and on the coast - \$30	None

# Northwest Connector Alliance-Survey Summary

## Introduction

An on-line stakeholder survey was conducted in December 2015 and January 2016 to help inform management planning activities for the Northwest Connector Alliance. A total of 125 individual responses were received. Of these, the majority identified themselves as residents of NW Oregon. In addition, 50 respondents identified themselves as belonging to one or more of the individual categories, such as transportation or community professional, elected official, or business owner. Figure 1 shows responses to this question. Since more than one response could be checked, the total responses are greater than the number of surveys completed.

Figure 1. Individual Responses, How People Identify



## Themes by Question

*Question: In what ways are transit services important to you or your organization?*

Most common responses:

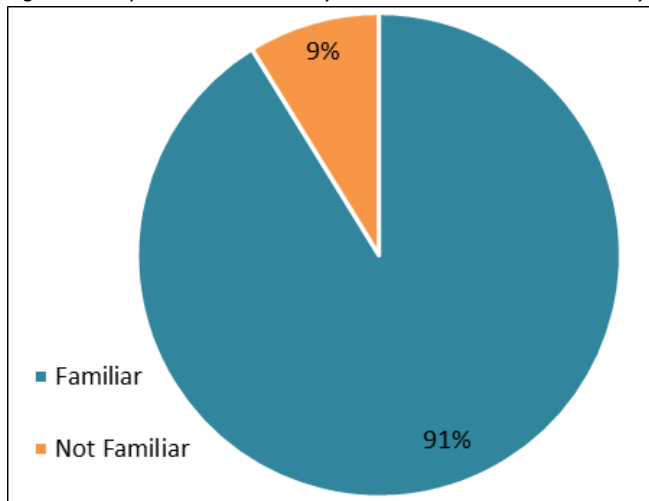
- An alternative to driving and/or vehicle ownership or to assist when a vehicle is not available or if an individual chooses to not own a personal vehicle
- Brings clients and customers to businesses

- Serves visitors
- Contributes to economic growth
- Provides connectivity
- An important option to provide access to services, particularly for low-income, disabled or elderly community members to locations such as medical facilities, grocery stores, schools, and recreational opportunities
- Important to reduce congestion, pollution, and vehicle miles traveled
- Some find it as unnecessary and/or do not use it personally

***Question: Are you familiar with the public transit agency in your county?***

As shown on Figure 2, a large majority (91 percent) of respondents confirmed that they are familiar with the public transit agency in their county.

*Figure 2. Respondent's Familiarity with Transit in their Community*

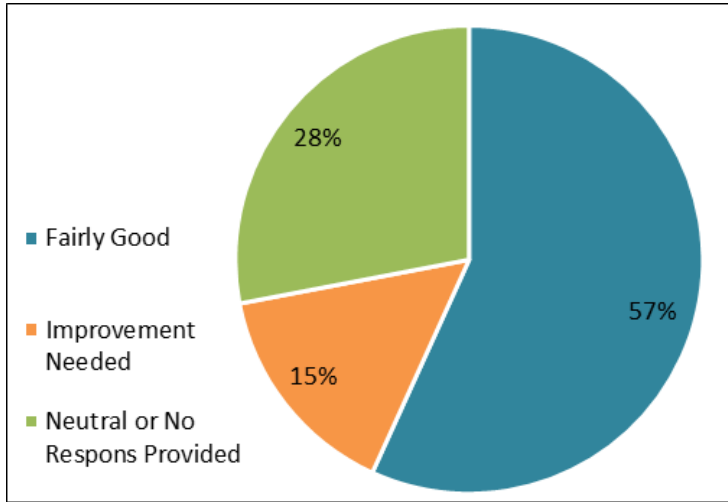


***Question: What are your perceptions of how your transit agency is meeting the travel needs of your community?***

Respondents generally believe the transit agency is doing a good job of meeting the travel needs of the community (see Figure 3.). Most common themes in the comments:

- Doing a good job meeting the needs of the community, especially considering the limited resources
- Need more frequent service and more routes
- Service is not needed or not well utilized

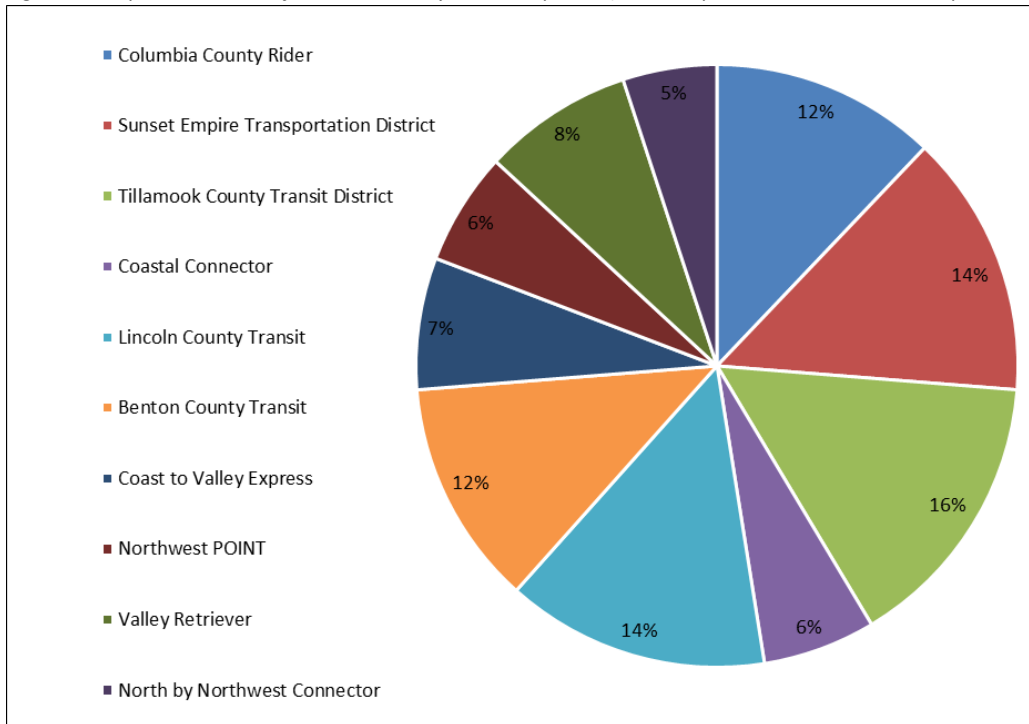
Figure 3. Respondent's Perceptions on How Well Transit is Meeting Community Needs



**Question: Have you taken a trip on any of these bus services in our five-county area?**

Almost half (45 percent) of the respondents have never used the bus service in the five-county area. Figure 4 shows the responses for those who have used one of the services.

Figure 4. Respondent's Use of the Five-County Transit Options (some respondents have used multiple service)



**Question: Has your travel experience been good or bad, and why?**

As shown in Figure 5, most respondents who expressed an opinion indicated that their travel experience was overwhelmingly positive, with only 2 percent indicating that their experience was "bad" and 4 percent "neutral". Nearly half of respondents did not provide a response.

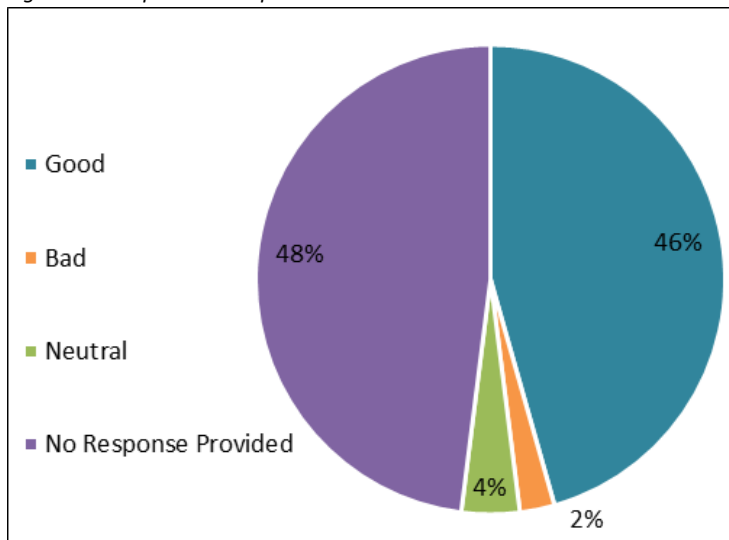
Reasons for “good” responses included:

- It’s nice just to have the service
- Good, nice and friendly drivers and customer service
- On time, clean, comfortable, and convenient

Reasons for “bad” or “neutral” responses included:

- Quality of people who ride the bus
- Inadequate signage and poor shelters
- Limited service and lack of frequency

Figure 52. Respondents Experience



*Question: Before taking this survey, had you heard about the North by Northwest Connector? If so, where? And, if not, where would you expect to find information about us?*

About two-thirds of respondents indicated that they had heard of the North by Northwest Connector, as shown on Figure 6.

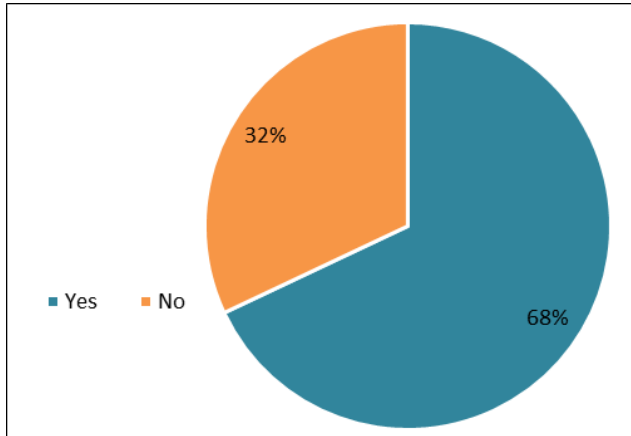
Most commonly, respondents were familiar with the service through:

- Bus stops and buses
- Online
- Co-workers
- Community/organizational meetings

Respondents who had not heard of the service expect to find information about it:

- Online
- In the media (newspapers and radio)
- At community/organizational meetings

Figure 6. Had Heard about North by Northwest Connector

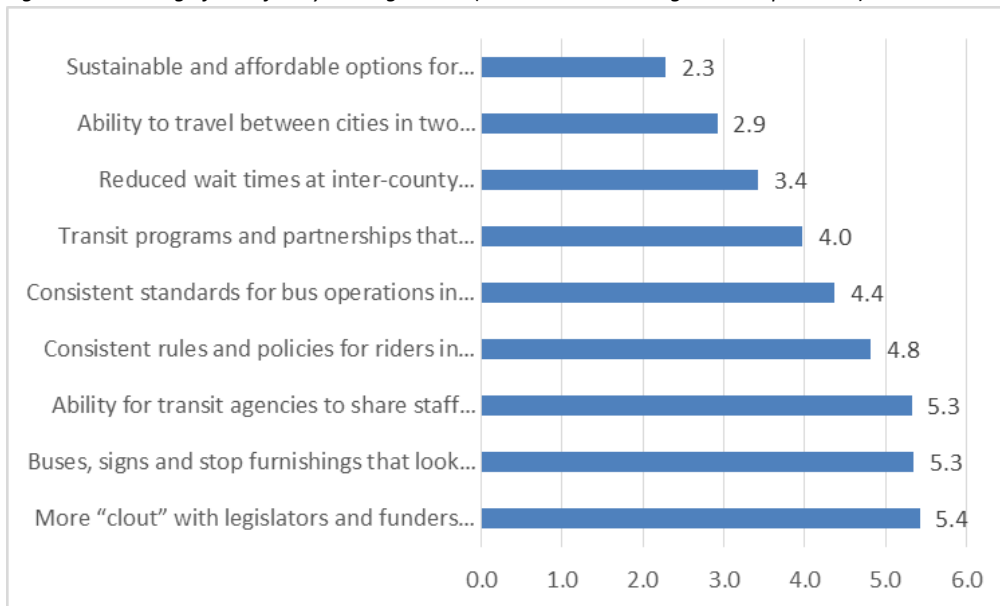


**Question: Please rank these potential benefits in order of importance to you.**

Responses to this question showed a wide range of opinions. Figure 7 indicates the respondents’ average rating of the importance of each potential benefit, with a lower rating indicating that the item is more important and a higher rating indicating that the item was less important. The top three potential benefits in order of importance are:

- Sustainable and affordable options for regional (long-distance) travel
- Ability to travel between cities in two different counties without changing buses
- Reduced wait times at inter-county transfer points

Figure 73. Ranking of Benefits by Average Score (low score indicates greater importance)



**Question: What other benefits should regional transit coordination provide?**

The top responses included:

- More service frequency, service span, stops, and easier transfers
- Comfortable, clean, and secure stations/stops
- Promotion/advertising of transit options/awareness
- Lower cost and more fare options

*Question: Which agencies, businesses or individuals do you believe should have input on the Connector’s organizational structure, regional transit services and programs?*

Most common responses:

- |  |                                       |
|--|---------------------------------------|
| • Public agencies (cities, counties, transit agencies, ODOT, COGs) | • Users of the service                |
| • Employers, businesses  | • Hotel/motels                        |
| • Those who pay for it   | • Chambers of commerce                |
| • Uniform across region  | • Medical and elderly care facilities |
|  | • Schools                             |

*Question: In what ways do you believe you or your agency could be involved in efforts to coordinate regional transit services?*

Most common responses:

- |                                 |                                 |
|---------------------------------|---------------------------------|
| • Service promotion/information | • Service planning/coordination |
| • Needs identification/surveys  | • Safety/disaster planning      |

*Question: To wrap up, are there any final observations or insights that you would like to offer for improving regional transit service in northwestern Oregon?*

Most common responses:

- |                                  |                                       |
|----------------------------------|---------------------------------------|
| • Keep up the good work!         | • Keep the city-to-city express buses |
| • Coordinate with larger systems | • Maintain service standards          |
| • Market/publicize service       | • Make the service affordable         |
| • Increase social media presence | • Improve service frequency           |

Date: July 15, 2020

To: Board of Commissioners

From: Jeff Hazen

Re: Agenda item 10. Committee Assignments

The Board Chair will determine committee assignments for the following Board committees:

Committee:	Current appointee:
Transportation Advisory Committee	Diana Nino
Executive Director Evaluation and Compensation Committee	Debbie Boothe-Schmidt Tamra Taylor Tracy MacDonald
Northwest Oregon Area Commission on Transportation	Tamra Taylor



Executive Director Report  
July 2020 Board Meeting  
Jeff Hazen

HAPPY NEW YEAR!

-Ridership

We were down 28% in ridership for June.

-Website trip planner

We are scheduled to go live on Monday, July 21<sup>st</sup>!

-Board meeting streaming

Kathy and I tested the live streaming in Zoom and we will begin live streaming on Facebook during this meeting.

-OPTC

The conference has been cancelled for this year. The decision has been made that in place of the conference, there will be virtual sessions. Sessions are tentatively scheduled for September 29, October 6, 13, 20 and 27. The sessions are currently being developed so more information will come.

2019-2021 SETD Priorities

Priority One

- Benchmark Services
  - o Ridership Increases & Decreases (13%)
  - o On-time Performance May was 50% on time. TCTD was 59.4% and Lincoln County was 61.4%.
  - o Fleet reliability
  - o Employee Retention 24.1% turnover YTD.
- Develop a SETD specific emergency plan.
  - o SETD operational specific emergency operation plan
  - o Medical emergencies
  - o Accidents
  - o Behavioral emergencies at facilities and on buses
  - o Emergency contact and reporting requirements
  - o Strategic county wide transportation plan that integrates into Clatsop County Emergency Plan.

- Develop a Succession Plan for Key Management Positions
- Develop Route Standards
  - o Summer Schedule
  - o September Through May Schedule
- Develop Demand Management Standards
  - o Paratransit
  - o Dial a Ride
  - o First Mile Last Mile
- Increasing services
  - o Fixed routes [Astoria weekend service started in November. Additional service improvements began on February 3<sup>rd</sup>.](#)
- Improving System
  - o Improved lighting at bus shelters
  - o Route on-time performances
  - o Amenities

#### Priority One (continued)

- Technologies
  - o E-fare RFQ delayed until after the holidays
  - o Electronic charging stations on buses
  - o On-board wi-fi
- Improve Appearance
  - o Buses [Buses are now wiped down every four hours.](#)
  - o Shelters
  - o Facilities

#### Priority Two

- Develop feasibility of moving Warrenton Operations facility
  - o Out of the inundation zone
  - o Upgrade to include an automatic bus washing system
- Begin to convert the fleet to electric and away from fossil fuels [Unsuccessful for the 2019 LowNo grant solicitation.](#)
- Strategically Locate Park and Rides
- Improve District Signage

### Priority Three

- Identify new funding opportunities
  - o Seek public/private partnerships
  - o Continue to explore new Federal/State/Local grant opportunities CARES Act has provided us \$500,000 in formula funds. The needs-based program has a tremendous amount more in it that is available as well. Veteran's grant has been approved at a higher amount than requested. We are waiting for the grant agreement.
  - o Rebuild Ride Pal Program and Volunteer Program

## July Operations

Paul Lewicki

We continue to follow state and county guidelines regarding distancing on our buses and in offices, wearing face coverings on buses and in offices where distancing is not possible, and disinfecting our buses every four hours on route, and more thoroughly each day at the end of the day.

To combat COVID-19, we are installing touchless fixtures in each of the District restrooms to include touchless paper towel dispensers, touchless soap dispensers, touchless faucets, and touchless flush toilets. A plumber has been contracted to do some of the work which is expected to be completed in August.

Still waiting for video installation on our four new buses so that we can put them into service. AngelTrax, our supplier for on board bus video and GPS vehicle location services has scheduled these installations for August 4. The impact of the coronavirus has interfered with the availability of installers. We will be installing units on our Portland buses at the same time.

The delivery of our final bus from Creative is being delayed due to a vehicle suspension issue which will need to be resolved by the vendor before acceptance can continue.

We still await input from Cannon Beach to determine when or if we will begin operating Route 17 (Summer weekdays). At this time with some coronavirus restrictions returning, it is not likely that this route will be running this year.

As reported in past months, we are working on a procurement on behalf of region's transportation agencies to acquire disinfecting equipment. Hand sanitizer dispensers have been ordered and delivered to Tillamook and Lincoln counties. We have installed our portion on our buses locally. We have prepared the grant application for funds to purchase units for disinfecting buses each day at the end of shift. The application has been forwarded to Doug Pilant, Director at Tillamook County Transportation District. As the fiscal agent for NWOTA, Doug will complete and sign the agreement and forward to ODOT for approval. Once funds are approved, we will work with Doug on the solicitation and procurement of the equipment. We expect this equipment to be delivered and installed in October of this year.

Recently, we had submitted a grant application for five new buses under ODOT's capital grant program. Our request was for two replacement paratransit buses, two category B buses (24 passengers) and one category C bus (28 passengers). Recently we were notified that the grant had been approved. We are currently working on the RFQ for these buses. We may have to wait to order the category B bus until the next STIF cycle as the approved grant funds were insufficient to support the procurement of a low floor version for our category B bus.

Despite the affects of COVID-19, summer traffic continues to be a challenge to our on-time performance. We are looking at ways to improve performance.

RIDE ASSIST  
July 2020 Report  
Jennifer Geisler

- In June, Ride Assist provided a total of 659 rides. ADA Paratransit had 376 rides, we provided 161 Medicaid rides for NorthWest Rides, 0 VETP and had 80 escorts. That is an average of 24 rides per day. Dial A Ride service has been postponed until further notice.
- There were zero ride denials in June.
- In March, I enrolled in the Certified ADA Paratransit Manager (CAPM) Program that is through Easterseals Project Action (ESPA). It is a two-year program that teaches and tests your knowledge of the Paratransit service. Since March, I have completed classes on the fundamentals of Paratransit and watched very informative webinars on approving applications. I am also enrolled in the SDAO Academy. I have taken courses such as Risk Management, Supervision, Emergency Planning and Board training. I will continue to take classes, watch webinars, and be required to do “in-person” classes for both programs for the next two years.
- The food bank box delivery service on Thursdays has continued to help our senior and disabled community members. We have a steady 10 deliveries each week. The Regional Food bank will continue with their drive-through box pick-up for the “foreseeable future.” Delivering the pre-packed food boxes helps lightened the ride schedule on Thursdays and creates a smaller “waiting window” for other riders.
- ADA Paratransit Report for May

Number of completed applications received: 4  
Number of incomplete applications received: 0  
Number of interview/assessments scheduled: 0  
Number of interview/assessments completed: 3  
Number of determinations made: 3  
    Within 21 days: 3  
    More than 21 days: 0  
Determination by type:  
    Unconditional: 3  
    Conditional:  
    Temporary:  
    Not eligible:  
Number of appeals requested: 0  
Number of appeals heard: 0

**RideAssist Fares Collected/Billed for June 2020**

- |                       |     |                      |        |
|-----------------------|-----|----------------------|--------|
| • Para-transit Fares: | \$0 | • Medicaid Billed:   | \$2920 |
| • Dial-A-Ride         | \$0 | • Ticket books sold: | \$0    |
| • Tickets Collected:  | \$0 | • VETP Billed:       | \$0    |

Mobility Management  
June 2020 Board Report  
Jason Jones

- There were no in-person travel trainings completed in June. I was able to contact 8 people by phone and 2 of them needed direct assistance on how to ride our services during this time of the Pandemic. People are becoming a little more accustomed to how things are at the moment. There isn't much apprehensiveness but rather a calm respect for how they now have to transit.
- Most of my contact with partnerships were about mostly the process that riders have to go through to be safe. There are some who have seen Kathy and Myself on our Facebook live Zoom discussion about Transportation in the Time of Corona.
- The Veterans Enhanced Transportation Program (VETP) has picked up quite a bit in June as we have transported over 9 Veterans 24 different times.
- I have continued in my webinar and on-line trainings that have taught me far more than I thought would be the case early on. I have focused lately on webinars that focus on customer service during the time of corona so as to be best prepared when I help an individual who needs help riding our system.
- I have been very fortunate to have worked with Kathy on a weekly live Zoom show titled: Transportation in the Time of Corona. This has been a great experience as we have learned new skills and applied what skills in Transportation Options and Mobility Management we know into these 30-minute shows. We talk about topics surrounding how people can still use public transportation during this time safely and what SETD has been doing to keep them all as safe as possible. We also had a great segment on Bike preparation and safety during the whole month of June which was Bike Month!!
- I have done some research for our coordinated human service plan in order to help RLS create a more refined survey to send to our local providers. We look forward to reviewing some great feedback in the month of July.



**Outreach and Education  
July 2020 Board Report  
Mary Parker**

**SUMMERTIME!**

**OUTREACH-** Have continued to remove, replace, and update current postings in all shelters between Astoria and Cannon Beach. Many of the single page schedules do get removed and other riders have started writing “Please do not remove. Other riders need these too” on them. Have completed the removal of the final large outdated map schedules from all shelters. These maps had a special type of adhesive that was weather resistant which made them very difficult to pull from the glass and required adhesive remover and razor to complete the job. I will miss having the maps and the color the maps brought to the shelters. I continue to post Covid 19 announcements and updates from the CDC and Oregon Health Authority that concern the public and our riders in our shelters. Have been unable to update postings at the Seaside Hospital shelter due to construction barriers in the area.

**SEASIDE STREETCAR 2020-** I removed outdated Streetcar schedules that stated fare was suspended with current Streetcar schedule posters that include the fare costs in shelters and re-distributed to the Seaside Transit Office, businesses, hotels, the Visitors Center, campgrounds and other public services in Seaside.

**EXECUTIVE DIRECTOR APPRECIATION-** Last week, Executive Director Hazen surprised the SETD Team during a social distanced meeting in the Transit Center parking lot where he let the Team know that they were appreciated and Jeff presented the first Executive Director’s Employee of the Year Award to Jason Jones. After Jeff complimented all of us a lot...each Team member received awesome water bottles and Jason received a beautiful plaque. It was a very nice for the Team to get together and nice to feel appreciated. THANK YOU, JEFF!

CONGRATULATIONS JASON!

**BOARD MEETING-** Completed the June 2020 Board Meeting and Budget Hearing minutes for the July 2020 Board Pack with copy on the SETD website.

Enjoyed some vacation time the week after the 4<sup>th</sup> of July.



July Transportation Options activities have been working on staying connected with on-going projects. I continue to stress the value of collaboration and use of current technology. As organizations have started to attempt to “go back to normal” this has meant that some have become more inaccessible. With the Covid-19 cases on the rise and restrictions heightened to ensure health, it seems ill advised to attend meetings in confined spaces. I have found myself encouraging agencies to continue holding meetings on zoom as it makes meetings accessible to a wider audience. The State of Oregon Public meetings law allows for electronic meetings or electronic participation by public body members or attendees, as leaders it is setting a good example to move to facilitate this. Making meetings available and easily accessible has long been a goal of special districts. One thing I have noted throughout pandemic “new normal” state of meetings is that there has been a much higher level of involvement from the public. It is my hope that we are able to facilitate the public being able to attend our meetings, whether by phone, computer or in-person, we all benefit from an engaged ridership and community. I have worked with Executive Director Hazen to make the SETD Board meetings available to be streamed Live on Facebook. I continue to work with the consultants hired by the City of Warrenton on their Safe Routes to School Construction Grant Application. After discussions with ODOT they are scaling back their plans to increase chances of funding approval.

The Friday Live Facebook chats with Jason Jones of the Mobility Dept have been getting better and better. The forum allows us to discuss a variety of subjects that are relevant and important to our communities. We have had some great guest appearances by Columbia County Commissioner Heinmuller and Cannon Beach Emergency Manager Rick Hudson. If you have a topic you would like to suggest we discuss, please reach out to one of us. This coming month we plan to invite board members to join us in our “Transportation talks”. We hope to provide an approachable easily understood video library of subjects that are relevant to our rider and larger community. At this point the plan is to continue the talks for as long as the talking is good. Join us LIVE on Facebook on Fridays at 11AM

We want people to know that we are making transit as safe as possible. Changes to our lives that we had thought might be very temporary are now looking like they are around to stay for the longer term. Adjusting to make the best of working from home may require making adaptations to promote better comfort and productivity. Walking and Biking safely is an important way to stay healthy for both adults and children. Sign up and find resources for working from home and log “trips” on [www.GETTHEREOregon.org](http://www.GETTHEREOregon.org). When you do you can see your savings by working from home or biking instead of driving. The savings are both in dollars and carbon footprint and add up fast. The GET THERE CHALLENGE is coming, get signed up and ready so you can have a chance to win prizes! Don’t think this is for you? Pass the word and tell your friends or family about all the good information and potential prizes...Sign up!

### **Social Media-Get There Oregon**

- Outreach to grow NW TO users on GetThereOregon.org-LOG YOUR TELECOMMUTE!!
- Post Work-from-Home information on Facebook (like us at @NWTransportationOptions and Share!)
- Live Facebook talks with Jason to highlight safe transportation means @NW\_T\_Options

### **Conference/Education**

- Attending sessions to grow my “toolbox” and build connections in the Region and industry
- Participated in meetings to stay involved in planning discussions keeping TO at the table
- Webinars on how to help with long term positive travel behavior changes-transit-carpool-biking

### **Safe Routes To School**

- Work with applicants to optimize their plans and grant application
- Attend SRTS sponsored educational webinars and sessions



**Human Resources**  
**July 2020 Board Report**  
**Sue Farmer, HR Manager**

**MEETINGS/TRAININGS ATTENDED:**

- Attended 2-Day training provided by RLS and ODOT for Drug and Alcohol Program Managers (DAPM) and Drug and Alcohol Designated Representative (DER). This was a very intense 2-day training that provided a wealth of information for transit district compliance with Drug and Alcohol testing and record keeping. Sean Oswald from RLS was the trainer and did an outstanding job.
- Attended Community Transportation Association of America (CTAA) training on Recruiting, Building and Retaining a Sustainable Driver Workforce. This training was excellent! It provided a lot of useful information and ideas for changing how we advertise our recruitments, recognize our drivers and sustain the workforce.
- Continue to remain up to date on the local, state and national COVID-19 information and how it is impacting the workplace.

**ACTIONS:**

- Provided evaluation forms to supervisors to complete for evaluations that are due.
- Updated the DOT Drug & Alcohol Employee files as required.
- Attended AccuFund Trainings for payroll and payables.
- Input into the GNSA employee payroll system the 2020 insurance rates and COLA's.
- Updated the Customer Service Representative job description for the Astoria Transit Center.
- Set-up employees and Board of Commissioners for July 2020 SafePersonnel trainings. July will focus on heat related illness, customer service, discrimination awareness, diversity awareness and sensitivity awareness. Staff and Board Commissioners will receive monthly training modules that correspond with the Ready. GOV 2020 Safety Preparedness Calendar.

**NEW EMPLOYEES:**

Provided New Employee Orientation for the following new employees:

- ❖ Lu Carlton was hired to replace a Fixed Route Bus Driver. Lu comes to SETD from Warrenton-Hammond SD #30. Lu drove for the school district for 5 years. She also drove for Portland Public Schools for a total of 15 years. Lu worked as a Sanitation Technician and did a great job!
- ❖ Tom Bird interviewed for a Bus Driver position in January. He was encouraged to obtain his CDL B permit and train to be a bus driver. Tom came to work for SETD as a Sanitation Technician in March. After that position ended Tom went to Portland to the DMV and obtained his CDL B.

**HIGHLIGHTS:**

- ✓ Executive Director Hazen honored his Administrative Team with words of praise and a token of his appreciation. The new Executive Director Award went to Jason Jones who is fully deserving of the honor serving SETD for 15 years!