



**Sunset Empire Transportation District
BOARD OF COMMISSIONERS MEETING
WORK SESSION 9:00 AM
OCTOBER BOARD MEETING 10:00 AM
OCTOBER 23, 2025
900 MARINE DR, ASTORIA, OR**

Join the meeting now

Meeting ID: 294 185 113 478 5

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Questions call 503-791-0867

AGENDA

BOARD - FINANCIAL REPORT WORK SESSION

9:00 AM to 10:00 AM

OCTOBER 23 BOARD MEETING

10:00 AM

BOARD MEETING AGENDA

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. CHANGES TO AGENDA
5. PUBLIC COMMENT (3-minute limit)
6. APPROVAL OF SEPTEMBER 25 BOARD MEETING MINUTES
7. REPORTS FROM CHAIR AND COMMISSIONERS
8. FINANCIAL REPORTS
9. CONTINUED BUSINESS
 - a. Title VI Language Update
 - b. OTA Conference-Post Conference reporting
 - c. Board Midterm Vacancy Committee timeline proposal
 - d. TAC Committee Vacancy report
 - e. Strategic Plan Foundational Presentation #3
10. NEW BUSINESS
 - a. Clatsop Community College U-Pass Proposal
 - b. SETD Employee Holiday Dinner
 - c. Transit Center Parking Fees

- d. Fiscal Year 24 and 25 Audit Engagement Letters

11. CORRESPONDENCE-

- a. Letter/testimony sent to legislative leadership by Chair as directed by Board included for reference
- b. Eric Barton letter-

STAFF REPORTS

1. EXECUTIVE DIRECTOR REPORT

- a. Executive Director

2. TEAM REPORTS

- a. Jennifer-Operations
- b. Kelly-Finance
- c. Jason-Mobility
- d. Maday-Human Resources
- e. Nicholle-Paratransit
- f. Mary-Executive Assistant

ADJOURNMENT

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https://teams.microsoft.com/l/meetup-join/19%3ameeting_MDhIOTUyNDYtMjEwNS00ODEwLTg0ZmltNzIzMTU0YjBjYjAx%40thread.v2/0?context=%7b%22Ti d%22%3a%22307c8082-efe3-45a8-afd8-96aae36ecaf2%22%2c%22Oid%22%3a%2263471ee1-b6a3-414f-bacd-a85f69be8bf5%22%7d

Questions 503-791-0867

This meeting location is accessible to persons with disabilities. Upon request, Sunset Empire Transportation District will make reasonable accommodations including assistive listening devices, sign language interpreters, large print materials, or other auxiliary aids. Please contact Mary Parker at 1(503)861-7433 or Mary Parker at 503-791-0867 at least 48 hours before the meeting to request accommodation.

Profit & Loss Budget Performance
June 30, 2025

Month 12 = 100% of Annual Budget Black = BETTER THAN/ Red = WORSE THAN									
	<u>M-T-D Actual</u>	<u>M-T-D Budget</u>	<u>Variance</u>	<u>Y-T-D Actual</u>	<u>Y-T-D Budget</u>	<u>Variance</u>	<u>Annual Budget</u>	<u>YTD Act to Annual Budget %</u>	
<u>Income</u>									
4010 FIXED ROUTE FARES	7,525.62	3,700.00	3,825.62	89,379.60	44,000.00	45,379.60	44,000.00	203.14%	
4022 PARATRANSIT FARES	1,704.00	1,750.00	(46.00)	21,647.25	21,000.00	647.25	21,000.00	103.08%	
4030 CONTRACTED SERVICES-IGA	0.00	175.00	(175.00)	0.00	2,000.00	(2,000.00)	2,000.00	0.00%	
4110 NW NAVIGATOR	426.58	275.00	151.58	4,783.97	2,675.00	2,108.97	2,675.00	178.84%	
4130 OTHER-VENDING	0.00	0.00	0.00	344.15	325.00	19.15	325.00	105.89%	
4205 PROPERTY TAXES	25,929.86	32,000.00	(6,070.14)	1,248,675.47	1,300,000.00	(51,324.53)	1,300,000.00	96.05%	
4206 PRIOR YEAR TAXES	2,385.91	750.00	1,635.91	23,786.55	17,300.00	6,486.55	17,300.00	137.49%	
4207 PROPERTY TAX INTEREST	54.71	100.00	(45.29)	1,060.23	1,200.00	(139.77)	1,200.00	88.35%	
4210 LAND SALES/US FISH & WILDLIFE	0.00	0.00	0.00	152.54	0.00	152.54	0.00	0.00%	
4310 TIMBER SALES	0.00	0.00	0.00	223,827.16	165,000.00	58,827.16	165,000.00	135.65%	
4315 MASS TRANSIT ASSESSMENT	0.00	0.00	0.00	143,298.95	115,000.00	28,298.95	115,000.00	124.61%	
4410 BILLBOARD LEASE	0.00	0.00	0.00	1,200.00	1,200.00	0.00	1,200.00	100.00%	
4420 PARKING SPACE LEASE	760.00	760.00	0.00	9,112.28	9,120.00	(7.72)	9,120.00	99.92%	
4425 CHARGING STATION	0.00	30.00	(30.00)	802.76	180.00	622.76	180.00	445.98%	
4505 INTEREST EARNED ON BANK ACCT	3,284.72	1,663.00	1,621.72	54,858.73	20,000.00	34,858.73	20,000.00	274.29%	
4605 OTHER INCOME	75.56	0.00	75.56	2,947.66	2,500.00	447.66	2,500.00	117.91%	
5203 OREGON STIF FUNDS-FORMULA	0.00	0.00	0.00	964,394.00	1,047,017.00	(82,623.00)	1,047,017.00	92.11%	
5301 5311 ADMIN/OPERATIONS	0.00	194,522.00	(194,522.00)	460,146.00	775,022.00	(314,876.00)	775,022.00	59.37%	
5302 5310 MOBILITY MGT/PM	0.00	40,394.00	(40,394.00)	60,442.00	161,594.00	(101,152.00)	161,594.00	37.40%	
5401 5339 CAPITAL PURCHASE	0.00	720,000.00	(720,000.00)	0.00	720,000.00	(720,000.00)	720,000.00	0.00%	
5810 MICRO TRANSIT REVENUE	0.00	0.00	0.00	50,000.00	0.00	50,000.00	0.00	0.00%	
Total Income	42,146.96	996,119.00	(953,972.04)	3,360,859.30	4,405,133.00	(1,044,273.70)	4,405,133.00	76.29%	

SUNSET EMPIRE TRANSPORTATION DISTRICT
AP Aging as of 06/30/2025

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Due Date</u>	<u>Description</u>	<u>Original Amount</u>	<u>Amount Owed</u>	<u>Not Yet Due</u>	<u>Less Than 30 Days</u>	<u>Less Than 60 Days</u>	<u>More Than 60 Days</u>
[6004] AFLAC REMITTANCE PROCESSING SRV									
6/13/2025	2025-12	6/27/2025	Pay period ending 6/07/2025,AFLACPT,AFLACAT	224.15	224.15	0.00	224.15	0.00	0.00
6/27/2025	2025-13	7/11/2025	Pay period ending 6/21/2025,AFLACPT,AFLACAT	224.15	224.15	224.15	0.00	0.00	0.00
[6007] ALLDATA, LLC									
6/24/2025	INVC05808028	7/01/2025	06/24/2025-06/23/2026 - SOFTWARE LICENSING RENEWAL & IT SRV	1,590.00	1,590.00	0.00	1,590.00	0.00	0.00
[6015] ASTORIA FORD									
6/26/2025	5074941	7/01/2025	12 OIL, SHIFT INTERLOCK SAFETY DEVICE -PM Bus #1702	170.63	170.63	0.00	170.63	0.00	0.00
6/27/2025	5074944	7/01/2025	PUMP ASY -PM Bus #1702	130.59	130.59	0.00	130.59	0.00	0.00
[5188] Boothe-Schmidt, Debbie									
6/17/2025	DBS06172025	7/01/2025	INERIM EXEC DIRECTOR SUPPORT SRV -06/04-06/17/2025	713.00	713.00	0.00	713.00	0.00	0.00
[6516] COMMERCIAL ADJUSTMENT COMPANY									
6/21/2025	06212025-1	7/01/2025	Pay period ending 06/212025,(C#24CV45796)	140.85	140.85	0.00	140.85	0.00	0.00
6/21/2025	06212025-2	7/01/2025	Pay period ending 06/21/2025 (C#24CV45796)	323.14	323.14	0.00	323.14	0.00	0.00
[6084] DEL'S OK POINT-S TIRE									
6/23/2025	1110270	7/01/2025	MOUNT & STEM REBUILD -2004 Bluebird	176.53	176.53	0.00	176.53	0.00	0.00

SUNSET EMPIRE TRANSPORTATION DISTRICT A/R Aging as of 06/30/2025										
<u>Customer</u>	<u>Due Date</u>	<u>Invoice Number</u>	<u>Invoice Date</u>	<u>Description</u>	<u>Current</u>	<u>30 Days</u>	<u>60 Days</u>	<u>90 Days</u>	<u>Total</u>	
[6494] ANGI WILDT GALLERY	3/31/2025	2082	3/01/2025	Mar 2025 Parking Space #12	0.00	0.00	0.00	47.50	47.50	
[6494] ANGI WILDT GALLERY	5/01/2025	2105	4/01/2025	Apr 2025 Parking Space #12	0.00	0.00	47.50	0.00	47.50	
[6494] ANGI WILDT GALLERY	5/31/2025	2106	5/01/2025	May 2025 Parking Space #12	0.00	47.50	0.00	0.00	47.50	
[6494] ANGI WILDT GALLERY	7/01/2025	2111	6/01/2025	Jun 2025 Parking Space #12	47.50	0.00	0.00	0.00	47.50	
[6583] Sondra Carr	5/01/2025	2096	4/01/2025	Apr 2025 Parking-Space #10	0.00	0.00	47.50	0.00	47.50	
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	10/30/2024	2016	9/30/2024	Sep 2024 Bus Passes	0.00	0.00	0.00	100.00	100.00	
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	5/30/2025	2095	4/30/2025	Apr 2025 Bus Passes	0.00	0.00	440.00	0.00	440.00	
[6245] ZSCHOCH, LENA	6/11/2025	2116	6/01/2025	Jun 2025 Parking-Space #13	0.00	47.50	0.00	0.00	47.50	
Total					47.50	95.00	535.00	147.50	825.00	

Consolidated Balance Sheet
June 30, 2025

	<u>This Year</u>
Assets	
1010 OVER/UNDER	(11.80)
1020 GENERAL CHECKING LC BANK	312,488.97
1030 LGIP - GENERAL FUND	507,199.56
1040 PAYROLL ACCOUNT LC BANK	81,554.65
1055 STIF LC BANK	303,151.59
1060 ODOT LOAN LC BANK	201,661.57
1065 CONTINGENCY	933,350.06
1095 CASH RECEIPTS CLEARING SYSTEM	226.22
1099 EFT CLEARING SYSTEM	(2,325.17)
1210 ACCOUNTS RECEIVABLE SYSTEM	(8,633.50)
1250 PROPERTY TAX RECEIVABLES	105,885.00
1251 PASS TRANSIT RECEIVABLES	180.00
1425 PREPAID WORK COMP	(53,290.83)
Total Assets	2,381,436.32
Liabilities and Net Assets	
2010 ACCOUNTS PAYABLE SYSTEM	233,751.85
2019 ACCOUNTS PAYABLE OTHER	(341.45)
2050 CREDIT CARD PAYABLE	274,670.94
2059 CREDIT CARD PAYMENT CLEARING	(273,907.72)
2060 PAYABLE TO NWN	(4,472.61)
2100 ACCRUED LABOR SYSTEM	(31,332.99)
2705 DEFERRED REVENUE	63,394.00
2805 ODOT LOAN	275,000.00
Total Liabilities	536,762.02
3000 FUND BALANCE	1,966,555.10
Change in Net Assets	(163,477.01)
Total Net Assets	1,803,078.09
Total Liabilities and Net Assets	2,339,840.11

SUNSET EMPIRE TRANSPORTATION DISTRICT
Check Listing as of 06/30/2025

<u>Check Number</u>	<u>Date</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
23763	6/03/2025	[6669] NOREGON SYSTEMS LLC - JPRO SCAN LAPTOP & SOFTWARE FOR DIAGNOSTICS SRV - OPS	SMALL TOOLS	7619	7,619.00
23775	6/03/2025	[6237] WILCOX + FLEGEL - 05/01-05/31/2025 - FUEL SRV	FUEL FUEL FUEL	3033.56 8916.28 582.64	12,532.48
23777	6/18/2025	[6001] ACCUFUND, INC - 07/01-09/30/2025 - QRTLTY SOFTWARE ASSISTANCE & IT SRV	IT SERVICES/CONTRACTS	5535	5,535.00
23789	6/18/2025	[6116] IFOCUS CONSULTING - Invoices 00016679, 00016771, 00016771 -2, 00016790, 00016799	COMPUTER HARDWARE/SOFTWARE SMALL TOOLS WEB/ONLINE SW SUB IT SERVICES/CONTRACTS COMPUTER HARDWARE/SOFTWARE	65.00 2477.00 563.00 4090.00 660.00	7,855.00
23790	6/18/2025	[6259] ISLER CPA - AUDIT FYO -06/2024, FINAL BILLING -FYE 06/2022 & 06/2023	AUDIT	5000	5,000.00
23796	6/18/2025	[6174] P & L JOHNSON MECHANICAL, INC - Invoices 56384, 56385	B&M GENERAL	6704.55	6,704.55
23801	6/18/2025	[6620] SAIF - 07/01/2025-06/30/2026 - WORKERS COMP DUES	WORKER'S COMP SDIS INS WORKER'S COMP SDIS INS WORKER'S COMP SDIS INS WORKER'S COMP SDIS INS	900.80 1126.00 19142.08 1351.21	22,520.09
23802	6/18/2025	[6193] SDIS - Invoices 2025-09, 2025-10, MED06012025	BENEFITS MEDICAL SDIS	26381.59	26,381.59
23803	6/18/2025	[6193] SDIS - 07/01-09/30/2025 QRTLTY - GENERAL LIABILITY, PROPERTY, AUTO	GENERAL LIABILITY PROPERTY AUTO	13783.33 4674.34 5513.33	23,971.00
Total Checks					118,118.71

Profit & Loss Budget Performance

June 30, 2025

Month 12 = 100% of Annual Budget Black = BETTER THAN/ Red = WORSE THAN

	<u>M-T-D</u> <u>Actual</u>	<u>M-T-D</u> <u>Budget</u>	<u>Variance</u>	<u>Y-T-D</u> <u>Actual</u>	<u>Y-T-D</u> <u>Budget</u>	<u>Variance</u>	<u>Annual</u> <u>Budget</u>	<u>YTD Act to</u> <u>Annual</u> <u>Budget %</u>
<u>Income</u>								
4010 FIXED ROUTE FARES	7,525.62	3,700.00	3,825.62	89,379.60	44,000.00	45,379.60	44,000.00	203.14%
4022 PARATRANSIT FARES	1,704.00	1,750.00	(46.00)	21,647.25	21,000.00	647.25	21,000.00	103.08%
4030 CONTRACTED SERVICES-IGA	0.00	175.00	(175.00)	0.00	2,000.00	(2,000.00)	2,000.00	0.00%
4110 NW NAVIGATOR	426.58	275.00	151.58	4,783.97	2,675.00	2,108.97	2,675.00	178.84%
4130 OTHER-VENDING	0.00	0.00	0.00	344.15	325.00	19.15	325.00	105.89%
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4207 PROPERTY TAX INTEREST	54.71	100.00	(45.29)	1,060.23	1,200.00	(139.77)	1,200.00	88.35%
4210 LAND SALES/US FISH & WILDLIFE	0.00	0.00	0.00	152.54	0.00	152.54	0.00	0.00%
4310 TIMBER SALES	0.00	0.00	0.00	223,827.16	165,000.00	58,827.16	165,000.00	135.65%
4315 MASS TRANSIT ASSESSMENT	0.00	0.00	0.00	143,298.95	115,000.00	28,298.95	115,000.00	124.61%
4410 BILLBOARD LEASE	0.00	0.00	0.00	1,200.00	1,200.00	0.00	1,200.00	100.00%
4420 PARKING SPACE LEASE	760.00	760.00	0.00	9,112.28	9,120.00	(7.72)	9,120.00	99.92%
4425 CHARGING STATION	0.00	30.00	(30.00)	802.76	180.00	622.76	180.00	445.98%
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4605 OTHER INCOME	75.56	0.00	75.56	2,947.66	2,500.00	447.66	2,500.00	117.91%
5203 OREGON STIF FUNDS-FORMULA	0.00	0.00	0.00	964,394.00	1,047,017.00	(82,623.00)	1,047,017.00	92.11%
5301 5311 ADMIN/OPERATIONS	0.00	194,522.00	(194,522.00)	460,146.00	775,022.00	(314,876.00)	775,022.00	59.37%
5302 5310 MOBILITY MGT/PM	0.00	40,394.00	(40,394.00)	60,442.00	161,594.00	(101,152.00)	161,594.00	37.40%
5401 5339 CAPITAL PURCHASE	0.00	720,000.00	(720,000.00)	0.00	720,000.00	(720,000.00)	720,000.00	0.00%
5810 MICRO TRANSIT REVENUE	0.00	0.00	0.00	50,000.00	0.00	50,000.00	0.00	0.00%
Total Income	42,146.96	996,119.00	(953,972.04)	3,360,859.30	4,405,133.00	(1,044,273.70)	4,405,133.00	76.29%

SUNSET EMPIRE TRANSPORTATION DISTRICT
AP Aging as of 06/30/2025

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Due Date</u>	<u>Description</u>	<u>Original Amount</u>	<u>Amount Owed</u>	<u>Not Yet Due</u>	<u>Less Than 30 Days</u>	<u>Less Than 60 Days</u>	<u>More Than 60 Days</u>
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6/13/2025	2025-12	6/27/2025	Pay period ending 6/07/2025,AFLACPT,AFLACAT	224.15	224.15	0.00	224.15	0.00	0.00
6/27/2025	2025-13	7/11/2025	Pay period ending 6/21/2025,AFLACPT,AFLACAT	224.15	224.15	224.15	0.00	0.00	0.00
[6007] ALLDATA, LLC									
6/24/2025	INVC0580802 8	7/01/2025	06/24/2025-06/23/2026 - SOFTWARE LICENSING RENEWAL & IT SRV	1,590.00	1,590.00	0.00	1,590.00	0.00	0.00
[6015] ASTORIA FORD									
6/26/2025	5074941	7/01/2025	12 OIL, SHIFT INTERLOCK SAFETY DEVICE -PM Bus #1702	170.63	170.63	0.00	170.63	0.00	0.00
6/27/2025	5074944	7/01/2025	PUMP ASY -PM Bus #1702	130.59	130.59	0.00	130.59	0.00	0.00
[5188] Boothe-Schmidt, Debbie									
6/17/2025	DBS0617202 5	7/01/2025	INERIM EXEC DIRECTOR SUPPORT SRV -06/04- 06/17/2025	713.00	713.00	0.00	713.00	0.00	0.00
[6516] COMMERCIAL ADJUSTMENT COMPANY									
6/21/2025	06212025-1	7/01/2025	Pay period ending 06/21/2025,(C#24CV45796)	140.85	140.85	0.00	140.85	0.00	0.00
6/21/2025	06212025-2	7/01/2025	Pay period ending 06/21/2025 (C#24CV45796)	323.14	323.14	0.00	323.14	0.00	0.00
[6084] DEL'S OK POINT-S TIRE									
6/23/2025	1110270	7/01/2025	MOUNT & STEM REBUILD -2004 Bluebird	176.53	176.53	0.00	176.53	0.00	0.00

SUNSET EMPIRE TRANSPORTATION DISTRICT
A/R Aging as of 06/30/2025

<u>Customer</u>	<u>Due Date</u>	<u>Invoice Number</u>	<u>Invoice Date</u>	<u>Description</u>	<u>Current</u>	<u>30 Days</u>	<u>60 Days</u>	<u>90 Days</u>	<u>Total</u>
[6494] ANGI WILDT GALLERY	3/31/2025	2082	3/01/2025	Mar 2025 Parking Space #12	0.00	0.00	0.00	47.50	47.50
[6494] ANGI WILDT GALLERY	5/01/2025	2105	4/01/2025	Apr 2025 Parking Space #12	0.00	0.00	47.50	0.00	47.50
[6494] ANGI WILDT GALLERY	5/31/2025	2106	5/01/2025	May 2025 Parking Space #12	0.00	47.50	0.00	0.00	47.50
[6494] ANGI WILDT GALLERY	7/01/2025	2111	6/01/2025	Jun 2025 Parking Space #12	47.50	0.00	0.00	0.00	47.50
[6583] Sondra Carr	5/01/2025	2096	4/01/2025	Apr 2025 Parking-Space #10	0.00	0.00	47.50	0.00	47.50
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	10/30/2024	2016	9/30/2024	Sep 2024 Bus Passes	0.00	0.00	0.00	100.00	100.00
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	5/30/2025	2095	4/30/2025	Apr 2025 Bus Passes	0.00	0.00	440.00	0.00	440.00
[6245] ZSCHOCH, LENA	6/11/2025	2116	6/01/2025	Jun 2025 Parking-Space #13	0.00	47.50	0.00	0.00	47.50
Total					47.50	95.00	535.00	147.50	825.00

Consolidated Balance Sheet
June 30, 2025

	<u>This Year</u>
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2059 CREDIT CARD PAYMENT CLEARING	(273,907.72)
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2805 ODOT LOAN	275,000.00
Total Liabilities	536,762.02
3000 FUND BALANCE	1,966,555.10
Change in Net Assets	(163,477.01)
Total Net Assets	1,803,078.09
Total Liabilities and Net Assets	2,339,840.11

Sunset Empire Transportation District

Cash Flow Projection

Updated Jul 22, 2025

	Projected Jul 2025	Projected Aug 2025	Projected Sep 2025	Projected Oct 2025	Projected Nov 2025	Projected Dec 2025	Projected Jan 2026	Projected Feb 2026	Projected Mar 2026	Projected Apr 2026	Projected May 2026	Projected June 2026
Beginning Cash	1,135,575	863,245	635,200	563,443	542,076	557,231	329,611	240,694	34,749	776,106	933,116	967,618
Sources of funds:												
Fares	8,000	8,000	7,900	7,700	7,700	7,300	7,300	7,600	7,750	7,750	7,700	7,800
STIF Funding			218,683	218,683			218,683			218,683		
ODOT Grant Reimbursements									977,652	257,652	257,652	257,652
Mass Transit Assessment	28,750			28,750			28,750			28,750		
Property Taxes	9,500	11,500	50,000	105,500	975,000	50,000	50,000	50,000	42,000	25,000	25,000	25,000
Timber Revenue		38,500			38,500			38,500			38,500	
Other	5,225	5,225	6,300	5,175	5,225	6,350	5,225	5,225	5,225	6,350	5,225	5,250
Total Sources	51,475	63,225	282,883	365,808	1,026,425	63,650	309,958	101,325	1,032,627	544,185	334,077	295,702
Uses of funds:												
Wages/Taxes/Benefits	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,736
Materials & Services	90,035	57,500	57,500	90,035	57,500	57,500	101,735	73,500	57,500	90,035	65,805	66,505
Debt Services			63,370	63,370			63,370			63,370		55,688
Capital Expenses					720,000							
Total Uses	323,805	291,270	354,640	387,175	1,011,270	291,270	398,875	307,270	291,270	387,175	299,575	355,929
Ending Cash	863,245	635,200	563,443	542,076	557,231	329,611	240,694	34,749	776,106	933,116	967,618	907,391

SUNSET EMPIRE TRANSPORTATION DISTRICT
Check Listing as of 06/30/2025

<u>Check Number</u>	<u>Date</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
23763	6/03/2025	[6669] NOREGON SYSTEMS LLC - JPRO SCAN LAPTOP & SOFTWARE FOR DIAGNOSTICS SRV - OPS	SMALL TOOLS	7619	7,619.00
23775	6/03/2025	[6237] WILCOX + FLEGEL - 05/01-05/31/2025 - FUEL FUEL SRV	FUEL FUEL FUEL	3033.56 8916.28 582.64	12,532.48
23777	6/18/2025	[6001] ACCUFUND, INC - 07/01-09/30/2025 - QRTLTY SOFTWARE ASSISTANCE & IT SRV	IT SERVICES/CONTRACTS	5535	5,535.00
23789	6/18/2025	[6116] IFOCUS CONSULTING - Invoices 00016679, 00016771, 00016771 -2, 00016790, 00016799	COMPUTER HARDWARE/SOFTWARE SMALL TOOLS WEB/ONLINE SW SUB IT SERVICES/CONTRACTS COMPUTER HARDWARE/SOFTWARE	65.00 2477.00 563.00 4090.00 660.00	7,855.00
23790	6/18/2025	[6259] ISLER CPA - AUDIT FYO -06/2024, FINAL BILLING -FYE 06/2022 & 06/2023	AUDIT	5000	5,000.00
23796	6/18/2025	[6174] P & L JOHNSON MECHANICAL, INC - Invoices 56384, 56385	B&M GENERAL	6704.55	6,704.55
23801	6/18/2025	[6620] SAIF - 07/01/2025-06/30/2026 - WORKERS COMP DUES	WORKER'S COMP SDIS INS WORKER'S COMP SDIS INS WORKER'S COMP SDIS INS WORKER'S COMP SDIS INS	900.80 1126.00 19142.08 1351.21	22,520.09
23802	6/18/2025	[6193] SDIS - Invoices 2025-09, 2025-10, MED06012025	BENEFITS MEDICAL SDIS	26381.59	26,381.59
23803	6/18/2025	[6193] SDIS - 07/01-09/30/2025 QRTLTY - GENERAL LIABILITY, PROPERTY, AUTO	GENERAL LIABILITY PROPERTY AUTO	13783.33 4674.34 5513.33	23,971.00
Total Checks					118,118.71



**Sunset Empire Transportation District
Board of Commissioners
September 25, 2025
Draft Board Meeting**

1. CALL TO ORDER: Chair Kathy Kleczek called the meeting to order at 10:00 AM.
2. PLEDGE OF ALLEGIANCE-
3. ROLL CALL: Chair Kathy Kleczek, Vice Chair Pamela Alegria, Secretary Treasurer Tita Montero, Commissioner Guillermo Romero, Commissioner Debbie Boothe-Schmidt Excused, Commissioner MacDonald absent

Arla Miller ODOT Regional Transit Coordinator

Staff- Finance Officer Kelly Smith, Mobility Manager Jason Jones, Human Resources Manager Maday Ross

4. CHANGES TO AGENDA (01:27) –
Chair Kleczek asked if there were any changes to the agenda. Commissioner Alegria suggested that a letter concerning the transportation bill be sent. Chair Kleczek said she would put this in New Business under D. Commissioner Montero requested adding the formation of a Board Policy Committee as a New Business item. Chair Kleczek added it to New Business under E. Commissioner Montero also requested having a discussion on the Board Vector Training Assignments. Chair Kleczek added this to New Business under F. Chair Kleczek also added the November/December Board meeting under G., the Oregon Transportation Association Conference under H., and a discussion about meeting changes under me.
Chair Kleczek asked all those in favor of approving the agenda as amended to signify by saying aye. All opposed? None. Motion passed unanimously.

5. PUBLIC COMMENT- None

6. APPROVAL OF AUGUST 29 BOARD MEETING MINUTES-
Commissioner Montero moved to table approval of the Board Minutes.
Chair Kleczek seconded the motion. ``````
Discussion: There was board discussion about the minutes as presented and Commissioner Montero recommended tabling the minutes until the next meeting. Chair Kleczek agreed.

Commissioner Montero said that in the absence of Mary doing the minutes there has been some scrambling and I really applaud the effort but the minutes as they stand will need many corrections and additions and I think it would be better to consider the minutes at our next meeting. Chair Kleczek said she echoed that. She said a lot of work went into these minutes; however, they are missing key items and formatting. Chair Kleczek also added that the Executive Assistant is out right now, so the Executive Director is wearing many hats and trying to do many of these things, so some things are just going to take a little bit longer.

Chair Kleczek asked that all those in favor of tabling the meeting minutes until the next meeting signify by saying Aye. All opposed-None
Motion passed unanimously.

7. REPORTS FROM CHAIR AND COMMISSIONERS-

Commissioner Romero reported that it was a pleasure being at the meeting and that he had nothing to report but wanted to applaud the board and the progress we have been making, especially with the ODOT funding.

Commissioner Alegria reported that she had attended the SDAO training session on Board responsibilities and duties, and it was well done.

Commissioner Montero reported that she had met Margie and Edwin Shenk at the Bob Chisholm Center at Seaside, as they were waiting for their bus to return to Warrenton after attending the Senior Lunch. Montero also shared a picture of them. Montero said they could not express enough appreciation for SETD, for their bus driver and they raved about Nichole. Montero said they said they feel so fortunate that they are able to get transportation to go where they want, when they want and they both have mobility challenges. Montero said she thinks this is a wonderful story and they would love to come to see us at one of our meetings. Montero reported that on September 11th Executive Director Carr had taken her on a tour of SETD as part of her orientation and she was very impressed at what she saw. She was also impressed with the presentation Victoria gave her, her record keeping and her attention to detail. Montero also said she attended Oregon State Records Retention online seminar. The state is updating the retention rules and regulations, and their intent is that the record retention rules for municipalities, counties and special districts will be very similar, so it is much easier for everybody to assimilate and get guidance for. The final rules should be out in November, which will be helpful as we look at our policies for records retention. Montero also attended the SDAO training. Montero also said she had met somebody from the Thousand Trails Campground who said the people camping there always ask about the bus and they need schedules, so she will take some to them.

8. Chair Kleczek reported that we are still watching to see what will happen with the transportation package at the state. Kleczek reported she had also attended the SDAO training and said they did an excellent job and that there was a lot of guidance on public meetings and ethics for board members. Kleczek we also have the opportunity to get training from SDAO because it is now under the charge of the Oregon Ethics Commission, so they are offering SDAO training as the commission has approved it. Kleczek said that as an agency that has expenditures over \$1,000,000, we are required as board members to take this training at least once per elected term. Kleczek said she plans to arrange for training with other districts in the area and offer this required training locally.

9.

AUDITOR REPORT FOR FISCAL YEAR 2024-

Paul Nielson from Isler CPA, LLC reviewed the process and responsibilities of an auditor and the Oregon Minimum Standards that they use and test for during each audit. Paul posted the list of Responsibilities which are: Significant findings, Significant estimates disclosed, Difficulties encountered during audit, Corrected and uncorrected mistakes, Disagreements with management, and Management representation. The list of Auditor tests are: Deposits of public funds, Debt limitations, Budget testing, Insurance, Programs funded from outside sources, Investments of public funds and Public contracting. Paul reported that there were no findings and no major concerns. Commissioner Alegria commented that the number of board members is seven not five. There were several questions and report clarifications, but no changes were made to the audit report or format.

10. FINANCIAL REPORT-

Financial Officer Kelly Smith reported that the 5311 reimbursements had come in very early and are on your dashboard, but the 5310 has not come in yet. Kelly has started the 5339-paperwork processed for the new buses and hopes that it moves quickly. Kelly reported that we look like we are over budget on wages but that is her error due to her not considering the payroll cutoff date and instead she was taking into account the payroll date, so when it hits our system, it is the date the payroll cuts off, not the date we get paid. Kelly said it will correct itself as the months go on. Commissioner Montero asked if we will be going over this in the workshop. Kelly said yes. Commissioner Romero thanked Kelly for all her hard work. Chair Kleczek said the actual to budget property taxes are way off. Is that going to throw us off for the year or is that going to correct itself? Kelly said she expects that to correct itself as it is a balancing act of when we actually receive those funds. Sometimes we receive them early and sometimes we don't. Chair Kleczek said the interest earned is also way off between actual and budget. Kelly said as the money fluctuates in the LGIP account is how the interest rate fluctuates so her hope is that will catch up as we have more funds go into that. Chair Kleczek said it is not that far out of range with the percentage at the end there. Chair Kleczek said another one that is out of range is HR recognition. I know you did reference

that, but it is a significant difference dollar wise between what was budgeted. Kelly said I did not have uniforms budgeted for that month, but the year to date is still under.

Commissioner Montero moved to accept the Financials.

Chair Kleczek seconded the motion.

Discussion- None

All in favor signify by saying aye and Chair votes aye.

Motion passed unanimously

11. CONTINUED BUSINESS

- a. New Board Position-Midterm Vacancy-Report/Action- Chair Kleczek explained that this was a task she assigned at the September Board meeting. Commissioner Montero was to work with our administrative assistant and update the Board Vacancy process, however due to delays and the absence of the administrative assistant, the process landed squarely on the shoulders of Commissioner Montero who has some late breaking information that she distributed to all of us for review. Chair Kleczek asked if the board had received the information? Chair Kleczek said the revised Board Vacancy packet will be added to the Board Pack.

Commissioner Montero walked the board through the revised B308 policy. Montero said she used the B308 Board Vacancy Policy from 2013 and the updated B308 Board Vacancy Policy from 2023 to draft the new revised B308 Board Vacancy Policy. Montero reviewed the details of the timeline and process that the board will follow. The Board Chair will notify the board of the vacancy. The board will appoint a work group of two board members who will lead the process which includes public announcements, distributing and processing applications, a public forum, public input and applicant interviews during a public board meeting. The process will follow state law and could take up to 4 months to work through. Montero said the information sheet also includes the requirement that applicants must be registered to vote within the district. Commissioner Romero asked Commissioner Montero if you must be registered to vote to apply. Commissioner Montero said yes. Commissioner Romero stated that to vote you must be a citizen of this country, correct? Commissioner Montero said yes. Commissioner Romero said which nullifies people of color. Commissioner Montero said it is state law. Commissioner Romero said that is too bad because it limits us. Commissioner Montero said that is why it is incumbent on us to get people of color or non-citizens on our committees.

Chair Kleczek told noted areas that need minor edits and updates, and I think that we do need to make sure that we're checking for typos and those kinds of errors. Chair Kleczek said she would like the section about being a registered voter in more plain language and not have the verbiage that it has right now as the way it is written now is a little bit triggering to me. Commissioner Alegria asked whether the board has the responsibility of risk management, safety and security, insurance, static consults and personnel management. Montero said we don't have the operational authority, but it says setting standards, controls and policies that support it. There was further discussion about reports that the board might receive and need to act on but Chair Kleczek said the responsibility falls on the Executive Director to follow through on them.

Commissioner Romero moved to accept the revised Board Vacancy Application Policy #308.

Commissioner Montero seconded the motion.

Chair Kleczek asked those in favor of approving Board Policy #308 to say aye.

Motion passed unanimously with the Board Chair voting aye.

Chair Kleczek amended the motion to include that the policy be put in the same format as other policies and that the board chair be authorized to sign.

Commissioner Montero reviewed the Board Vacancy Press Release which she is working on which was followed by discussion of who would have the responsibility as the district's contact person for the Board Vacancy process. Following discussion of limited staff availability and the need to have a board member be the application recipient and person receiving questions, Chair Kleczek appointed Secretary Montero to be the lead person. Commissioner Alegria volunteered to assist Commissioner Montero during the process. Chair Kleczek said Commissioner Montero's email address will be listed as the contact for the

application process. Commissioner Montero said she will be creating an updated press release that represents the new Board Vacancy process.

Chair Kleczek moved to authorize Secretary Montero to draft a press release to be sent out on behalf of the board, which will go out to the press, social media, staff and the Board members. We can't have a meeting to discuss the press release but if there are any major issues contact our secretary, and she will hold the letter.

Commissioner Montero seconded the motion.

Motion passed unanimously with the Board Chair voting aye

- b. TAC Committee Nominees- Chair Kleczek reported that Commissioner Boothe-Schmidt could not make it to today's meeting, and the Executive Assistant is also not available. Chair Kleczek moved to table this until the next meeting. Secretary Montero seconded the motion. Motion passed by unanimous aye vote with the Board Chair voting aye.
- c. RLS Audit Report Summary- Executive Director Carr presented a report of the 13 required corrections that staff has made in response to the findings from the RLS audit in 2024. All responses were accepted by RLS. Chair Kleczek asked that a copy of the RLS audit report be sent to the board. Executive Director Carr said he would send it.

12. NEW BUSINESS

- a. Schedule Budget Workshop- Action- Executive Director Carr said there have been several Doodle polls sent out, and this is the most response I have got saying they can attend. At this point this is the best available date (September 20th) for most members. Chair Kleczek said a public notice needs to go out. Executive Director Carr said the next question is what are your expectations for this workshop and what you would like to see. Commissioner Montero said you're calling this a budget workshop. Is this to look over the current budget or is this a workshop for the board to inform staff how we would like budget reports presented to us. Chair Kleczek said this is the budget workshop that the board asked to be done within the first quarter to review the budget and to make sure there were not any items that we need to revise and amend based on the adopted budget. Chair Kleczek said this workshop is to review the adopted budget to make sure at this point the Board does not see anything that we are going to need to amend. Commissioner Montero said her expectation would be to see the whole budget document again with more explanation of where it came from because I am one of the ones that did think the budget was correct, so we need to review it to make sure it is correct and it is done right. Chair Kleczek said based on the fact that the board required that to be done within the first quarter of the year, as well as receiving new information that is currently coming out. It gives us an opportunity to incorporate any new information we have got into our evaluation of the budget going forward to make sure that what we have budgeted meets not only correct budgeting, having things in the right place and the right time but correct based on current information that we have available. Executive Director Carr asked what current information you are referring to. Chair Kleczek said Transportation budget, transportation package information and what budgeting monies we have available and the number of monies we have in which categories do we have and are they aligned correctly based on our experience at this time. Executive Director Carr said we may not have any information for this meeting. Chair Kleczek said then this meeting cannot happen at that time. Commissioner Montero said she would be more than happy to send you the detailed emails I sent to Kelly with my concerns. Executive Director Carr asked if it would be appropriate then to, we should reschedule until after we've determined what the legislation has been done and I have another item I was going to bring up about the STIFF funding and it could be two totally different budgets. If we get the money the budget's going to look one way, and if we don't get the money, it will look another way. Commissioner Romero said in your discussion my questions have been answered. It is about focusing on the process as well as the budget items and making sure we have our bases covered. Commissioner Romero said David brought up a good point in anticipation of the budget should we hold off because how could we make a sound which is how can we make a sound reasonable decision without all the information? Chair Kleczek said since this meeting has been set the transportation package has been put off again and it was put off until the 29th which means when this was scheduled it should have been resolved last week it didn't happen and now we are here again in this situation. The whole state is in the

same ball game as far as that part of the discussion. Chair Kleczek added that the requirement to relook at the budget was part of an assumption that the transportation package was going to go through. Kleczek said this is taking advantage of the opportunity to look at both things and wait out the transportation package. Commissioner Montero added that the amendment that was made to the motion to adopt the budget gave this board 90 days to rework the budget and I do not believe the intent had anything to do with transportation package, it was about a review and if needed a rework of the budget.

Commissioner Montero moved that the board extends their deadline for a total review of the 25-26 budget to occur no later than November 30, 2025

Commissioner Romero seconded the motion.

Commissioner Alegria said she is concerned about things piling up and we have not decided about the November December meeting and time is short until the end of the year and I would rather see this done correctly and not bound by such a tight notice.

Commissioner Montero said we need to give ourselves a deadline to get things done. If you don't give yourself a deadline you will never get things done and you don't want to have the meeting so far into the fiscal year that it is meaningless. The financial situation of this district is of the utmost importance. We need to all be on the same page and on board.

Chair Kleczek asked all in favor signify by saying aye (Kleczek, Montero and Romero)

All those opposed Nay (Alegria)

Motion passed.

- b. Schedule Strategic Planning Workshop-Executive Director Carr reported that the Strategic Planning workshop is scheduled for January 26, 2025. David said he has met with SDAO to facilitate and receive an estimate of their cost. I have also have a meeting set up with the Kurajio group to discuss their facilitating the workshop.

Commissioner Montero added that the board should prepare for 4 hour to all day meetings with Strategic Planning.

Commissioner Alegria commented that #1. We did not put this in the budget. #2. We can do this ourselves. #3. I think the Executive Director has not been in the position and would need a little more time to see what is happening with SETD.

Executive Director Carr commented that the need for the strategic plan is it guides the development of the strategic plan that enterprises that we are going to make ourselves. So it helps by having the board strategic plan guide the enterprise, the district's strategic plan. We really need your guidance and your vision and your information, so we create our strategic plan and future budgets and future activities based on the direction we are getting from the board. Executive Director Carr said typically this is all day and we would serve lunch. We would do a retreat and wouldn't necessarily meet here. We would find a place nearby that was accessible. It would be a public meeting, but we would have a facilitated discussion on how to construct the proper strategic plan. Carr said he feels that if we have guidance from the board we will go through these workshops with the budget, and we'll be able to align the financial part with the operations and activity part based upon the direction we get from the board. So, as I mentioned before, I could draft something up and put it together, but we need directions from the board to begin that first step. We need to know what the vision and direction of the board is. Once we have that we would align our activities to that. Executive Director Carr also said a facilitated strategic plan is not unusual and he said he had done them before and has done his own strategic planning but said that he thinks initially having this with this board and going through the process so you understand how you're going to give us direction and then we understand clearly the steps that were executed to come up with your plan and we will mirror that in our plan development and we'll align. It's about aligning with what the board direction is. Chair Kleczek said she will echo what the Executive Director said, our district has not made a full strategic plan in a long time, and it is very valuable. If we push the strategic plan out too far it won't be incorporated into our budgeting process. Chair Kleczek said shooting for January with the knowledge that we might need to stretch it into February is good to know, but we're shooting for January. Chair Kleczek said who we go with as a facilitator is a board decision so we will want to see those proposals.

- e. Strategic Plan Presentations:

Jason Jones-Mobility Manager

Jason introduced himself as the SETD Mobility Manager. I'm in my 22nd year working for us so anyways, Mobility Management. Jason said I am going to answer a few questions for you. What is mobility management? What do we do in the future? There are some cool pictures you can take a look up there, but mostly that's what we want to do, right? We want to answer some of these questions. So, what is mobility management? It's really like a music conductor. In short, we have transportation options that you guys need to take advantage of. We have individuals with disabilities, older adults, who have a whole lot of potential problems, and we have solutions for them, including opening doors for them. Those solutions require a music conductor or something where I play music, so for me it was very natural. So, I'd like to conduct and try to organize individuals, see people, they're riding the bus, there's paratransit, and then you have two pictures of just me. We enhance the community that we serve. Everything that I do needs to be given back to Operations, to David, to the board to say, hey, we are accessible and we're not accessible and this is what we need to do to fix it. Or at least suggestions. Monkey wrench.... What is mobility management? We focus on the individual. Every time I report to the state, the state loves to hear some of the stories that I have regarding some of the individuals that I help. Indeed, I work with groups of people, school, you know, I work with schools quite often and everything, but in this case I really get a chance to visit with people individually and get to understand what their challenges are and understanding the specific challenges to that individual is incredibly important to being able to have a successful outcome for them. So, thank you.

Now there's some funny pictures on here, but there's some seriousness to it. In mobility management we promote transit awareness and education in the community. Just the other day I was in Seaside at Bob Chisholm Center for a health community fair, it was cool. It was fun. I engaged with about 90 individuals. Yeah, a lot of fun. So, we have some of our set up there that we have over at like the Senior Center up there in the upper left-hand corner. We bring people right here into this board room from time to time to do transit engagements and engagement is more of a group setting. I go out and I work with individuals on the bus and show them how to pull that cord. And then I even make travel training videos where I will subject myself to bad weather and lots of lots of rain and all that kind of stuff. So, mobility does connect older adults, and people with disabilities. I work with individuals with vision impairments, physical impairments and learning disabilities and cognitive disabilities as well. I work with veteran students and basically, I work with everybody. It just really can be made that simple and really, this little slide here just kind of tells you that I feel like I have a good connection with my community and that and that's what I really care about is whatever I do, whatever directive that I get, whatever the board is there to support me in doing it. This is us connecting to our community one by one or by group. So one of the things that is very important to really understand what I do is I work with Title 6, make sure that Title 6 is updated.

Once a week I try to read through as much of the title success as I can, just to ensure we keep our document up to date. In fact, we just recently did an update through RLS, and I took some of their suggestions and worked on it through David and then ultimately success. I try to connect with at least five individuals weekly. It's just one of me, so, I like people to work with them in travel training and so forth is pretty good. I engage with youth. Youth is incredibly important. There are our future riders, our future drivers, our future board members. So, I want to go out there and educate them with that. I assist low-income individuals. I worked with around 350 people last year. We have some great interactions with our low-income population. Just really glad that we're here for working with scheduling managers. If you have a scheduling manager who doesn't quite understand the bus schedules, I can come in and work with that scheduling. It's kind of a weird little niche, but hey, we want to keep people in their jobs. Project development like Micro Transit. There's a little card that I gave you in your board pack. It's a rack card. Those slowly start that I'm we're gaining some traction, OK? And then I create travel training videos, and I'll just show you one of those really, super quick. And I'm going to interrupt this. Yeah, I'm not going to go to the full minute, well, doesn't seem to do it. Here we go. What in the world is the Bicycle ABC quick check? Well, let's find out in this episode of the Mobility Minute. Before every ride, perform an ABC quick check to ensure that your bicycle is in good working order. Let's first check for the air to ensure that the tubes are inflated with the right amount. Look for markings on

the side of the tire to find your tires proper pounds per square inch or PSI. Make sure that the tires are in good condition and without pumping. So, I'm going to interrupt this and move on to the front and rear. The video goes on to just describe why I'm going to train people on how to use their bike on the bus. I come in and help them understand and keep their bikes safe. So, our future goals with mobility are cool. We want to overall ensure that the program has sustainability and is being sustained across the entire bit of mobility projects. So, every piece of my strategic goal is to keep the program going to keep the services accessible to our community. I want to stand up for a new rural veteran's transportation program that's within reach right now and we are not doing that right now. We did it once before and it was a spin up. We need to bring that up and bring micro transit up to full operation. It's the way of the future. Micro Transit is what it's going to look like for transit down the road. Ate there any questions? If you want to get out there, ride micro transit or do whatever or learn a little more about it, get a hold of me and we'll get you on there, OK. and then, of course, expand travel, training, and media content. Just keep going with those videos. I think the state likes them a little bit. I'm not sure if Arla likes my videos a whole lot, but that has gotten out to so many people, so many views. I've had people from out of town say they watched a video of mine and then decided that it was accessible to come visit us here. So, let's keep that going. I want to enhance what you guys are seeing here. Part of that microphone you see here is just a little half measure. I want to make sure that not only this board, but people who come in and use this board room, like when I have travel training or whatever here, that we have very good clear line on technologies and we can strengthen that communication. I feel right now we can do a whole lot better. I want to ensure that my program constantly interacts with 260 riders per year that have travel trained and that they are watching and listening to their stories and help others. I also want to build and maintain a mobility travel training center. We have some movement that's happening around here. I presented to the board I thought a few years ago about something like this if Tita you and Kathy can remember and I think it was cool. I want to see that happen because there's just so much that we need to do and I can get some of that done. So anyhow, other than that, thank you very much. If you guys have any questions, feel free to reach out to me anytime. In the effort of time, it's Maday's turn next. Tita asked Jason if he connects with the Veterans Service Officer who works for CCA? Jason said he had before, and in fact, I'm just reigniting that conversation right now to get us moving forward. Wonderful. And the other thing, and this is more a comment to the rest of the board, I very valuable and I think I would say I consider it a responsibility of mine as a board member to sign up to follow the SETD Facebook page and every time it comes up to like it and to share it, I think it's totally our responsibility. That is one way we can engage with the community, and we support public transit.

Maday Ross- Human Resources

Good morning, everybody. I can still say good morning. So, what comes to mind when you hear the words a human resources? My name is Maday Ross. I'm the Human Resources Manager for Sunset Empire Transportation District. And when I was asked to do this presentation, the first thing that came to mind, was well, HR, everybody knows what HR does. But then I started thinking a little bit more and I'm like, well, a lot of people don't know how HR has changed over time. So, when it comes to mine, HR, what do you think of it? Well, a lot of people think about trouble. A lot of people think what's happening now, what's changing. Well, what you guys don't understand is that HR stands for Human Resources. As the name implies, it is the people's side of the organization. It means that we are supposed to support the employees. We're supposed to engage them. We are aligning them with the organization with strategic goals. That's why the strategic planning is so important for our organization, because if we don't know where the organization is heading to, then we wouldn't know exactly how to align our employees and support them and give them the training that they need to actually create a stronger environment and organization. So, one of the things that we do to help our employees is actually create training to support them and provide them with the skills that they need. We also provide compliance and risk management to the organization so that we can make sure that we're following all of the labor laws and we improve productivity and engagement. I actually sent out a survey to the employees about maybe 3 weeks ago and I only received about 5 replies on that survey, which means that the engagement of the employees is not where we need it to be. We

need it to be a lot higher. We need them to give us feedback on some of the things that we can improve and some of the things that they're needing for us to be able to support them in. So that is extremely important to me because if the employees are not telling you what's happening, then there is no way that you can fix it.

These are some of the core functions that HR has. We recruit and hire people. We are looking for candidates. We try to seek out the best candidates out there and we try to hire them. We do employee relations. We solve problems, conflict and do performance management.

We set expectations that align with the strategic planning of the company to make sure that the employees are heading towards meeting those goals. Compensation of benefits, performance management, compliance. We keep the company safe when it comes to neighboring laws, for that we need a strong HR software. I know that I have mentioned it before. What we have right now is not ideal for us. It does not perform a lot of the tasks that HR needs to be able to perform and develop for employees. A strategic role is we actually align the workforce. We actually provide all the training that they need not only for the employees but also for the management team because if you have management that are not up to speed on what the laws are, then they're not up to speed on how to actually manage employees. Then everything starts to fall apart. We drive diversity, equity and inclusion, and we encourage innovation through people management. Some of the things that we also do is reduce turnover. I don't know if you guys are aware, but every time an employee leaves a company, there's about half to 1 1/2 the salary of that employee spent replace them. So when we try to keep the employees that we actually have in the company and make them happy and we provide everything that they need to perform their jobs, we actually reduce strong over cost, which saves the company a lot. We boost employee, employee engagement. Ensure legal compliance and create positive work for our workplace culture, which is a stronger reputation for the organization. In short, and although I'm a little bit nervous, I just want to make sure that you guys understand the importance of HR, the importance of providing HR with the right tools to not only support the management team, but to also be able to develop the employees that we currently have and the employees that are looking to join the organization. I think that training is essential for any organization because once you actually develop the employees that you have, they feel happy, they feel like they actually have a say in the organization and the culture and they want to help build it and make it stronger. So that to me is what HR is. It is being part of the human and being part of providing those resources.

Any questions? Commissioner Montaro said a specific task that crosses all of those lines has to do with accurate position descriptions and in reading all the position descriptions that I've got in my orientation manual I can see that we have outdated position descriptions and you and I spoke about this when we I had my orientation. So, can you describe for the board members what your current project is in position descriptions? So, my current project is reviewing all of the job descriptions that we have right now. When I first started with the company, I noticed that they were not aligned, they were not updated. They haven't been updated in many, many years. So I requested since we're doing so many changes with the staff and everything in the organization has changed, I started with the managers to provide feedback to me on their job description what they're still doing and what are the new things

In their organization has changed. I requested the management team. I started with the managers to provide me feedback on. I sent them out the job description that I had, and I requested them to provide feedback on that job description, what they're still doing and what something new that they have been doing, but it's not in there. Part of that review is to kind of know what exactly their process is right now and start revamping that job description. Then I will have a meeting with them and go over every one of those line items. Make sure how long do you actually do this process? Do you really need to be in the job description? Because if you do it maybe once a year, then maybe it doesn't necessarily need to be in there if it doesn't take that long to do the process. So that's where we're at in the process. I'm starting with the management team and then I will go down to the supervisors, and I'll make sure that I do every single one of them.

- c. Employee Performance-Discussion- Chair Kleczek said the Employee Performance Discussion is an item that I put on the agenda and just to preface this, I did offer to have a discussion with Executive Director

Carr in Executive Session and he chose to have it in public. Kathy said she hoped everybody's read the packet and read what is in here and this is an information sharing agenda item. It doesn't require any action. This is so that the board knows what I know the conversations that happened, so that there's no question of transparency or potential of the board feeling like they weren't entitled to all of the same information and conversation that happened as I did and in accordance with Oregon Public Meeting law and Oregon Government Ethics Law, I have submitted this report to the board. It outlines that there was a conversation regarding the testimony that was submitted that happened at the last Board meeting and a conversation that prefaced that, which was between myself and the Executive Director Carr, that happened at the time of the actual meeting of the Transportation Commission on funding happening and his statement to me regarding his acknowledgment of submitting of testimony and the agreement that it would be done within the 48 hour time window and my assumption after that was it had then happened without having to go back and check on that. So, two days later when we had our meeting, I presented to the board with the assumption that Executive Director Carr had followed through and submitted testimony to the Committee on Transportation Funding. The board discussed that and then approved the testimony submittal. After the fact, which the board had already directed him to do in the previous meeting. And so we went forward with that assumption. On the following Friday when I was reviewing the testimony happening and the process happening and trying to figure out when there was going to be a further opportunity for testimony to be submitted, I discovered that there was no submittal of testimony by Sunset Empire at that time, and so I emailed Director Carr, who then reported that he had run into some difficulties and hadn't submitted the testimony in the way that I had described and he had not corrected that during the meeting. And so, we went from there. I watched the testimony, and I provided a link to both the board and to Director Carr to provide further testimony at a later date. He then acknowledged what he had done. And so that whole e-mail exchange is in the notes and in the packet. And I just wanted the board to know how all this happened. So, thank you.

That was all just informing the board that that had happened, and I didn't know if the board could decide whether they wanted to discuss it further or ask any questions. That's entirely up to the board. That's what that item was. Commissioner Montero said after reading this and submitting my own testimony to the legislature. I know at the same time you had sent out your message to all of us that we could submit testimony, et cetera. And so what I can disclose is that I sent an e-mail to Executive Director Carr expressing some surprise that I didn't see testimony already there because it had been my understanding at our last Board meeting that a letter had been sent not only to Javadi and Weber, but that it had been submitted as testimony. I've subsequently gone back and all I have to go back on kind of is what's on YouTube and the transcript on YouTube, et cetera and what has developed in my mind about all of this is maybe the omission of information and not enough inquiry regarding details so I'm looking at this as being a communication issue amongst all of us and us asking pointed and detailed questions, but also giving full and unvarnished information and experience. So I think this has been a learning experience for all of us in how do we communicate, what questions do we ask and not make assumptions?

Chair Kleczek said the other second item that I needed to bring to everybody's attention was the principal payment return and how it was presented to the Board at the last meeting. I professionally work for a government agency which is the Department of Land Conservation and Development, and which works together with ODOT a lot, so I have times that I meet with different people that work for ODOT. I happened to have a meeting scheduled with Cindy Lessmeister, who is our loan officer. We were meeting about an entirely different thing and I mentioned to her, hey, thanks for whatever you did in helping us get our money back from the principal payment and how it was a surprise to us that it had happened so quickly and when it wasn't really a real request, that it was just an inquiry about whether it was possible. During the course of that conversation, as I was saying this, Cindy was surprised that that's how I described it, because that is not how she recalled it happening. And then later in order to satisfy her with the recollection of events to make sure that she was remembering it correctly and was not mistaken, she shared with me the e-mail exchange when it happened regarding the return of the principal payment. So it was presented to us as a hey I'm curious if this could happen and oopsie the next day the money was in our bank account when the entire way that had transpired took over a week's time with back and forth emails with ODOT with our director Bcc'd on every one of them. Knowing that there was a request for the money to come back to us, I stand by my decision and by my statement that I think that the money coming back to us was the best thing for the district 100%, but I will just say that it is important that the

Board is communicated with 100% transparently regarding how things happen. I will acknowledge that there is a learning curve. I said this to Director Carr when we first talked about this, I acknowledge that there is a learning curve with the Oregon Public Meetings law and transparency requirements. It's in Oregon versus a government agency versus a private entity and there is a learning curve and we can all make mistakes and that I needed to inform the Board of this information because I can't keep it a secret because it needs to be transparent that all the board has the same information otherwise, I could be accused of covering things up. So here's all of your information, and everybody now is privy to the conversation in its entirety. So I would like to give the board members an opportunity to ask questions either of myself or of Director Carr and I'd like to give Executive Director Carr an opportunity to speak to either of these things. The intent was to make sure that we are all on the same page and all know the same information. I do not run this board. I am only facilitating the meetings and helping put together board packets. I make no decisions on my own. I only make decisions when the board directs me to do that. Commissioner Montero said I was disturbed to see these emails and to look at the dates on the emails. I very clearly remember being told at our August board meeting that there had been an inquiry about whether it was possible that the district could get their money back. It is my belief that for that kind of action, to ask ODOT to give us our money back should have been endorsed by the Board before the request had ever been made. So given that I understood that it wasn't a request that was made, but an inquiry about the possibility, I felt more inclined to say, let's keep the money that supposedly just appeared because I remember thinking that the money had just kind of appeared in our bank account without any prior notice that it was going to be to appear. These emails suggest a much different course of action. They suggest a course of action where it was not an inquiry, it was requested and it didn't happen overnight, it happened over the course of a couple of weeks, and I personally think that I would have made a different decision if I had known the true course of events. There were no other Board comments.

Executive Director Carr said I had been here for less than 60 days at the time, and I had a lot of different input from a lot of different people as to what the state of our situation was, whether we were closing imminently, whether we were in danger of shutting down and knowing the history of all that and basically having just got here, there were a lot of things that I was unaware of and uncertain of, but I felt I needed to take some immediate decisive action. It's a mea-culpa on my part. I made mistakes, and I accept them. I am responsible for that. I think that the information I was getting was leading me to these decisions and the fact that I was in a frantic state led me to make, like you said, very specific and decisive decisions, which in retrospect were not the best decisions. My inability to communicate clearly, I think has a lot to do with just my not being grounded and familiar with board operations and how it works. I think I say things oftentimes casually, as opposed to going into the depth with the complete disclosure. I apologize for that. I do not think anything I did was a violation of law or there was any intent to deceive anyone deliberately, degrade, fraud, waste or abuse. I asked for this to be public because I want to make it clear that I do not think I did anything wrong. I did some things poorly. I should have been more forthcoming in my disclosure. I think my mission has really been crystal clear on establishing our financial stability and to represent that to our customers and our staff as best I can. I think that I was being decisive without the proper background and training. The training I got just the other day was pretty extensive and exhausting. I don't know what you expect. Do you remember your first 60 days on a job? It is challenging and then the state of affairs was such that I freaked out. So, it's on me. I take full responsibility for it. The just two things I want to say before we wrap it up is on the request for the funding. Yes, I requested funding. It was not my intent to request the funding; it was my request to find out about it because we got the check one day and then we got the information from ODOT the next day on that we could get it. So, it was a timing thing, but I felt that I had to take two tracks, that I could not say, well, we'll take the money. No, I said we needed the money. I mean, that was clear to me. At that time, with all the stuff that was going on, with the federal money being withheld or delayed, with the state money possibly being impacted, with the delays being caused by the environment, I felt decisive action was necessary to keep the doors open. That's why I acted in that mail. I felt that in terms of communication about legislation, I attempted to do it. I failed to do it, but I felt I still had time to do it. So, I did not feel at that moment I was in arrears. I was just waiting for the next opportunity for the window to open, I think that in both cases I was successful in getting money back. I feel we have a better financial cushion and that provides us with that. I think the letters and the information I got from Representative Javadi shows that the impact of not only the testimony, but the fact that I reached out to

him personally. I talked to him one on one with Debbie Bush Schmidt at the town hall that we attended was really a positive event. I wrote to him personally. He expressed my thoughts and the fact that he supported us when we thought the consensus was that he was not going to support this. He did support it. He was a swing vote, so I felt that, well, I can't take credit for that but I did reach out to him directly and personally in my approach, being that direct personal approach when I'm talking to people, I met with Senator Weber personally. I feel that one of my strengths is to be able to relate to people, to talk to people and communicate with people, on that level, but I did fail to communicate properly with the board. I think it was not my intent to deceive; it was just error or omission. The hardest thing for me is that, when you come into a new position and new situation and you have lots of things going on, you're a little under duress. I don't mean that I have been shot at or anything, but it is stressful. Sitting here is stressful. Being under scrutiny and criticism continuously is stressful and I am trying to adjust to that. I realize that this is a difficult position, the reputation and the situation here has been challenging and difficult and I am doing everything in my power to try to do that. This could have been gone a lot better to further that, but I am doing the best I can and if it is not good enough, then I would offer that. Maybe I am not a good kid. I'm working hard with staff. I am working hard with the public and other civic agencies here. I recognize I have a communication problem. Meeting once a month, not having dialogue. I will tell you what, the conversation Chair Kleczek and I had on the tour was very beneficial. It really informed you how you feel. It informs me the expectations going to the training class. Same thing, it informed me, it shows me what the expectation is. Going to those other council meetings, I see how other people interact in their board meetings, how they are treated, how that works, and it gives me more information on what my expectations should be. I will admit, I get nervous here. I get freaked out. I get called out in a way that I am not used to. I am used to being a research person or the scientist person or the person telling all the good news and everybody goes, yay, and then I leave. I get to stay here. So, I am not used to that. I appreciate you saying that this being a communication thing. I appreciate you trying to shield me as it were from making this public, and the reason I wanted to do this in public is because, you know, I'm doing the best I can. I am not hiding anything here. This district needs that type of openness and honesty, but I do hope that I can come into this boardroom and not be afraid, not be nervous. It is really hard for me day in and day out to think I am doing really well up here and think I am just not carrying water here. I would appreciate some grace and consideration. You know, it is like a rookie in sports. They're going to make a lot of mistakes. They're going to blow their assignments. They're going to do things wrong. I would hope that I would be encouraged and counseled and allowed the opportunity to improve. Chair Kleczek said just to wrap this up, I just want to say that I did state that I acknowledged and stated that I felt like this could all be part of a learning curve and that this is a challenging situation that we are all in and that we have relationships to build. This is a new situation. I do want to say that I think that the underlying message is that the board wants clear, concise and completely transparent communications, so all the details, pretty and ugly the board needs to know about so that they can make their decisions. Sometimes they will agree with what the director is proposing and sometimes they will not agree, but that is the job of the board. I don't think any conversation that I have had with any board member has had any sentiment that they do not want the current executive director to succeed. They want the success of the district through the success of the newly hired executive director. And so, we are here to conduct the business of the board, and the board has to conduct their business as the board sees fit and guide our only employee in the best way we know how. So we have requirements that we have to follow and the executive director as the executive director of a public agency has requirements that they have to follow. Board members and newly elected officials have responsibilities to take training and know what their responsibilities are for public meetings for public meetings and ethics. The executive director and every employee of a public agency have a similar responsibility to knowing those things about being a public employee. I hope that our HR is making those types of training courses that are public meetings and ethics, state agency, local government training courses available and required to employees and the Board of Directors. Commissioner Montero said you have been reading part of my mind. I think David, you will remember back to the very first time we met and when we talked, I indicated that I thought that your biggest challenges in the near future were going to be Oregon Public Meeting Law and Oregon Ethics Laws and how all of us need to know them very well. We want you to succeed and we also have a responsibility to the public as elected officials to be transparent and to have the public know the business of our district as well. I'm going to reflect a little bit on the last two occasions that I have been just a citizen out there when this district went into major failure and major disarray and as a citizen and a voter

and a taxpayer my first thought was what the hell was the board doing? Why didn't the board know what their executive director was doing? And that's why communication, the good, the bad, the ugly, the board needs to make sure that they know about and we know what our executive director is doing and if we do not, we need to question it. Because we are public officials held liable for the fiduciary responsibility for those tax dollars. And so now that I'm sitting in this hot seat, I know what I'm responsible for, and I take that responsibility, as the other board members do, very seriously, and that isn't to beat you up or run you out it is to educate you when you need to be educated. To have good conversations and have the trust level that you're going to tell us the good, bad, and the ugly, and that we're going to tell you the good, the bad, and the ugly. The only way that this district can succeed is to build up not only our trust as a board, but the trust between the board and you, the board's only employee and the employees of the district. And most importantly, the taxpayers. So, I do give you grace. If you learn as you go along, but for us not to talk about it when we know it has happened, is simply a repetition of what has not been good in the past, and none of us want that.

- d. Letter by Chair Regarding Transportation bill (2.46)- Commissioner Alegria said that she thinks is important that the Chair sends letters like this rather than individual board members because you want the person that is reading it to realize that the Board of the Executive Director supports this and this is why we need it and money is transportation and money has become very political rather than we need it, and this is what we do. We have to be stronger than normal, and if you want something strong, I can always throw it at you privately. But it's a serious situation and the other thing I thought about is probably. Well, this is a possible situation, which may be very off, and that is that the transportation bill is political and there has been criticism of ODOT. But what I've read, there's nothing said, just that there are problems and so that maybe someone can suggest that there is a meeting of all involved. To talk, to say what these problems are and hear all the issues and possible solutions rather than just saying, well, we're not going to give you this money and to just give transit money for two years. It's like a death knell. They did have it for 10 years. That gives you some flexibility. If a bus breaks down for two years, well, you might as well close shop, or you're going to have to do a lot of cutting. I think I am on my soapbox here but in the future and really, I just want to say that we call an emergency meeting without notice. There are several different scenarios. One is with notice, and one is without notice. You do have to tell the newspaper that you're having a meeting regardless but you don't have to do the five days' notice and I mentioned this because the situation in Salem is so up and down and which way that you're not going to have a lot of time to do a special meeting. So, if you need permission from the board to write a letter we have Zoom and this is a great use of Zoom. It is yes or no and basically a situation to keep in mind. Commissioner Montero said any one of us, the chair, any one of us can send a letter as a citizen, and when we send the letter we can say I'm a citizen or a commissioner and I can speak for myself as long as I don't say I am speaking for the board. Montero said what I am understanding is that you want us to authorize the chair to actually speak on behalf of the board and say I am speaking on behalf of the district and the board so that carries more weight than the chair saying I am a citizen. Am I interpreting that correctly? Commissioner Alegria said yes. Commissioner Montero made a motion that the Board authorizes the Board chair to send a letter to the legislative committee in support of the transportation bill to preserve the funding for transit with specific examples of the district's needs. Commissioner Alegria seconded the motion. Discussion- None Motion passed unanimously. Chair voted aye.
- e. Formation of Board Policy Committee- Board Chair Kleczek said the Board Policy Committee is starting again and it needs two volunteer Board Members. Commissioner Montero and Commissioner Alegria both volunteered. Chair Kleczek suggested that they get together and start by making a priority list, introduce it and start working on it.

- f. Vector Training Assignments- Commissioner Montero said she had been getting an e-mail saying that as a board member I need all this training. When I went and looked there was training for bus drivers and other training that I do not think I need. Can we do something about that and have someone make a list of more generic training. There was conversation about specific training for board members being available. Executive Director Carr said that the staff is required to take a lot of training and that was shared with you for some insight not to require you to take the training, so we will revisit that and have training set up that would be more useful for the Board. Chair Kleczek said there is a way to go in and specifically designate separate specific training for the Board from the training offered and it is a great way to track training.

Commissioner Alegria said she would like to ask for a current New Board Member orientation book. Chair Kleczek said once we get the Job Descriptions updated, we can request to have updated Board Orientation books made.

- g. November/December Meeting- Chair Kleczek reported that the Board does not hold meetings on the normal board meeting dates because they fall on holidays, however it is normal to schedule a combined November/December meeting and if needed a special meeting. There was discussion about what date would be best if making sure the financials were included. Tuesday December 16th was recommended for the November/December Board Meeting. After more discussion Chair Kleczek said a Doodle poll would sent out to decide if the meeting will be on December 18th or 19th.
- h. Oregon Transportation Association Conference- Executive Director Carr said he had looked at our budget, and three staff have registered to go to the conference so far and we are applying for scholarships, but Carr said he would gladly give up his spot for someone else. It is more important that my staff goes. If there are Board members that want to go, they can. Chair Kleczek asked if any Board members wanting to attend would let her know.
- i. Meeting Changes- Chair Kleczek said that there have been requests to change the beginning time of the meetings since they are lasting so long. There was a proposal to reduce the size of the agenda or start at the meetings earlier at 9:00 AM. It was decided to start the Board meetings at 9:00 AM. Due to previous plans for a workshop during the October meeting the first meeting with the 9 AM start time will be the December/November Board meeting.

13. Correspondence

- a. ODOT FY23 REVIEW OF SUBRECEIPIENT SINGLE AUDIT- Executive Director Carr reviewed the report. There was one finding that SETD's Single Audit Report was issued after the due date. ODOT PTD issued a management decision letter to address the reporting noncompliance on 10-1-24 and SETD provided the corrective action plan on 10-17-24.
- b. LETTER-Jim Santee Letter- Executive Director Carr said he had received a letter from Jim who would like to have regular route service restored in the Knappa and Svenson area. Jim Santee was previously on the SETD Board.

14. EXECUTIVE DIRECTOR REPORT- Executive Director Carr reported that we received information from ODOT asking if we were to receive STIFF funding, what we would do with it. The reality is that the funds must be used for what we originally planned to use Stiff funds for. Now ODOT is asking us to come up with a new list in case we receive funds.

15. TEAM REPORTS Additional information that is added to the monthly report in the board pack.

- a. Operation- Jennifer reported the Volvo has nineteen bids and there are no bids on the other 3 vehicles that are ends on Monday. Website is being improved, please take a look. There is real time bus tracking, interactive map and trip planning.
- b. Paratransit- Report submitted in Board Pack.
- c. Mobility-Report submitted in Board Pack
- d. Finance- Took Records Retention Training and attended Roundtable with SDAO, HR and Finance.
- e. Human Resources- Report submitted in Board Pack
- f. Executive Assistant- Report submitted in Board Pack

16. ADJOURNMENT

Board Secretary/Treasurer -Tita Montero

Mary Parker, Recording Secretary

Sunset Empire Transportation District Dashboard

Available Balances as of 10/15/2025 (Cash on Hand)

General Checking:	\$	581,738.21
Payroll Account:	\$	2,188.16
LGIP:	\$	425,376.32
ODOT Loan Funding:	\$	201,661.57
STIF:	\$	393,973.91
Contingency:	\$	937,508.24
Total Funds Available:	\$	2,542,446.41

Monthly (Actual & Projected) Expenditures:

AP Week of 10/08/2025 **Funds are already removed from above numbers**	\$	75,809.57
PROJECTED AP Week of 10/20/2025	\$	703,000.00
Payroll 10/03/2025 **Funds are already removed from above numbers**	\$	66,833.02
Payroll 10/17/2025 **Funds are already removed from above numbers**	\$	67,870.56
PROJECTED Payroll Week of 10/31/2025	\$	68,000.00
Total Expenditures:	\$	981,513.15

OTIB Loan 9/17/2025

Total w/Intereset & Fees:	\$1,055,794.01
Interest Payment:	\$49,741.81
Principle Payment:	\$502,623.22
Balance Due:	\$503,428.98

Statement of Activity Exceptions:

4205 - Property Taxes:	Didn't get as much as budgeted
4605 - Other Income:	FSA Year End Refund
5203 - STIF Funds:	Received in Aug
5203 - Mobility Mgt/PM:	Received in Oct
8001 - Professional Svcs:	Final Paperwork for 4 New Buses
8031 - Online Sub/IT Svcs:	Angeltrax (Cellplan) for 4 New Buses
8060 - Travel/Training:	OTA Conf Registrations

ODOT Grants

Grant #	Total	Amt Used	Amt Remaining
5311	\$ 1,731,273.00	\$ 308,500.00	\$ 1,422,773.00
5310	\$ 329,945.00	\$ 23,164.00	\$ 306,781.00
5339	\$ 612,000.00	\$ 578,927.00	\$ 33,073.00

Reimbursements Requested

Grant #	Date Req	Amount	Date Received
5311	8/14/2025	\$ 308,500.00	9/4/2025
5310	8/14/2025	\$ 23,164.00	10/7/2025
5339	9/15/2025	\$ 578,927.00	10/3/2025

Follow-up:

Profit & Loss Budget Performance

September 30, 2025

Month 3 = 25% of Annual Budget **Black** = BETTER THAN/ **Red** = WORSE THAN

	<u>M-T-D</u>	<u>M-T-D</u>		<u>Y-T-D</u>	<u>Y-T-D</u>		<u>Annual</u>	<u>YTD Act to</u>
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Budget</u>	<u>Annual Budget %</u>
<u>Income</u>								
4010 FIXED ROUTE FARES	7,481.62	6,500.00	981.62	22,126.25	20,500.00	1,626.25	75,000.00	29.50%
4022 PARATRANSIT FARES	2,056.00	1,470.00	586.00	5,794.00	4,390.00	1,404.00	17,500.00	33.11%
4110 NW NAVIGATOR	604.74	350.00	254.74	1,512.08	1,150.00	362.08	4,135.00	36.57%
4130 OTHER-VENDING	0.00	0.00	0.00	73.81	70.00	3.81	365.00	20.22%
4205 PROPERTY TAXES	2,458.67	15,000.00	(12,541.33)	15,473.50	40,000.00	(24,526.50)	1,400,000.00	1.11%
4206 PRIOR YEAR TAXES	1,951.15	750.00	1,201.15	6,766.75	2,050.00	4,716.75	17,500.00	38.67%
4207 PROPERTY TAX INTEREST	52.54	75.00	(22.46)	130.52	225.00	(94.48)	1,000.00	13.05%
4210 LAND SALES/US FISH & WILDLIFE	0.00	0.00	0.00	164.33	0.00	164.33	0.00	0.00%
4310 TIMBER SALES	0.00	0.00	0.00	75,957.39	38,500.00	37,457.39	154,000.00	49.32%
4315 MASS TRANSIT ASSESSMENT	0.00	0.00	0.00	39,795.56	28,750.00	11,045.56	115,000.00	34.60%
4410 BILLBOARD LEASE	0.00	0.00	0.00	0.00	0.00	0.00	1,200.00	0.00%
4420 PARKING SPACE LEASE	760.00	760.00	0.00	2,280.00	2,280.00	0.00	9,120.00	25.00%
4425 CHARGING STATION	0.00	0.00	0.00	113.77	45.00	68.77	180.00	63.21%
4505 INTEREST EARNED ON BANK ACCT	3,036.53	4,000.00	(963.47)	9,021.94	12,100.00	(3,078.06)	48,500.00	18.60%
4605 OTHER INCOME	581.47	200.00	381.47	1,259.47	625.00	634.47	2,500.00	50.38%
5203 OREGON STIF FUNDS-FORMULA	0.00	218,683.00	(218,683.00)	382,250.00	218,683.00	163,567.00	874,732.00	43.70%
5301 5311 ADMIN/OPERATIONS	308,500.00	216,409.00	92,091.00	308,500.00	216,409.00	92,091.00	865,636.00	35.64%
5302 5310 MOBILITY MGT/PM	0.00	41,243.00	(41,243.00)	0.00	41,243.00	(41,243.00)	164,972.00	0.00%
5401 5339 CAPITAL PURCHASE	0.00	0.00	0.00	0.00	0.00	0.00	720,000.00	0.00%
Total Income	327,482.72	505,440.00	(177,957.28)	871,219.37	627,020.00	244,199.37	4,471,340.00	19.48%

	<u>M-T-D</u>	<u>M-T-D</u>		<u>Y-T-D</u>	<u>Y-T-D</u>		<u>Annual</u>	<u>YTD Act to</u> <u>Annual</u>
<u>Expenses</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Budget</u>	<u>Budget %</u>
6010 WAGES	136,658.33	150,500.00	13,841.67	488,718.85	502,500.00	13,781.15	2,002,054.00	24.41%
6111 TAXES	15,723.29	25,125.00	9,401.71	65,700.08	73,537.00	7,836.92	299,562.00	21.93%
6210 BENEFITS	36,734.48	41,966.00	5,231.52	119,999.68	125,898.00	5,898.32	503,590.00	23.83%
SUB TOTAL WAGES/TAXES/BENEFITS	189,116.10	217,591.00	28,474.90	674,418.61	701,935.00	27,516.39	2,805,206.00	24.04%
8000 AUDIT	0.00	7,500.00	7,500.00	0.00	7,500.00	7,500.00	35,000.00	0.00%
8001 PROFESSIONAL SERVICES	3,427.08	750.00	(2,677.08)	5,917.58	3,500.00	(2,417.58)	10,000.00	59.18%
8002 LEGAL COUNSEL	0.00	0.00	0.00	1,925.00	1,700.00	(225.00)	9,150.00	21.04%
8003 BANK/MERCHANT FEES	121.93	167.00	45.07	391.57	501.00	109.43	2,000.00	19.58%
8010 EQUIP LEASE/RENT	201.80	190.00	(11.80)	605.40	570.00	(35.40)	2,300.00	26.32%
8015 COMP/FURNITURE/DURABLE GOODS	996.96	1,400.00	403.04	1,978.85	3,650.00	1,671.15	10,000.00	19.79%
8020 B&M	739.89	8,350.00	7,610.11	7,897.52	33,100.00	25,202.48	105,850.00	7.46%
8023 BUILDING LEASE	173.00	167.00	(6.00)	519.00	501.00	(18.00)	2,000.00	25.95%
8031 ONLINE SUB/IT SERVICES	7,965.98	4,250.00	(3,715.98)	25,400.19	20,750.00	(4,650.19)	112,000.00	22.68%
8040 TELEPHONE/INTERNET	2,374.78	2,750.00	375.22	8,288.77	8,250.00	(38.77)	33,000.00	25.12%
8041 UTILITIES	2,316.98	2,625.00	308.02	7,566.97	7,875.00	308.03	36,000.00	21.02%
8050 HR/EMPLOYEE RECOGNITION	699.96	945.00	245.04	2,500.40	3,310.00	809.60	17,500.00	14.29%
8060 TRAVEL/TRAINING	2,390.15	1,100.00	(1,290.15)	3,202.58	2,800.00	(402.58)	12,500.00	25.62%
8080 OUTREACH/PRINTING	91.96	1,850.00	1,758.04	3,279.25	6,950.00	3,670.75	27,500.00	11.92%
8090 DUES, SUBSCRIPTIONS	235.98	1,000.00	764.02	1,285.96	3,000.00	1,714.04	30,000.00	4.29%
8091 IGA-DUES	0.00	3,000.00	3,000.00	0.00	3,000.00	3,000.00	12,000.00	0.00%
8092 FEES/TAXES/LICENSES	396.00	150.00	(246.00)	795.92	500.00	(295.92)	1,850.00	43.02%
8100 INSURANCE	0.00	0.00	0.00	23,971.00	30,000.00	6,029.00	130,000.00	18.44%
8105 UNINSURED LOSS	0.00	1,000.00	1,000.00	0.00	3,200.00	3,200.00	12,500.00	0.00%
8110 LEGAL ADS	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00%
8112 MEETING EXPENSE	0.00	100.00	100.00	233.66	500.00	266.34	2,000.00	11.68%
8116 OFFICE SUPPLIES	832.38	825.00	(7.38)	2,446.72	2,500.00	53.28	10,000.00	24.47%
8170 FUEL	14,197.33	13,200.00	(997.33)	42,580.65	39,600.00	(2,980.65)	150,000.00	28.39%
8171 VEHICLE REPAIR/OUTSIDE SERVICES	8,005.33	8,075.00	69.67	16,829.43	24,725.00	7,895.57	101,000.00	16.66%
SUB TOTAL MATERIALS/SERVICES	45,167.49	59,394.00	14,226.51	157,616.42	207,982.00	50,365.58	865,150.00	18.22%

	<u>M-T-D</u>	<u>M-T-D</u>		<u>Y-T-D</u>	<u>Y-T-D</u>		<u>Annual</u>	<u>YTD Act to</u> <u>Annual</u>
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Budget</u>	<u>Budget %</u>
9040 DEBT SERVICE & INT FEES	0.00	0.00	0.00	63,370.00	63,370.00	0.00	309,168.00	20.50%
9200 CAPITAL EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00	720,000.00	0.00%
Total Expenses	234,283.59	276,985.00	42,701.41	895,405.03	973,287.00	77,881.97	4,699,524.00	19.05%
Total Net	93,199.13	228,455.00	(220,658.69)	(24,185.66)	(346,267.00)	166,317.40	(228,184.00)	0.43%

Consolidated Balance Sheet September 30, 2025
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This Year

Assets

1010 OVER/UNDER	19.95
1020 GENERAL CHECKING LC BANK	124,123.35
1030 LGIP - GENERAL FUND	425,376.32
1040 PAYROLL ACCOUNT LC BANK	72,003.58
1055 STIF LC BANK	393,973.91
1060 ODOT LOAN LC BANK	201,661.57
1065 CONTINGENCY	937,508.24
1095 CASH RECEIPTS CLEARING SYSTEM	194.96
1099 EFT CLEARING SYSTEM	(2,325.17)
1210 ACCOUNTS RECEIVABLE SYSTEM	32,737.45
1250 PROPERTY TAX RECEIVABLES	64,228.08
1251 PASS TRANSIT RECEIVABLES	(40.00)
Total Assets	<u>2,249,462.24</u>

Liabilities and Net Assets

2010 ACCOUNTS PAYABLE SYSTEM	696,747.50
2019 ACCOUNTS PAYABLE OTHER	(341.45)
2050 CREDIT CARD PAYABLE	285,641.97
2059 CREDIT CARD PAYMENT CLEARING	(280,042.19)
2060 PAYABLE TO NWN	(5,152.06)
2100 ACCRUED LABOR SYSTEM	74,902.48
2705 DEFERRED REVENUE	64,228.08
2805 ODOT LOAN	<u>275,000.00</u>
Total Liabilities	1,110,984.33

3000 FUND BALANCE	1,832,011.57
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Change in Net Assets	(693,533.66)
Total Net Assets	<u>1,138,477.91</u>

Total Liabilities and Net Assets	<u><u>2,249,462.24</u></u>
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SUNSET EMPIRE TRANSPORTATION DISTRICT
A/R Aging as of 09/30/2025

<u>Customer</u>	<u>Due Date</u>	<u>Invoice Number</u>	<u>Invoice Date</u>	<u>Description</u>	<u>Current</u>	<u>30 Days</u>	<u>60 Days</u>	<u>90 Days</u>	<u>Total</u>
[6494] ANGI WILDT GALLERY	8/31/2025	2164	8/01/2025	Aug 2025 Parking Space #12	0.00	47.50	0.00	0.00	47.50
[6494] ANGI WILDT GALLERY	10/01/2025	2173	9/01/2025	Sep 2025 Parking Space #12	47.50	0.00	0.00	0.00	47.50
[6112] HOMESPUN QUILTS	10/01/2025	2174	9/01/2025	Sep 2025 Parking Spaces # 8 & 9	95.00	0.00	0.00	0.00	95.00
[6583] Sondra Carr	5/01/2025	2096	4/01/2025	Apr 2025 Parking-Space #10	0.00	0.00	0.00	47.50	47.50
[6583] Sondra Carr	7/31/2025	2133	7/01/2025	Jul 2025 Parking-Space #10	0.00	0.00	47.50	0.00	47.50
[6583] Sondra Carr	8/31/2025	2166	8/01/2025	Aug 2025 Parking-Space #10	0.00	47.50	0.00	0.00	47.50
[6583] Sondra Carr	10/01/2025	2171	9/01/2025	Sep 2025 Parking-Space #10	47.50	0.00	0.00	0.00	47.50
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	10/30/2024	2016	9/30/2024	Sep 2024 Bus Passes	0.00	0.00	0.00	100.00	100.00
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	5/30/2025	2095	4/30/2025	Apr 2025 Bus Passes	0.00	0.00	0.00	440.00	440.00
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	9/30/2025	2190	8/31/2025	Aug 2025 Bus Passes	420.00	0.00	0.00	0.00	420.00
Total					610.00	95.00	47.50	587.50	1,340.00

SUNSET EMPIRE TRANSPORTATION DISTRICT
AP Aging as of 09/30/2025

<u>Invoice</u> <u>Date</u>	<u>Invoice</u> <u>Number</u>	<u>Due Date</u>	<u>Description</u>	<u>Original</u> <u>Amount</u>	<u>Amount</u> <u>Owed</u>	<u>Not Yet</u> <u>Due</u>	<u>Less Than</u> <u>30 Days</u>	<u>Less Than</u> <u>60 Days</u>	<u>More Than</u> <u>60 Days</u>
[6516] COMMERCIAL ADJUSTMENT COMPANYY									
9/27/2025	9272025	10/08/2025	Pay period ending 09/27/2025 (CS#24CV45796)	349.99	349.99	349.99	0.00	0.00	0.00
[6073] COMPUTERWORKS NFP SOLUTIONS									
9/26/2025	6694	10/08/2025	07/01/2025-06/30/2026 - REMOTE ACCESS SOFTWARE & REPAIRS -ONLINE SUBSCRIPT RENEWAL (RCVD 09/26/2025)	500.00	500.00	500.00	0.00	0.00	0.00
[6084] DEL'S OK POINT-S TIRE									
9/22/2025	1113637	10/08/2025	WHEEL SWITCH & MOUNT - PM Bus #2102	119.36	119.36	119.36	0.00	0.00	0.00
[6119] IRON MOUNTAIN									
9/23/2025	KSPD186	10/08/2025	08/27-09/23/2025 - SHREDDING SRV	380.18	380.18	380.18	0.00	0.00	0.00
[6121] JACKSON & SON OIL, INC									
9/30/2025	111064	10/08/2025	09/01-09/30/2025 -FUEL SRV	247.28	247.28	247.28	0.00	0.00	0.00
[6683] MODEL 1 COMMERCIAL VEHICLES, INC									
9/17/2025	XA11600496 7:01	10/08/2025	2 SWITCH CAN 5 POSITION 500K, SHIPPING -SHOP SUPPLIES	1,934.53	1,934.53	1,934.53	0.00	0.00	0.00

<u>Invoice Date</u>	<u>Invoice Number</u>	<u>Due Date</u>	<u>Description</u>	<u>Original Amount</u>	<u>Amount Owed</u>	<u>Not Yet Due</u>	<u>Less Than 30 Days</u>	<u>Less Than 60 Days</u>	<u>More Than 60 Days</u>
[6148] NW NATURAL									
9/18/2025	770728-4 09182025	10/08/2025	08/19-09/18/2025 -GAS SRV - OPS	79.56	79.56	79.56	0.00	0.00	0.00
[6141] NW NAVIGATOR LUXURY COACHES									
9/27/2025	R09272025	10/08/2025	09/27/2025 -WK ENDING SALES	443.70	443.70	443.70	0.00	0.00	0.00
[6172] O'REILLY AUTOMOTIVE, INC									
9/24/2025	3920 430375	10/08/2025	VAC CHK VLV, VAC TUBING - PM Bus #22	7.56	7.56	7.56	0.00	0.00	0.00
[6154] ODP BUSINESS SOLUTIONS, LLC									
9/15/2025	4.3967E+11	10/08/2025	PAPER, LAM SHEETS, CLEANER, PAPER TOWELS -TC	148.87	148.87	148.87	0.00	0.00	0.00
9/13/2025	4.39671E+11	10/08/2025	BINDER CLIPS -TC	13.45	13.45	13.45	0.00	0.00	0.00
[6177] PACIFICSOURCE ADMINISTRATORS									
9/05/2025	2025-18	10/05/2025	Pay period ending 8/30/2025,FSAHealth	89.08	89.08	0.00	89.08	0.00	0.00
9/19/2025	2025-19	10/19/2025	Pay period ending 9/13/2025,FSAHealth	89.08	89.08	89.08	0.00	0.00	0.00
9/22/2025	Sep 2025	10/22/2025	Sep 2025 Statement	85.00	85.00	85.00	0.00	0.00	0.00
[6191] SAFEKEEPING STORAGE CENTERS -WARRENTON									
9/30/2025	11302025	10/08/2025	11/01-11/30/2025 - MONTHLY STORAGE SRV - UNITS C6	173.00	173.00	173.00	0.00	0.00	0.00
[6226] VAN DUSEN BEVERAGES, INC									
9/30/2025	SO 860411234	10/08/2025	09/01-09/30/2025 -2 COOLER RENTAL (@ \$17.50)	35.00	35.00	35.00	0.00	0.00	0.00

<u>Invoice</u> <u>Date</u>	<u>Invoice</u> <u>Number</u>	<u>Due Date</u>	<u>Description</u>	<u>Original</u> <u>Amount</u>	<u>Amount</u> <u>Owed</u>	<u>Not Yet</u> <u>Due</u>	<u>Less Than</u> <u>30 Days</u>	<u>Less Than</u> <u>60 Days</u>	<u>More Than</u> <u>60 Days</u>
[6227] VERIZON BUSINESS									
9/19/2025	6123880373	10/08/2025	08/18-09/19/2025 - CELLPHONE & TABLET (12) SRV	711.64	711.64	711.64	0.00	0.00	0.00
[6237] WILCOX + FLEGEL									
9/30/2025	CL 92584	10/08/2025	09/01-09/30/2025 -FUEL SRV	13,950.05	13,950.05	13,950.05	0.00	0.00	0.00
Report Total				19,357.33	19,357.33	19,268.25	89.08	0.00	0.00

SUNSET EMPIRE TRANSPORTATION DISTRICT
Check Listing as of 09/30/2025

<u>Check Number</u>	<u>Date</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
23918	9/10/2025	[6001] ACCUFUND, INC - 10/01-12/31/2025 -	IT SERVICES/CONTRACTS	5535	5,535.00
		QRTL SOFTWARE ASSISTANCE & IT SRV			
23940	9/10/2025	[6193] SDIS - Invoices 2025-16, 2025-17, MED09012025	BENEFITS MEDICAL SDIS	34664.1	34,664.10
23941	9/10/2025	[6193] SDIS - 10/01-12/31/2025 QRTL -	GENERAL LIABILITY	13783.33	23,971.00
		GENERAL LIABILITY, PROPERTY, AUTO	PROPERTY	4674.34	
			AUTO	5513.33	
23946	9/10/2025	[6237] WILCOX + FLEGEL - 08/01-08/31/2025 -	FUEL	191.41	13,529.89
		FUEL SRV	FUEL	3388.87	
			FUEL	9758.55	
			FUEL	191.06	
Total Checks					77,699.99

SUNSET EMPIRE TRANSPORTATION DISTRICT

Reconciliation - CREDIT CARD

Run: 10/15/2025 @ 10:49 AM

Page: 1

Closing Balance from Previous Statement.....	9/07/2025	-3,625.97
0 Deposits and Other Additions Totaling.....		0.00
48 Checks and Other Withdrawals Totaling.....		6,556.10
1 Adjustments Totaling.....		3,625.97
0 Voids Totaling.....		0.00
Service Charge.....		0.00
Interest Earned.....		0.00
Closing Balance for this Statement.....	10/08/2025	-6,556.10
Difference.....		0.00
Cash Balance from General Ledger.....	10/08/2025	-269,817.81
Open Activity from Bank Register.....		0.00
Adjustment for Service Charges and Interest.....		0.00
General Ledger Reconciliation to Statement.....		-269,817.81

Date	Check	To	Check Description	Amount
✓ 9/08/2025	0001365	OREGON DEPT OF REVENUE	GEISLER -2024 VEH USE TAX VIN #31947	20.08
✓ 9/08/2025	0001365	RWC INTERNATIONAL, LTD	GEISLER -SWITCH PULL STOP REQ -BUS #2501-2504	193.40
✓ 9/08/2025	0001365	OREGON DEPT OF REVENUE	GEISLER -2024 VEH USE TAX #31947	836.69
✓ 9/09/2025	0001365	CHEFSTORE	GEISLER -2 CS COFFEE -OPS	79.58
✓ 9/09/2025	0001365	OREGON DEPT OF MOTOR VEHICLES	GEISLER -VEH REG -BUS #2501-2504	396.00
✓ 9/09/2025	0001876	SDAO	CARR -SDAO CONF REG FEES -1 Board, D.C	170.00
✓ 9/09/2025	0002125	WALMART	JONES -MODULAR LINE CORD, 2C GAD -MM	17.76
✓ 9/11/2025	0001876	SOUTH BAY WILD FISH	CARR -LUNCH W/ BOARD -T.M	44.28
✓ 9/11/2025	0002125	MOTION ARRAY	JONES -08/12-09/11/2025 -VIDEO, AUDIO SOFTWARE SUBSCRIPT -MM	29.99
✓ 9/16/2025	0001365	RECOLOGY WESTERN OREGON	GEISLER -WASTE REMOVAL (DESKS) -OPS	47.35
✓ 9/16/2025	0008684	ADOBE, INC	PARKER -08/17-09/16/2025 -ONLINE SUBSCRIPT -ADMN	12.99
✓ 9/17/2025	0001365	HARBOR FREIGHT	GEISLER -ELECTRIC TAPE, PLUMBER THREAD WIRE, NYLON CABLE -BUS #2501-2504	76.89
✓ 9/17/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -LOCTITE, HINGES, 100' CLEAR SPEAKER WIRE -BUS #2501-2504	110.30
✓ 9/18/2025	0001365	ADOBE, INC	GEISLER -08/19-09/18/2025 -ONLINE SUBSCRIPT -OPS	19.99
✓ 9/18/2025	0001365	AMAZON	GEISLER -144 CT BALL PINT PENS -OPS	17.53
✓ 9/18/2025	0001365	CHEFSTORE	GEISLER -TOLIET PAPER, POPCORN -OPS	74.58
✓ 9/18/2025	0001365	EBAY	GEISLER -3 90 DEGREE ELBOWS -BUS #2501, 2504	53.55
✓ 9/18/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -DRILL BITS, HINGE, 90 DEGREE ELBOWS -BUS #2501-2504	110.59
✓ 9/18/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -PVC 90 DEGREE ELBOWS -BUS #2501-2504	5.92
✓ 9/18/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -90 DEGREE ELBOWS (RETURNED) -BUS #2501-2504	-32.52
✓ 9/18/2025	0002125	ANYWORD	JONES -08/19-09/18/2025 -AI WRITING ASSIST SUBSCRIPT -MM	49.00
✓ 9/18/2025	0002125	AMAZON	JONES -WIRELESS MICRO CHARGE CASE -MM	99.00
✓ 9/19/2025	0001365	AMAZON	GEISLER -PRINTER PAPER, DEPOSIT BAGS, FACIAL TISSUE -OPS	74.39
✓ 9/19/2025	0001365	AMAZON	GEISLER -TABLET CHARGER, TYPE C CALBES (FR/PT), SUGAR -OPS	72.75
✓ 9/19/2025	0001365	HARBOR FREIGHT	GEISLER -PROTECT WIRE WRAP -BUS #2501-2504	26.96
✓ 9/19/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -10 PC RATCHETING SCREWDRIVER SET, HINGES -SHOP SUPPLIES	32.66

39 SUPPLIES

SUNSET EMPIRE TRANSPORTATION DISTRICT
Reconciliation - CREDIT CARD

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✓ 9/19/2025	0001365	MONNIT CORPORATION	GEISLER -10/01/2025-09/30/2026 -WATER SENSOR & MONITORING SUBSCRIPT -TC	45.00
✓ 9/20/2025	0001365	AMAZON	GEISLER -ADHESIVE DOTS, PAPER TOWELS -OPS/JANITORIAL	80.98
✓ 9/20/2025	0003901	FIELDPRINT	ROSS -LIVESCAN BACKGROUND CK -PT	12.50
✓ 9/22/2025	0001365	OREGON DEPT OF REVENUE	GEISLER -2024 VEH USE TAX VIN #46844	20.08
✓ 9/22/2025	0001365	OREGON DEPT OF REVENUE	GEISLER -2024 VEH USE TAX VIN #46844	836.69
✓ 9/23/2025	0003901	FIELDPRINT	ROSS -LIVESCAN BACKGROUND CK -PT	12.50

SUNSET EMPIRE TRANSPORTATION DISTRICT

Reconciliation - CREDIT CARD

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Date	Check	To	Check Description	Amount
✓ 9/24/2025	0001365	OREGON TRANSIT ASSOCIATION	GEISLER -OTA CONF REG FEES -OPS	575.00
✓ 9/25/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -DISINFECT WIPES -SHOP SUPPLIES	68.90
✓ 9/25/2025	0002125	OREGON TRANSIT ASSOCIATION	JONES -OTA CONF REG FEES -MM	575.00
✓ 9/25/2025	0002125	OREGON TRANSIT ASSOCIATION	JONES -OTA CONF REG FEES -D.C	575.00
✓ 9/26/2025	0002125	HOME DEPOT CREDIT SERVICES	JONES -GLASS CLEANER, SQUEEGEE - MM	35.92
✓ 9/26/2025	0002125	MICROSOFT	JONES -09/26/2025-09/25/2026 - MICROSOFT SOFTWARE SUBSCRIPT - MM	12.00
✓ 9/29/2025	0001365	HOME DEPOT CREDIT SERVICES	GEISLER -WIRE, HINGES, GRAY & ALUMINUM PAINT -BUS #2501-2504	101.37
✓ 9/30/2025	0002125	SUNSET EMPIRE PARK & REC DIST	JONES -2 MONTHLY PASSES, 2 LAM - ED/OUTREACH MM	42.00
✓ 9/30/2025	0002125	AMAZON	JONES -50 SHEETS THICK CARDSTOCK PAPER -MM	69.98
✓ 10/01/2025	0001365	AMAZON	GESILER -PAPER TOWELS -JANITORIAL OPS	68.20
✓ 10/01/2025	0001365	AMAZON	GEISLER -PAPER TOWELS -JANITORIAL TC	68.20
✓ 10/01/2025	0003901	FIELDPRINT	ROSS -LIVESCAN BACKGROUND CK - MAINT	12.50
✓ 10/02/2025	0001365	AMAZON	GEISLER -HAND SOAP REFILL - JANITORIAL OPS/TC	99.99
✓ 10/02/2025	0002125	OTTER.AI	JONES -09/03/2025-10/02/2026 -AI MEETING AGENT (CONF ROOM) -ADMN	92.32
✓ 10/02/2025	0003901	INDEED	ROSS -SPONSORED JOB POSTINGS (FR, PT)	407.28
✓ 10/04/2025	0002125	AMAZON	JONES -SELFIE STICK W/ TRIPOD, AIR TRANSMITTER -MM	104.98
Total Unmarked Checks:		0.00	Total Checks:	6,556.10
Date	Reference	Adjustment Description	Amount	
✓ 9/10/2025	GC 23923	PAYMENT MADE FROM GEN CK STMT ENDING 09/07/2025	3,625.97	
Total Adjustments:			3,625.97	

Sunset Empire Transportation District

Cash Flow Projection - Updated 10/15/2025

Normal Expectation with Current Funding Issues

	Actual Jul 2025	Actual Aug 2025	Actual Sep 2025	Projected Oct 2025	Projected Nov 2025	Projected Dec 2025	Projected Jan 2026	Projected Feb 2026	Projected Mar 2026	Projected Apr 2026	Projected May 2026	Projected June 2026
Beginning Cash	1,135,575	1,038,692	1,004,256	1,097,455	824,768	1,743,986	1,516,366	1,243,386	1,221,504	1,500,513	1,502,210	1,434,373
Sources of funds:												
Fares	8,549	9,081	9,538	7,700	7,700	7,300	7,300	7,600	7,750	7,750	7,700	7,800
STIF Funding	168,555	213,695	-		218,683	-	-	218,683	-	-	218,683	-
ODOT Grant												
Reimbursements	-	-	308,500	602,091	-	-	-	-	515,304	257,652	-	257,652
Mass Transit												
Assessment	-	39,796	-	-	28,750	-	-	28,750	-	28,750	-	-
Property Taxes	11,703	6,205	4,462	105,500	975,000	50,000	50,000	50,000	42,000	25,000	25,000	25,000
Timber Revenue	-	75,957	-		38,500			38,500	-	-	38,500	-
Other	5,090	4,352	4,983	5,175	5,225	6,350	5,225	5,225	5,225	6,350	5,225	5,250
Total Sources	193,898	349,087	327,483	720,466	1,273,858	63,650	62,525	348,758	570,279	325,502	295,108	295,702
Uses of funds:												
Wages/Taxes/Benefits	215,344	269,958	189,116	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,770	233,736
Materials & Services	75,437	50,194	45,167	90,035	57,500	57,500	101,735	73,500	57,500	90,035	65,805	66,505
Debt Services	-	63,370	-		63,370	-	-	63,370	-	-	63,370	55,688
Capital Expenses	-	-	-	669,348	-	-	-	-	-	-	-	-
Total Uses	290,782	383,522	234,284	993,153	354,640	291,270	335,505	370,640	291,270	323,805	362,945	355,929
Ending Cash	1,038,692	1,004,256	1,097,455	824,768	1,743,986	1,516,366	1,243,386	1,221,504	1,500,513	1,502,210	1,434,373	1,374,146

****Cash flow projection does not include the use of contingency funds****

SUNSET EMPIRE
TRANSPORTATION

DISTRICT



TITLE VI PROGRAM

DRAFT REVISIONS2025jj

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Introduction

Sunset Empire Transportation District (SETD) is committed to providing transportation services to the public and ensures that no person shall, on the grounds of race, color, national origin, or any other protected characteristic, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any public transportation service, program, or activity receiving federal financial assistance provided by SETD.

Commented [JJ1]: RLS topic #2164 requested to remove unnecessary comments and replace with corrected statement

Title VI Complaint Procedures

Any person who feels they have been discriminated on the grounds of race, color, national origin, or any other protected characteristic by SETD may file a complaint by submitting the Title VI complaint form. Members of the public may file a signed, written complaint to SETD up to one hundred and eighty (180) days from the date of alleged discrimination. A sample Title VI Complaint Form can be found as **Attachment A**. Complaints must at a minimum contain the following information:

- Contact Information: name, mailing address, and how to contact complainant (i.e., telephone number, email address, etc.)
- How, when, where and why complainant alleges s/he was discriminated against. Include the location, names and contact information of any witnesses.
- Other significant information.

The complaint may be filed in writing with SETD at the following address:

Sunset Empire Transportation District
Attention: David Carr, Executive Director
900 Marine Drive
Astoria, Oregon 97103
Email address: david@ridethebus.org
By Phone: (503) 861-5399

Commented [JJ2]: RLS topic #2164/65 requested to update contact information to reflect Executive Director David Carr.

Record of Title VI investigations, complaints, or lawsuits

SETD will document, record and report all Title VI complaints and allegations of discrimination to the United States Department of Transportation (USDOT) and the Oregon Department of Transportation (ODOT). SETD has had no Title VI complaints, investigations or lawsuits filed against it over the reporting period.

Language Assistance Plan

A full copy of the Language Assistance Plan is included in **Attachment B**. Key elements of the plan include:

- SETD's employment of Spanish-speaking staff to translate, interpret, or communicate in person or over the phone.
- All meeting notices will be posted in Spanish and English.
- The entire SETD website can function in English and in Spanish with the Google Translate feature.
- Advertising for new positions will include "Spanish Speaking is a plus".

Notification of Sunset Empire Transportation Title VI Obligations

SETD publicizes its Title VI program by posting its commitment to providing services without regard to race, color or national origin in all buses, schedules, on the SETD website, in the Transit Center, and on other written materials. The public notices, website, and route schedules all include the following statements:

Sunset Empire Transportation District operates its programs without regard to race, color, national origin, or any other protected characteristic, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any public transportation service, program, or activity receiving federal financial assistance provided by SETD in accordance with Title VI of The Civil Rights Act, ORS Chapter 659A or other applicable law.

SETD is committed to practicing non-discrimination.

Summary of Public Participation Efforts

In accordance with Oregon public meeting law, all public meetings, including transportation planning meetings, are open to the general public. Accommodations are available for those with limited English proficiency when requested in advance of the meeting.

Public Participation Plan

A full copy of the Public Participation Plan (PPP) is included in **Attachment C**.

Purpose

The purpose of this Public Participation Plan is to establish procedures that allow for, encourage, and review the participation of all citizens in the SETD region, including but not limited to low-income, Black, Indigenous and People of Color (BIPOC) individuals, and those with limited English proficiency. While traditional means of soliciting public involvement may not reach such individuals or might not allow for meaningful avenues of input, this effort intends to take reasonable actions throughout the planning process to provide opportunities for historically underserved populations to participate.

Goals and Objectives for the Public Participation Plan

Goal: The goal of the Public Participation Plan is to offer real opportunities in person, via the internet or phone and in writing, for the engagement of all citizens of the region to participate in and provide comment on transportation making decisions.

Objectives:

- To determine what cultural barriers exist to public participation within the region.
- To provide notifications of meetings, particularly when public input is sought in a manner that is understandable to all populations in the area.
- To hold meetings in locations which are accessible and reasonably welcoming to all area residents, including, but not limited to, low-income and BIPOC members of the public.
- To provide avenues for the two-way flow of information and input from populations which are not likely to attend public meetings.
- To encourage participation of BIPOC on our Transportation Advisory Committee to assist in developing recommendations of service improvements to the Board of Commissioners.

Commented [JJ3]: RLS topic #2164 requested to remove unnecessary comments and replace with corrected statement

Identification of Stakeholders

Stakeholders are those who are either directly or indirectly affected by a plan, or the recommendations of that plan. Those who may be adversely affected, or who may be denied benefit of a plan's recommendation(s), are of interest in the identification of specific stakeholders. Stakeholders are broken down into several groups: general public, limited English speaking persons, low-income persons, public organizations or agencies and private organizations and businesses.

General Public: Some of the techniques that can be used to engage the general population are public notices of meetings in the local newspapers, local radio news media, targeted advertising, open house format public information meetings and social media.

BIPOC: Language and cultural differences may not be compatible with the more traditional means of engaging the public in the planning process. SETD will make reasonable efforts to engage BIPOC populations using techniques such as including notations in public notices in Spanish that will provide a contact where the individual can be informed of the process/project and will have the opportunity to give input. Advocacy groups can be a good source for connections and dissemination of information to BIPOC and LEP populations. Such advocacy groups or agencies can have insight into the needs of the underrepresented populations and provide valuable contacts or arenas for input. Connections with local translators and a list of resources should be maintained and used as requested and needed. SETD shall work with culturally appropriate entities to assist in recruiting BIPOC to serve on our Transportation Advisory Committee.

Low-Income: While low-income individuals may have access to all the traditional means of Public Involvement discussed under General Public, they may be less likely to become involved or offer input. Some methods of gaining input directly or indirectly from this population include focus groups, informal interviews, and agency/advocacy group contacts.

Public Agencies: Public agencies can provide valuable input to the planning process and assist in gaining participation from traditionally under-represented populations. Pertinent public agencies include those that have clients who fall into under-represented populations, including but not limited to BIPOC, low income, and LEP households. These agencies have great insight into the transportation needs of their clients. They are valuable partners in overcoming complex barriers that professionals dealing more distinctly with the provision of transportation services may not be understood.

Private Organizations and Businesses: Private organizations and businesses offer several perspectives that are valuable to the planning process. Often, transportation for employees is of critical concern to private sector employers. This is particularly true in a tourism area like Clatsop County, where many jobs are low income and seasonal. Employees often cannot afford cars, insurance, and maintenance, so they must rely on SETD's public transit system. For that reason, representation of private business interests will be welcome to participate in any planning process or other meetings that will be held. Other techniques could also be determined to be helpful at any stage of the process, and new and different methods will be utilized as deemed appropriate.

Construction Projects Undertaken:

SETD has not undertaken any construction projects during this reporting period.

Attachment A

Title VI ☐ ADA ☐
SUNSET EMPIRE TRANSPORTATION DISTRICT
Discrimination Complaint Form

Commented [JJ4]: RLS topic #2166 requested the addition of DISABILITY added to section III of the complaint form. DISABILITY has been added as an option that can be circled.

Section I.	
Name: _____	
Address: _____	
Telephone (Home): _____	Telephone (Work): _____
Accessible Format Requirements? ☐ Large Print ☐ Audio Tape ☐ American Sign Language ☐ Telecommunications Device for the Deaf ☐ Other, please explain: _____	
Section II.	
Are you filing this complaint on your own behalf? ☐ Yes* ☐ No *If you answered "yes" to this question, go to Section III.	
If you answered "no", please supply the name and relationship of the person for whom you are complaining: _____	
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party: ☐ Yes ☐ No	
Section III.	
I believe the discrimination I experienced was based on (please circle all that apply) DISABILITYRACEAGENATIONAL ORIGINCOLOROTHER	
Date of alleged discrimination (Month, day, year): _____	
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you, if known. Include the names and contact information of any witnesses. If more space is needed, please use the back of this form. _____ _____ _____	
Section IV.	
Have you previously filed a Title VI complaint with Sunset Empire Transportation District? ☐ Yes ☐ No	

Section V.

Have you filed this complaint with any Federal, State, or Local Agency? Have you filed with any Federal or State courts?

☐ Yes ☐ No

If yes, check all the apply:

☐ Federal Agency: _____

☐ State Agency:

☐ Federal Court: _____

☐ Local Agency:

Please provide information about a contact person at the agency/court where the complaint was filed.

Name: _____

Title: _____

Agency: _____

Address: _____

Telephone: _____

Section VI.

Is this agency complaint regarding Sunset Empire Transportation District: ☐ Yes ☐ No

Contacted person at Sunset Empire Transportation District:

Title:

How contacted: Phone Email In person

Written materials or other information that is relevant to the complaint may be added. Signature and date are required below. Interpreter can be present or provided for any meetings. Additional meetings may be scheduled if needed.

Signature

Representative (if needed)

Date

Please submit this form in person at the address below, or mail this form to:

Sunset Empire Transportation District Attn: Executive Director

900 Marine Drive

Astoria, OR 97103

Attachment B

Discrimination Complaint Procedure

1. Any person who believes that he or she, individually, as a member of any specific class, or in connection with any disadvantaged business enterprise, has been subjected to discrimination prohibited by Title VI of the Civil Rights Act of 1964, the American with Disabilities Act of 1990, Section 504 of the Vocational Rehabilitation Act of 1973 and the Civil Rights Restoration Act of 1987, as amended, may file a complaint with SETD. A complaint may also be filed by a representative on behalf of such a person. All complaints will be referred to the Executive Director for review and action.
2. In order to have the complaint considered under this procedure, the complainant must file the complaint no later than 180 days after:
 - a) The date of alleged act of discrimination; or
 - b) Where there has been a continuing course of conduct, the date on which that conduct was discontinued.

In either case, SETD may extend the time for filing or waive the time limit in the interest of justice, as long as SETD specifies in writing the reason for so doing.

3. Complaints shall be in writing and shall be signed by the complainant and/or the complainant's representative. Complaints shall set forth as fully as possible the facts and circumstances surrounding the alleged discrimination. In the event that a person makes a verbal complaint of discrimination to an officer or employee of SETD, the person shall be interviewed by the Executive Director. If necessary, the Executive Director will assist the person in reducing the complaint to writing and submit the written version of the complaint to the person for signature. The complaint shall then be processed according to SETD's Service Improvement and investigative procedures.
4. Within 10 days, the Executive Director will acknowledge receipt of the allegation, inform the complainant of action taken or proposed action to process the allegation, and advise the complainant of other avenues of redress available, such as the Oregon Department of Transportation (ODOT) and U.S. Department of Transportation (USDOT).
5. The Executive Director will advise ODOT and/or USDOT within 10 days of receipt of the allegations. Generally, the following information will be included in every notification to ODOT and/or USDOT:
 - a) Name, address, and phone number of the complainant.
 - b) Name(s) and address(es) of alleged discriminating official(s).
 - c) Basis of complaint (i.e., race, color, national origin or sex)
 - d) Date of alleged discriminatory act(s).
 - e) Date complaint was received by the recipient.
 - f) A statement of the complaint.
 - g) Other agencies (state, local or Federal) where the complaint has been filed.
 - h) An explanation of the actions SETD has taken or proposed to resolve the issue in the complaint.
6. Within 60 days, the Executive Director will conduct an investigation of the allegation and based on the information obtained, will render a recommendation for action in a report of findings to the District's Board of Directors. The complaint should be resolved by informal means whenever possible. Such informal attempts and their results will be summarized in the report of findings.

7. Within 90 days of receipt of the complaint, the Executive Director will notify the complainant in writing of the final decision reached, including the proposed disposition of the matter. The notification will advise the complainant of his/her appeal rights with ODOT, or USDOT, if they are dissatisfied with the final decision rendered by SETD. The Executive Director will also provide ODOT and/or USDOT with a copy of this decision and summary of findings upon completion of the investigation.

8. Contact information for the state and federal Title VI administrative jurisdiction is as follows:

Intermodal Civil Rights Manager
Oregon Department of Transportation
800 Airport Road SE
Salem, OR 97301
503-540-6655

FTA Office of Civil Rights
Attention: Title VI Program Coordinator
East Building, 5th Floor – TCR
1200 New Jersey Ave., SE
Washington, DC 20590

Attachment C



PUBLIC PARTICIPATION PLAN

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STATEMENT OF COMMITMENT

Sunset Empire Transportation District (SETD) is committed to providing an open and transparent decision-making process to which Clatsop County residents have equal access. SETD will actively solicit the involvement of citizens in the public decision-making process, through public notification, media exposure, community public meetings with comment opportunities in person, over the phone and in writing.

In addition, efforts will be made to offer early and continuous opportunities for the public to be involved in the identification of social, economic, and environmental impacts of proposed transportation decisions. This includes seeking out and considering the viewpoints of Black, Indigenous and People of Color (BIPOC), low-income, and limited English proficiency (LEP) populations as well as older adults and persons with disabilities. These actions will ensure SETD's compliance with the Federal Transit Administration (FTA) Circular 4702.1B ("Title VI Requirements and Guidelines for Federal Transit Administration Recipients").

PUBLIC INVOLVEMENT PURPOSE

The Plan shall be designed to:

- Ensure responsiveness to the level of interest and concern expressed by the public.
- Ensure visibility, transparency, and understanding by the agencies, groups, and individuals who may participate in the process.
- Ensure that public involvement is carefully and systematically included as part of the decision-making process.

PUBLIC INVOLVEMENT PRINCIPLES

The following principles will be used to develop and implement Public Involvement for SETD projects and programs:

- When a project (e.g., construction activity) may affect a neighborhood, special neighborhood meetings will be scheduled early in the project planning process. Notices will be sent to organized neighborhood groups and any individual who has requested notification.
- All public meeting notices shall be written in clear, concise and understandable language, and will incorporate graphics when it aids the message. The notices will clearly be identified as a SETD notice, including the name and logo. The theme font will be consistent, and font size will be no smaller than 14, and be printed in English and Spanish.
- The Public Involvement Process will reflect SETD's dedication to provide early and continuous opportunities for the public to be involved in the identification of the impacts of proposed decisions. It will also reflect SETD's desire to seek out the viewpoints of BIPOC, low-income, and Limited English Proficiency (LEP) populations, as well as older adults and people with limited mobility.
- While in the course of conducting public outreach and involvement activities, the efforts will be consistent with SETD's

Title VI Program, Executive Order 13166 on access for individuals with Limited English Proficiency, and U.S. Department of Transportation (DOT) LEP Guidance.

- Public meetings will be held in locations that are accessible to transit riders and people with disabilities and will be scheduled at times that are convenient for members of the public.
- Public meeting, special meeting and open house notices will be broadly advertised in the community in both English and Spanish (e.g., through posters onboard buses and at major transit stops and facilities, the SETD website, local print media, social media, and email notification to SETD's outreach mailing list) including the availability of onsite language assistance and American Sign Language when requested. When appropriate, meetings may be held in an alternate language.

TARGETED PUBLIC OUTREACH

During development of the Public Involvement Plan and/or planning for public engagement in general, SETD will incorporate strategies intended to promote involvement of BIPOC and LEP individuals in public participation activities, as appropriate for the plan, project, or service in question, and consistent with federal Title VI regulations, Executive Order 13166 on Limited English Proficiency, and the U.S. Department of Transportation LEP Guidance.

At a minimum SETD staff will consider implementing the following public engagement strategies to complement the appropriate plan, project, or service:

- Use supplemental outreach strategies such as surveys and comment cards regarding SETD projects or proposed service changes.
- Partner and network with community organizations to engage members of the public who are less likely to attend traditional public meetings through means such as surveys and focus groups. SETD maintains a list of current and potential future community partners.
- Attend community events and meetings of neighborhood associations, faith-based organizations, advocacy groups, and other groups to solicit feedback from diverse members of the public.
- SETD staff may consult FTA Circular 4703.1 ("Environmental Justice Policy Guidelines for Federal Transit Administration Recipients") for additional strategies that may be incorporated into the Public Involvement Plan.

PUBLIC COMMENT FOR FARE OR MAJOR SERVICE CHANGES

It is the commitment of SETD to solicit public opinion and consider public comment before raising fares or implementing a major service change. A public hearing is required before the implementation of a fare increase or a major service change. A "major" service change is defined as a modification that affects 15% or more of a single route or 15% or more of all routes. SETD will implement additional public involvement strategies,

such as public meetings, neighborhood meetings, or other outreach to affected individuals as appropriate to solicit public comment for consideration in advance of the public forum. Public comments received will be compiled and considered before finalizing SETD's recommendation to the Board of Commissioners regarding a fare increase or major service change. A summary of the public comments received will be provided as part of the staff report submitted to the SETD Board of Commissioners for the fare increase or major service reduction in question. The summary will be entered as public comment into the appropriate meeting minutes. Information about scheduled public meetings is available via:

- Bus Postings- Postings at transfer points and major bus shelters
- Transit Center Postings
- SETD website
- Appropriate venues, such as senior centers, human service organizations and with community partners
- Email notification, email lists and social media

All comments received are reviewed by SETD staff and the Transportation Advisory Committee and considered in the final recommendations to the Board of Commissioners. The goal of SETD is to always provide the best possible service to current riders or potential riders.

Attachment D

Ethnicity Table

Body	Caucasian	Latinx	African American	Asian American	Native American	Other
Transportation Advisory Committee	8	1	0	0	0	0

Attachment: E



LANGUAGE ASSISTANCE PLAN

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Introduction

This Language Assistance Plan has been prepared to address Sunset Empire Transportations Districts (SETD) responsibilities as a recipient of federal financial assistance related to the needs of individuals with limited English language skills. The plan has been prepared in accordance with Title VI of the Civil Rights Act of 1964, Federal Transit Administration Circular 4702.1B, which states that no person shall be subjected to discrimination based on race, color, or national origin.

Executive Order 13166, titled Improving Access to Services for Persons with Limited English Proficiency, indicates that differing treatment based upon a person's inability to speak, read, write or understand English is a type of national origin discrimination. It directs each federal agency to publish guidance for its recipients, clarifying their obligation to ensure that such discrimination does not occur. LEP persons include those individuals whose primary language is not English and who have a limited ability to speak, read, write or understand English. These persons have reported to the U.S. Census that they do not speak English well or speak English at all.

CLATSOP COUNTY 2020 Census data – reference: data.census.gov/cedsci/profile

Population	
Total Population	41,072
Population by Ethnicity	
Latinx or Latino	3,848
Non-Latinx or Latino	37,224
Population by Race	
White	33,526
African American	224
Asian	552
American Indian and Alaska Native	344
Native Hawaiian and Pacific Islander	91
Other	231
Identified by two or more	2,153
Persons 5 years and Over, Percent Speaking English less than very well	37,088 – 7.4%

Plan Summary

SETD operates local transportation services in Clatsop County. These services include fixed route transportation, ADA Paratransit transportation and Demand Response service. SETD has developed this LEP plan to help identify the reasonable steps that are needed to provide language assistance to the Limited English-speaking population of our county who wish to access our services. This plan outlines how to identify a person who may need language assistance, the ways in which assistance may be provided, staff training that may be required, and how to notify LEP persons that assistance is available. SETD has conducted an analysis which surveyed and considered the following factors.

FOUR FACTOR ANALYSIS:

- The number or proportion of LEP persons in the service area who may be served or are likely to encounter a SETD program, activity or service. The main language identified that SETD will encounter the most frequently is Spanish.
- The frequency with which LEP individuals come in contact with the program. As a public transportation provider, it is necessary to recognize this segment of the general population. Through staff feedback and surveys, it has been concluded that Spanish-speaking LEP persons have regular contact with the service. SETD will assess the frequency at which staff has or could possibly have contact with LEP persons.

This includes examining census data, phone inquiries, requests for translated documents, and staff feedback. As a public transportation provider, it is necessary to recognize this segment of the general population. Phone inquiries and staff feedback also indicate that Spanish-speaking LEP persons have regular contact with the service.

- The nature and importance of programs, activities or services provided by SETD to the LEP population. A LEP person's inability to utilize public transportation effectively may adversely affect his or her ability to obtain health care, education, or access to employment. All the programs that are operated by SETD will be accessible to the LEP population.
- The resources available to SETD and overall cost to provide LEP assistance. This includes identifying bilingual staff, reviewing the cost of using a translation service, determining which documents should be translated, and deciding what level of staff training is needed.

LEP ASSISTANCE

SETD has assessed the available resources that could be used for providing LEP assistance, including determining the cost of professional interpreters and translation services on a case-by-case basis. The amount of staff and vehicle operating training that could be needed was considered. SETD determines which documents would be candidates for translation and maintains contact with available organizations that SETD could partner with for outreach and translation efforts. Documents that are determined to be vital are translated into Spanish. Vital documents are defined as those documents without which a person would be unable to access services. The following are written communications that are to be available in print in Spanish:

- SETD fixed route bus schedules
- Temporary signs at bus stops and transit centers informing customers of any detours or route changes
- Reduced Fare Application
- Interior bus posters and stickers displaying safety or system information
- Fare information on fare boxes

- ADA Paratransit application and Brochure
- Onboard surveys
- Service Improvement Forms
- Title VI and ADA Discrimination Complaint Form

LANGUAGE ASSISTANCE

There are numerous language assistance measures available to LEP persons, including both oral and written language services. There are also various ways SETD staff can communicate and respond to LEP persons, whether in person, by telephone, or in writing.

- SETD will network with local human service organizations and the local Community College that provides services to LEP individuals and seek opportunities to provide information on SETD programs and services.
- SETD will place statements in notices and publications that interpreter services are available for public Board meetings, open house events, committee meetings, and budget meetings with seven-day advance notice. SETD will print route change information in Spanish.
- SETD will survey bus drivers, front-line staff, dispatchers, ADA Paratransit schedulers, and service development planners on their experience concerning any contacts with LEP persons during the previous year. These surveys will help us track trends and identify how best to make changes to meet the needs of our LEP population.
- SETD will provide language identification flashcards at the Astoria Transit Center and Seaside Transit Office.
- SETD will post the SETD Title VI Policy and LEP Plan on the agency website.
- SETD will provide group travel training to LEP persons with the assistance of bilingual volunteers.
- SETD will include language “Spanish speaking a plus” on staff and bus driver recruitment flyers and recruitment posters. Our organization will actively seek out bilingual employees.
- SETD will compile a list of volunteers for additional translation support when needed.
- SETD has acquired a third-party translation service for all public meetings held by the District.

STAFF TRAINING

The following trainings will be provided to SETD staff:

- Information on the SETD Title VI Procedures, Statements and LEP responsibilities.
- Description of language assistance services offered to the public.
- Directions on how to use the Language Identification Flashcards.
- Directions on how to use online language translators such as Google Translate

- Procedures for documentation of language assistance requests.
- How to access and use a language line service.
- How to document and handle a potential Title VI/LEP complaint.
- How to use the booklet “Basic Spanish for Transit Employees”

OUTREACH TECHNIQUES

When staff prepares a document or schedules a meeting, where the target audience is expected to include LEP individuals, then documents, meeting notices, flyers, and agendas will be printed in an alternative language based on the known LEP population. Interpreters will be available as needed. SETD will keep the LEP community engaged and aware of all types of changes in schedules, fares, programs, or services. Open house events will be staffed with Spanish-speaking staff when possible.

MONITORING & UPDATING THE LEP PLAN

This plan is designed to be flexible and should be viewed as a work in progress. As such, it is important to consider whether new documents and services need to be made accessible for LEP persons, and to monitor changes in demographics and types of services, and to update the Language Assistance Plan when appropriate. At a minimum, SETD will follow the Title VI Program update schedule for the Language Assistance Plan. Each update should examine the following:

- How many LEP persons were encountered?
- Is the existing language assistance meeting the needs of LEP persons?
- What is the current LEP population in Clatsop County?
- Has that changed from the past year?
- Have available resources, such as technology, staff and finances changed?
- Were any complaints received?
- Do staff members understand the Language Assistance Plan policies and procedures?

There are several methods that can be used to assist in answering these questions. One method is to review submitted SETD’s Service Improvement Program forms to determine if there were any barriers to accessing service. Census data will also be reviewed as it becomes available to determine changes in the LEP population. Surveys of staff will assist in determining if additional measures need to be taken in the updating of the plan. These surveys will be conducted every 2 years.

DISSEMINATION OF THE LANGUAGE ASSISTANCE PLAN

A link to the SETD Language Assistance Plan and the Title VI Procedures is included on the SETD website at <https://www.nworegontransit.org/accessibility-setd/>

Any person or agency with internet access will be able to view and download the plan from the SETD website. Alternatively, any person or agency may request a copy of the plan via telephone, fax, mail, or in

person and will be provided a copy of the plan at no cost. LEP individuals may request copies of the plan in translation, which SETD will provide within an appropriate amount of time. Questions or comments regarding the Language Assistance Plan may be submitted to the Executive Director of SETD.

Attachment: F

SUNSET EMPIRE TRANSPORTATION DISTRICT STANDARDS

SERVICE LEVEL STANDARDS

A route's hours of operation, frequency, and other service-level characteristics significantly attract riders. Passengers value convenience and reliability. Service every three hours or service that ends at 6 pm does not provide a convenient option. Service hours and frequencies significantly impact cost; however, too little investment in service levels results in empty buses.

PERFORMANCE MEASURES

SETD Displays performance measures for this category, a brief definition, where to collect the data, how SETD currently performs on the measures, and guidance on metrics for each service type. In some cases, benchmarks are the same for each service type, while in other cases, the performance measure is the same, but the metrics are different.

COST EFFICIENCY STANDARDS

Cost efficiency points to how well SETD's level of output (service hours and miles) matches against the cost to operate such service (Figure 0-2)

SERVICE EFFICIENCY STANDARDS

Transit services utilize public dollars and are responsible to operate in an efficient manner. Figure 0-3 lists metrics that speak to a system's efficient use of resources.

PASSENGER COMFORT/SAFETY STANDARDS

This set of benchmarks (Figure 0-4) is mostly already tracked by SETD and speaks to customer satisfaction beyond simply when and where service operates. The key metric not currently tracked is on-time performance or schedule adherence. Given known summer congestion problems and the problems, it causes for SETD riders, tracking on-time performance is crucial to pinpoint precisely when and how often buses are excessively late or missed trips.

PASSENGER AMENITY STANDARDS

Every transit trip involves waiting at the stop for a certain amount of time. Passenger amenity standards and benchmarks address making that wait feel as safe and comfortable as possible. To help SETD determine where to invest in stop amenities, SETD can create standards based on ridership levels. The creation of these standards will help the agency handle requests and justify actions. Based upon spring and summer ride checks, the general thresholds for high, medium, and lower ridership stops were used to create three tiers of bus stops (Figure 0-5).

Figure 0-1 Service Level Standards

Performance Measure	Definition	Data Source	SETD Performance (Route No.)	Performance Standards ¹		
				Intercity Fixed Route ²	Local Fixed Route	DAR or ADA Paratransit
Service coverage	Higher population and employment densities support higher levels of transit.	Census	Routes hit population centers with 5-59 people per acre	8-12 people or jobs per acre within ¼ mile of route in urban clusters	6-8 people or jobs per acre within ¼ mile of route	>0.5 people or jobs per acre
Minimum span of service – Weekday	Route start and end times determine how many people will use service.	Service schedules	Intercity: 6 am-10 pm Local: 6 am-7 pm	6 am-10 pm	7 am-7 pm	Same as fixed route
Minimum span of service – Weekend	Route start and end times determine how many people will use service.	Service schedules	Intercity: 8:30 am 5:30 pm (PC), 7:30 am-5:30 pm (30) Local: 6 am-6 pm (15); 9 am-6 pm (21)	8 am-8 pm	8 am-6 pm	Same as fixed route
Service frequencies – Weekday ³	Service frequency is a key characteristic for attracting riders, but also has a major impact on operating cost.	Service schedules	60 minutes (10, 20, 101); 30-220 minutes (15); 2 trips (30)	60-45 minutes	60-120 minutes	NA
Service frequencies – Weekend ³	Service frequency is a key characteristic for attracting riders, but also has a major impact on operating cost.	Service schedules	30-220 minutes (15); 3 trips (PC); 30-160 minutes (21)	60-120 minutes	60-120 minutes	NA
Vehicle loading ³	To ensure passenger comfort, agencies set standards for how many standees are acceptable on a route. On long-haul trips, it is more important to provide a seat for comfort.	Ride check or APC data	In process of installing APC.	100%	120%	NA
Service hours per capita	This metric shows how much service is provided to the community.	Rural NTD	Intercity and Local Fixed Route: 0.43 DAR/ADA: 0.1	0.45 - 0.64		0.12 - 0.28
Ridership per capita	This metric shows how much service is consumed by the community.	Rural NTD	Intercity and Local Fixed Route: 4.73 DAR/ADA: 0.17	4.73 – 8.61		0.39 - 0.61

Performance Measure	Definition	Data Source	SETD Performance (Route No.)	Performance Standards ¹		
				Intercity Fixed Route ²	Local Fixed Route	DAR or ADA Paratransit
Service Availability ³	Service availability is required in Title VI analysis, and the FTA often cites percent of population as a way of measuring availability.	Census	58.3% within a ¼ mile of transit	Set by each community. FTA does not require a certain standard but does require tracking progress.		

Figure 0-2 Cost Efficiency Standards

Performance Measure	Definition	Data Source	SETD Performance	Performance Standards ¹		
				Intercity Fixed Route ²	Local Fixed Route	DAR or ADA Paratransit
Operating cost per revenue hour	This metric is reported at system level as it is influenced by fuel, labor, insurance, and other system-wide costs.	Rural NTD; SETD annual report	\$85.37 ⁶	\$80-\$130		
Operating cost per trip	Defined as the cost to provide a specific trip, allocating operating cost on a per passenger basis.	Rural NTD; SETD annual report	Fixed-Route: \$4.74 DAR/ADA: N/A	< \$5	\$6-\$12	<\$25

Figure 0-3 Service Efficiency Standards

Performance Measure	Definition	Data Source	SETD Performance	Performance Standards ¹		
				Intercity Fixed Route ²	Local Fixed Route	DAR or ADA Paratransit
Passengers per revenue hour	The average number of passengers a bus carries for each hour in service.	Rural NTD; SETD ridership reports	Intercity and Local Fixed Route: 17.39 DAR/ADA: 1.67	16-20	6-12	2-4
Passengers per revenue mile	The average number of passengers a bus carries for each mile in service.	Rural NTD; SETD ridership reports	Intercity and Local Fixed Route: 0.78 DAR/ADA: 0.12	1.2	0.25-0.5	0.2

Stop spacing	Close stops provide more access but increase travel times. Balance the need to ensure short walking distances to and from stops with efficient travel time.	SETD GIS data	No existing standard	>1/8-1 mile	>1/8 mile	NA
Travel time ratio (bus to auto)	Provide competitive travel times to attract transit riders. If the bus travel time far outweighs driving time, those with a choice will drive.	Schedules for bus times between major destinations; Google maps for auto times	Intercity Examples: - Transit Center to Cinema: 1.6 - McDonald's Seaside to Cannon Beach: 2.3 Local Example: - Emerald Heights to Fred Meyer: 3.1	1.3	3.0	2.0-4.0
Total vehicle hours to revenue hours ratio	A high ratio of total hours to revenue hours reveals unproductive time, such as deadhead hours.	Already collected by SETD	Fixed route: 1.08 ⁴	1.2	1.3	NA
Farebox recovery ratio	This measures the percent of operating expenses covered by farebox revenue.	Rural NTD	System-Wide: 15.2%	9.9-12.3% (metric reported at system level for all agencies)		

Performance Measure	Definition	Data Source	SETD Performance	Performance Standards ¹		
				Intercity Fixed Route ²	Local Fixed Route	DAR or ADA Paratransit
Transit mode share	The % of trips taken via transit shows transit's role in achieving Transportation Planning Rule goals of reduced VMT	American Community Survey ACS 5-Year Estimates (Table S0801)	Clatsop County: 1.6% (2010-14)	Peer average: 1.26% ⁵		

Figure 0-4 Passenger Comfort and Safety Standards

Performance Measure	Definition	Data Source	SETD Performance	Performance Standards ¹		
				Intercity Fixed Route ²	Local Fixed Route	DAR or ADA Paratransit
On-Time Performance	This measures service reliability by comparing how often a vehicle leaves early or late. Most agencies set a target stating that 1-3 minutes early or 5 minutes late counts as "on time."	Ride check	NA	80-95%		90-96%
Passenger complaints	Track complaints to gauge customer satisfaction.	SETD reports	17 driver or system complaints per 100,000 boardings ⁷	No more than 25 legitimate complaints per 100,000 boardings		
Road calls / maintenance	Road calls are the number of times a vehicle must be taken out of service.	SETD reports	NA	No more than 10 per 100,000 revenue miles.		
Safety	Bus accidents disrupt service and indicate operator training needs or street design problems.	SETD reports	1.3 Safety Issues or Incident Reports per 100,000 revenue miles ⁷	No more than: 1 preventable accident per 100,000 miles; 2 accidents per 100,000 revenue miles; 2 major accidents per 1,000,000 revenue miles		
No show / late cancellation rate	This tracks the percent of scheduled trips where the passenger is a no-show or failed to provide adequate notice to cancel a trip. It indicates unproductive vehicle time.	SETD reports	27% no-show or cancellation for ADA, DAR, March 2015-Feb 2016 ⁴	NA	NA	No-Show / cancellations > 5%
Trip denials	Trip denials show capacity to provide requested rides within 1 hour of the time requested by the passenger. No ADA trips should be denied.	SETD reports	Data Incomplete ⁴	NA	NA	No patterns of denied service allowed per ADA

Figure 0-5 Amenity Standards and Benchmarks

	Tier 1: Basic Bus Stop	Tier 2: Major Bus Stop with Shelter	Tier 3: Enhanced Bus Stop
Examples of Uses	Typical stop with a concrete pad, route sign, map/schedule, and information in Braille	High Use Stops, Transfer Point	Transit Centers, Highest ridership location, Park-and-Ride
Example Location	Geno's, Crest Motel	Midtown Cannon Beach; Rainier; Sunset Beach; Emerald Heights; Tongue Point	Transit Center in Astoria; Seaside Cinema; Fred Meyer hub; Clatsop Community College
Ridership	Low = <10 Daily Boardings	Medium = 10-25 Daily Boardings	High = >25 Daily Boardings
Required / Preferred Elements ¹	Concrete landing pad Route sign Schedule Lighting Continuous pedestrian access Well-maintained pull-off location (if stop is a pull-off)	Concrete landing pad Route sign Schedule Lighting Continuous pedestrian access Well-maintained pull-off location (if stop is a pull-off) Shelter / seating	Concrete landing pad Route sign System map / Schedule Lighting Continuous pedestrian access Well-maintained pull-off location (if stop is a pull-off) High-capacity shelter(s) Trash can Designated park and ride spaces
Optional Elements	System map / schedules Bench	System map / schedules Secure bicycle parking Trash can	Real-time information Secure bicycle parking Placemaking / art Solar shelters Solar lighting
Photo Examples			

Notes for all tables:

¹ Standards are preliminary thresholds of acceptable performance based on peer systems and industry norms.

² Includes main intercity routes such as Connector routes or Route 101.

³ Represents a Title VI required measure (system-wide service standard per FTA Circular 4702.1B). FTA does not prescribe the benchmark itself, but the tracking of such metrics.

⁴ Data source: March 2015-February 2016, provided by SETD

⁵ Peer ACS data: Redwood (Del Norte Co, CA): 0.8%; Columbia Co, WA: 0.9%; Lincoln Co, OR: 1.7%; Tillamook Co, OR: 0.9%; Grays Harbor Co, WA: 1.7%; Jefferson Co, WA: 1.9%; Pacific Co, WA: 0.6%

⁶Based on Rural National Transit Database Reporting, for all services (Fixed-route plus demand-response).
⁷Data source: March 2015-February 2016.

TIMELINE

task	start date	end date	day
press release drafted	10/1/25	10/20/25	
app packet finished	10/1/25	10/23/25	
work group meeting	10/8/25		
packets prepped by transit staff	10/16/25	10/24/25	
board mtg		10/23/25	thursday
press release drops	10/24/25		
app packet available	10/24/25	11/26/25	
open application period	10/24/25	12/1/25	Monday noon
design interview questions	10/24/25	11/26/25	
notice meet/greet & meeting	12/1/25		
work group has all apps	12/2/25		
public meet/greet	12/14/25		Sunday
interview candidates	12/14/25		
selection vote at board meeting	12/18/25		Thursday



SUNSET EMPIRE TRANSPORTATION DISTRICT
900 Marine Drive
Astoria, OR 97103

Contact: Tita Montero, SETD Commissioner/Board Secretary/Treasurer
Phone: 503-440-4454
Email: tmontero@ridethebus.org

October 23, 2025
FOR IMMEDIATE RELEASE

VACANCY ON SUNSET EMPIRE TRANSPORTATION DISTRICT BOARD

The Sunset Empire Transportation District (SETD) Board of Commissioners announces a vacancy on the SETD Board due to a recent resignation.

Candidates are sought to fill the 2 year unexpired term for Board Position 7. Any registered voter in Clatsop County is eligible to apply.

SETD Commissioners set policy and adopt the annual budget for Sunset Empire Transportation District as well as oversee the SETD Executive Director. Commissioners attend and participate in all monthly Board meetings held at 10Am on the 3rd Thursday. Other responsibilities are listed in the application packet.

Community members will have the opportunity to speak with the applicants prior to their interview by the SETD Board. The SETD Board of Commissioners will fill the vacant position at their meeting to be held on December 18, 2025.

Interested candidates can access a Board Application Packet application online at <https://nwconnector.org/agencies/sunset-empire-transportation-district/> or pick up at the Astoria Transit Center, 900 Marine Drive which is open M-F, 8AM to 5PM.

Completed applications must be received no later than noon on Monday, December 1, 2025.

Contact Commissioner Tita Montero for further information at tmontero@ridethebus.org or 503-440-4454.

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SUNSET EMPIRE TRANSPORTATION DISTRICT

APPLICATION TO FILL BOARD VACANCY



October 2025

Dear Interested Community Member:

We are excited that you are interested in serving on the Sunset Empire Transportation District Board of Commissioners. We hope that this information packet answers all your questions as you apply for the current vacancy on the Board.

Within this packet you will find information about Special Districts, what it means to be a board member, and how to serve on our board.

You can access videos, minutes and agenda packets of past meetings as well as the current budget on the SETD website <https://nwconnector.org/agencies/sunset-empire-transportation-district/>.

Thank you for your interest in the Sunset Empire Transportation District Board of Commissioners!

If you have questions, please contact:

Tita Montero, SETD Commissioner
503-440-4454
tmontero@ridethebus.org



Sunset Empire Transportation District Information Summary

About Us

The Sunset Empire Transportation District (SETD) was formed by the Clatsop County Board of Commissioners on March 24, 1993. The District has been providing public transportation in Clatsop County, currently serving a population of more than 40,000 and covering approximately 840 square miles. The District operates a Transit Center located in Astoria. Its operations facility in Warrenton houses bus operations and maintenance, paratransit and mobility services.

Currently SETD operates fixed transit routes which serve Astoria, Warrenton, Gearhart, Seaside and Cannon Beach – five (5) during the week and one (1) on weekends.

The District also is a member of the NWConnector, an alliance of five transit agencies in NW Oregon that provides coordinated public transportation services to Portland and the Willamette Valley.

Mission Statement

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

Board of Commissioners and Current Officers

Position 1: Commissioner Tracy MacDonald

Position 2: Commissioner Tita Montero Board Secretary/Treasurer

Position 3: Commissioner Kathy Kleczek Board Chair

Position 4: Commissioner Pamela Alegria Board Vice Chair

Position 5: Commissioner Debbie Boothe-Schmidt

Position 6: Commissioner Guillermo Romero

Position 7: **Vacant**

COMMISSIONERS FOR THE SUNSET EMPIRE TRANSPORTATION DISTRICT MUST BE REGISTERED TO VOTE IN THE DISTRICT.

Board Commitment

The Sunset Empire Transportation Board of Commissioners is responsible for setting policy for the operations of all public transportation in Clatsop County and oversees a budget of approximately 5 million dollars.

A strong, engaged, dedicated board is one of the cornerstones to the successful public service of a special district. It is important to have each seat on the board filled by someone dedicated to seeing the district succeed in serving in the public's best interest.

Board Meeting Schedules

Board meetings are held from 10 AM to noon on the fourth Thursday of each month. Board packets are available on the District website <https://nwconnector.org/agencies/sunset-empire-transportation-district/> prior to the Board meeting. While in-person attendance is highly encouraged, Board meetings may be attended via electronic access.



Sunset Empire Transportation District Board Member Duties

A Board member of Sunset Empire Transportation District serves on a 7-member Board of Commissioners responsible for conducting the affairs of the district in compliance with Oregon Revised Statutes (ORS198) and Oregon Administrative Rules (OAR). The Board of Commissioners has legislative authority and power to establish policies and procedures that are in the best interest of the residents it serves.

The Board ensures that the District achieves its mission in an ethical, transparent, and accountable manner. Each board member is accountable for the functions described below, all of which are accomplished at board meetings and committee assignments through review of information, strategic planning, conversation and decision making.

Together, the Board makes decisions and sets policy for the district. No individual board member may act on behalf of or represent the Board unless so authorized by a vote of the Board. It is only as a Board that a Board member has the opportunity to have a positive impact on Clatsop County. The Board oversees the Executive Director who is responsible for the operation of the District and implementing the policies established by the Board.

Board members are responsible to:

- Attend and participate in Board meetings.
- Participate in activities of the Board outside of regular Board meetings.
- Prepare for Board meetings by reading and considering all information on the agenda and contained in Board packets.
- Participate in budget committee activities so as to review, approve and adopt the annual budget in an informed fashion.
- Review all financial reports so as to discuss and accept in an informed fashion.
- Participate in strategic planning and goal setting activities for the District.
- Hire, oversee and evaluate the performance of the Executive Director.
- Participate in setting standards, controls and policies that support sound risk management practices are in place, e.g., safety and security, insurance, data controls, financial controls, personnel management.
- Comply with Oregon public meetings laws and Oregon ethics laws.
- Connect with the community, promoting use of public transit.



Sunset Empire Transportation District
APPLICATION FOR BOARD VACANCY

Applicant Name: _____ Date: _____

Address: _____ City: _____ Zip Code: _____

Phone Number: _____ Email Address: _____

Are you registered to vote in Clatsop County? _____

Why do you want to serve on the Sunset Empire Transportation District Board?

Describe past experiences or positions held that would assist you as a board member.

Outline strengths, abilities and talents that you would bring to the board.

In your opinion, what is the most important role of a board member?

If appointed, would you seek to be elected to the SETD Board in the future? _____

Please submit your application in a sealed envelope addressed to:

SETD Commissioner Tita Montero.

You may mail to or drop off at: Astoria Transit Center, 900 Marine Drive , Astoria Oregon 97103

APPLICATION DEADLINE: NOON ON DECEMBER 1, 2025



**SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS MEETING
Transportation Advisory Committee Cover
Executive Assistant Mary Parker**

The TAC By-Laws and the current TAC member list have been included in the packet for the Board.

We had 2 new members join and resign and 2 existing members resigned last year.

There was a TAC By-Laws Committee formed that worked on updating the By-Laws.

They had completed the updates; however the process was done quickly, and the By-Laws were not updated or prepared for approval by the TAC Committee.

The By-Laws you have received in the Board Pack are the original By-Laws.

SUNSET EMPIRE TRANSPORTATION DISTRICT TRANSPORTATION ADVISORY COMMITTEE					
Position	Name	Representing	Address	Phone	Term
1.	Larry Miller larry@astoriaseniorcenter.org	Senior Services Volunteer	111 Exchange Astoria, OR 97103	503-325-3231	06/25
2.		Transit User			
3.		Transit User			
4.					
5.	Lin Anderson ? No email	Low Income, Paratransit user	1246 Avenue E Seaside	971-409-3143	06/23
6.					06/23
7.		Local Government			
8.	Brian Vitulli bvitulli@tillamookbus.com	Neighboring Transit Provider Tillamook County	3600 Third Street, Suite A	503-842-3115	2025
9.	Pamela Alegria ? pamela@ridethebus.org	Public Transportation Provider and People with limited English proficiency	115 10 th Ave #5 Seaside OR 97138	347-653-0087	2024
	Debbie Boothe-Schmidt debbieb@ridethebus.org	SETD Board Commissioner	PO Box 433 Warrenton OR	503-338-9645	
	Mary Parker mary@ridethebus.org	Executive Assistant	1425 6 th St Astoria, OR	503-861-5370	



Sunset Empire Transportation District

Transportation Advisory Committee

BYLAWS

SUNSET EMPIRE TRANSPORTATION DISTRICT

900 Marine Drive – Astoria, OR 97103

Phone (503) 861-7433 -- Fax (503) 861-4299

www.ridethebus.org

PURPOSE OF THE ADVISORY COMMITTEE

The Sunset Empire Transportation District (SETD) Board of Commissioners (Board) has formed an Advisory Committee, known as the Transportation Advisory Committee (TAC) to advise and assist SETD in carrying out the purpose of the Statewide Transportation Improvement Fund (STIF) and prioritizing projects to be funded by STIF moneys as set forth under OAR Chapter 732, Division 40, Sections 0030 and 0035, Division 42, Section 0020, and Division 44, Section 0025.

The TAC also serves as the District's Special Transportation Fund Advisory Committee regarding reviewing and making recommendations to the SETD Board for the Oregon Department of Transportation's (ODOT) Special Transportation Fund (STF) and for FTA § 5310 grant funds.

DEFINITIONS

The following definitions apply to terms used in these bylaws and the tasks of the Advisory Committee.

Advisory Committee: A committee formed by a Qualified Entity to assist the Qualified Entity in carrying out the purposes of the STIF Formula Fund and the Advisory Committee requirements specified in ORS 184.761(1). It shall also assist SETD in carrying out the purposes of the STF Formula Program and Discretionary Program.

High Percentage of Low-Income Households: Areas within the District boundaries with a household income at or below 200% of the current Federal Poverty Level, also known as the Federal Poverty Guideline. The Federal Poverty Level may be found here: <https://www.healthcare.gov/glossary/federal-poverty-level-FPL/> and here: <https://aspe.hhs.gov/poverty-guidelines>

Area of Responsibility: The geographic area for which SETD is responsible to provide STIF Formula Fund moneys is the geographic area within the jurisdictional boundaries of the county or counties in which any part of the District is located.

Discretionary Fund: Up to five percent of STIF funds to be disbursed to Public Transportation Service Providers, which includes Qualified Entities, through a competitive grant funding process, pursuant to ORS 184.758(1)(b).

Governing Body: The decision-making body or board of a Qualified Entity. For SETD, this is The Board of Commissioners.

Intercommunity Discretionary Fund: Up to four percent of STIF funds to be disbursed to Public Transportation Providers through a competitive grant funding process, pursuant to ORS 184.758 (1)(c).

Project: A public transportation improvement activity or group of activities eligible for STIF moneys and a plan or proposal for which is included in a STIF Plan or in a grant application to a Qualified Entity or the Agency. Examples of project types include, but are not limited to: discrete activities, such as purchasing transit vehicles, planning, or operations; and groups of activities for a particular geographic area or new service, such as a new route that includes purchase of a transit vehicle, and maintenance and operations on the new route.

Public Transportation Service Provider: A Qualified Entity or a city, county, Special District, Intergovernmental Entity, or any other political subdivision of municipal or Public Corporation that provides Public Transportation Services.

Public Transportation Services: Any form of passenger transportation by car, bus, or other conveyance, either publicly or privately owned, which provides service to the general public (not including charter, sightseeing, or exclusive school bus service) on a regular and continuing basis. Such transportation may be for purposes such as health care, shopping, education, employment, public services, personal business, or recreation.

Qualified Entity: A county in which no part of a Mass Transit District or Transportation District exists, a Mass Transit District, a Transportation District, or an Indian Tribe.

STIF Formula Fund: Up to 90 percent of the Statewide Transportation Improvement funds to be disbursed to Qualified Entities conditioned upon the Oregon Transportation Commission's approval of a STIF Plan, pursuant to ORS 184.758(1)(a).

STIF or Statewide Transportation Improvement Fund: The fund established under ORS 184.751.

STIF Plan: A public transportation improvement plan that is approved by a Governing Body and submitted to Oregon Department of Transportation, Rail and Public Transit Division for review and approval by the Oregon Transportation Commission for the Qualified Entity to receive a share of the STIF Formula Fund.

STF Formula Fund: Fund to support transportation services for seniors and people with disabilities.

STF Discretionary Grant: Discretionary funds are distributed through a competitive grant program and to projects of statewide importance defined by the Oregon Transportation Commission.

COMMITTEE TASKS

The Advisory Committee will:

- Advise SETD on the development process of the STIF Plan and the STF Plan
- Review the proposed distribution of §5310 Formula Program and STF Formula Program moneys and make recommendations to SETD

- Review STF Discretionary Grant proposals and make recommendations to SETD
- Recommend to SETD any changes to the proposed distribution of STF Formula Program moneys or STF Discretionary Grant applications it considers necessary
- Review and prioritized projects proposed for inclusion in the STIF Plan and recommend a funding amount for each project
- Advise on the development of a definition for “high percentage of low-income households
- Review and recommend projects to receive STIF Discretionary Funds within SETD’s area of responsibility
- Review and recommend projects to receive STIF Intercommunity Discretionary Funds within SETD’s area of responsibility
- Advise SETD regarding opportunities to coordinate STIF funded projects with other local or regional transportation programs and services to improve transportation service delivery and reduce gaps in service

STIF Formula Fund recommendations from the TAC will be considered by the Board in preparation of a STIF Plan.

Discretionary Fund and Intercommunity Discretionary Fund recommendations from the TAC will be considered by ODOT when awarding STIF discretionary grants.

In carrying out its purpose the committee shall:

- Provide a public forum for the discussion of SETD services and maintain communications with groups representing the various ridership groups, such as: commuters, students, low income residents, individuals with limited English proficiency (LEP), and seniors and/or individuals with disabilities.

Convey community views on transportation matters affecting persons who utilize the transit services to the SETD Board.

- Assist in the dissemination of information about transportation services to the various ridership groups, such as: commuters, students, low income residents, limited English speaking individuals, individuals with limited English proficiency (LEP), and seniors and/or individuals with disabilities, throughout the District’s service area.

COMMITTEE MEMBERSHIP

A list of current members and the interests they represent is attached to these bylaws and will be updated as new appointments are made. Member contact information is considered private and will not be disclosed to any third party unless permission has been provided to do so.

Number of members

TAC shall be composed of nine (9) members.

Appointment process

Members will be recruited and recommended through procedures established by the SETD Board. The SETD Board will appoint members and will include a Board member that is appointed by the Board Chair.

Membership criteria

TAC members must meet the following criteria.

- Be knowledgeable about the public transportation needs of residents or employees located with SETD's area of responsibilities.
- Be a person who is a member of or represents one or more of the following:
 - Local governments, including land use planners
 - Public Transportation Service Providers or Non-profit entities that provide public transportation services (Mandatory)
 - Neighboring Public Transportation Providers
 - Employers
 - Public Health, social and human service providers
 - Transit users
 - Transit users who depend on transit for accomplishing daily activities
 - Individuals age 65 or older or people with disabilities (Mandatory)
 - Representative of seniors
 - Representative of people with disabilities
 - Low-income individuals (Mandatory)
 - Social equity advocates
 - Environmental advocates
 - Bicycle and pedestrian advocates
 - People with limited English proficiency
 - Educational institutions
 - Major destinations for users of public transit
- The Advisory Committee shall include members from the District's area of responsibility, both within and outside District boundaries.

Terms of Office

- The term of each member shall be for two (2) years, except the SETD Board representative who shall serve at the pleasure of the SETD Chair.
- Terms shall begin on July 1 and end on June 30 two years later. Terms shall be staggered, so that only a portion of the terms will end each year on June 30.

- Members may apply and be considered for reappointment through the established nomination and appointment process.
- Members can serve for an indefinite number of terms.
- Should a member need to resign from the TAC, they may do so by informing the Executive Director of SETD in writing. At this time, SETD may fill the vacancy by the appointment process.

Condition of termination

SETD may end the membership of a committee member under the following conditions.

- If a TAC Member fails to attend two regular meetings within a one-year period without excuse, SETD will consider this a voluntary resignation and may fill the vacancy by the appointment process.

COMMITTEE OPERATIONS AND PROCEDURES

Meeting frequency and location

The TAC will meet, at a minimum, twice a year. Additional meetings may be necessary to complete the work of the committee. The meetings will be held at the Astoria Transit Center unless otherwise announced.

Meeting agenda

TAC meeting agendas will be provided to members approximately seven days prior to the meeting. Background materials may be included with the agenda for prereading and meeting preparation.

Public notice of meetings

Public notice of meetings will be posted seven days in advance. Notification will be made via social media, website, news media, fliers at transit facilities, and any other means deemed necessary.

Public engagement

Meeting agendas will include time for public comment. Comments can be verbal or written. Comments may be collected via email or through the website. Online surveys may be generated and information booths at community events may be utilized to gather public input.

Meeting records

Meeting discussions and outcomes will be documented by the Executive Assistant and made publicly available via the website.

Written copies of meeting materials will be available to the public for no less than six years, pursuant to OAR 732-040-0030(4)(b).

ROLES AND RESPONSIBILITIES

The TAC is advisory to SETD's Board. To ensure the success of the group, the following roles have been identified.

Governance

A Chairperson and Vice Chairperson shall be selected by the committee at its first meeting after July 1 of each year. If there is a vacancy in these two positions, the committee shall appoint a replacement. The Chairperson and Vice Chairperson may be removed by the committee with a majority vote.

The Chairperson will be responsible for officiating the meeting. They will ensure that there is sufficient time during the meeting to discuss agenda items. They will ensure that discussion on agenda items is on topic, productive and professional. The Vice Chairperson will have the same responsibilities if the Chairperson is absent.

The Executive Director or his/her designee will be the facilitator of the meetings. The Executive Director designee shall prepare agendas for the TAC. The Executive Assistant will assist in the preparation of the meeting packets and shall post the public notices. The Executive Assistant will take the minutes of the meetings and post them.

The TAC has no formal delegated powers of authority to represent SETD or commit to the expenditure of any funds. The TAC will submit recommendations to the Board of SETD.

SETD will include information in the STIF Plan about how the TAC was consulted when developing the STIF Plan and, if applicable, an explanation on why the TAC recommendation was not adopted by the Board of SETD.

Members

Members of the TAC are asked to:

- Come prepared to achieve meeting objectives described in the published agenda
- Listen and appreciate a diversity of views and opinions
- Actively participate in the group
- Focus on the agreed scope of the group operation
- Attend all meetings in a timely manner

- Notify the Executive Director if unable to attend a meeting
- Support and respect each other
- Not speak to the media on behalf of the group unless consent has been provided in writing from SETD and agreed to by the TAC

Meeting attendance

For meetings to take place in an effective way, a minimum of five members must be present. A majority of the members then appointed to the TAC shall constitute a quorum for the purpose of conducting business.

Meeting attendance is mandatory unless previously arranged with the Executive Director. Proxy representation is not permitted.

Conflict of interest

Any apparent, potential, or perceived conflict of interest in matters that may be considered by the TAC should be declared to the Executive Director prior to public meetings to ensure the group's future accountability, transparency, and success. A member shall also declare the apparent, potential, or perceived conflict of interest during public meetings and shall not vote on any funding decision in which they are an applicant or representing an organization for funds.

Actions

- A. All actions of the TAC shall be a motion passed by a majority of the members present and voting. When appropriate for clarification purposes or requested by a member, the Chair shall restate each motion immediately following its introduction.
- B. In situations where extensive discussion or debate occurs following its introduction of a motion, or when an amendment(s) is/are made to a motion, the Chair shall restate each motion immediately prior to calling for the vote. Following the vote, the Chair shall announce whether the motion carried or was defeated.

COMMITTEE STIF REVIEW PROCESS

The TAC shall advise SETD on the development of the STIF Plan process and prioritize projects proposed to receive STIF Formula Funds.

- May conduct public engagement activities
- May request data
- Review all projects proposed for STIF Plan inclusion
- Recommend projects for STIF Plan inclusion
- Consider the criteria outlined in OAR 732-042-0020
- Advise staff on how to coordinate STIF-funded projects
- Develop processes for ongoing monitoring
- Committee decision making process, e.g. voting, consensus, ranking

STIF Formula Funds

TAC members are required to consider the following criteria when reviewing STIF Formula Fund Projects, as described in OAR 732-0042-0020:

- Whether the Project would:
 - Increase the frequency of bus service to communities with a high percentage of Low-Income Households
 - Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households
 - Reduce fares for public transportation in communities with a high percentage of Low-Income Households
 - Result in procurement of buses that are powered by natural gas or electricity for use in areas with a population of 200,000 or more
 - Improve the frequency and reliability of service connections inside and outside the Qualified Entity's service area.
 - Increase coordination between Public Transportation Service Providers to reduce fragmentation in the provision of public transportation service
 - Expand student transit services for students in grades 9 through 12
- Whether the Project would maintain and existing, productive service
- The extent to which the Project goals meet public transportation needs and are a responsible use of public funds
- Other factors to be determined by the Qualified Entity or Advisory Committee

STIF Discretionary and Intercommunity Discretionary Funds

The TAC shall advise SETD on the review of grant applications for acceptance, rejection, or prioritization for funding from the Discretionary Fund and Intercommunity Discretionary Funds, consistent with OAR 732-044-0025.

- SETD staff will provide Discretionary Fund and Intercommunity Discretionary Funds grant applications to the TAC for review
- TAC shall make recommendations on the applications to the Oregon Transportation Commission

Advisory Committee members are required to consider the following criteria when reviewing projects under the discretionary STIF Funds as described in OAR 732-044-0025:

- Supports the purpose, as applicable, of the Discretionary Fund or the Intercommunity Discretionary Fund, as described in OAR 732-044-0000, which includes:

- The Discretionary Fund is intended to provide a flexible funding source to improve public transportation in Oregon. It is not a source of ongoing operations funding
- The Intercommunity Discretionary Fund is for improving connections between communities and between communities and other key destinations important for a connected Statewide Transit Network
- Improves public transportation service to Low-Income Households
- Improves coordination between Public Transportation Service Providers and reduces fragmentation of Public Transportation Services
- Consistent with Oregon Public Transportation Plan goals, policies, and implementation plans, including:
 - Integrated public transportation planning where affected communities planned or partnered to develop proposed Projects
 - Technological innovations that improve efficiencies and promote a seamless and easy to use Statewide Transit Network
 - Advancement of State greenhouse gas emission reduction goals
 - Support or improvement of a useful and well-connected Statewide Transit Network
- Does not substantially rely on discretionary state funding beyond a pilot phase for operations projects
- Supports geographic equity or an ability to leverage other funds (these factors apply when all other priorities are held equal)
- Meets any additional criteria established by the Commission

Bylaws

The TAC will maintain written bylaws that include, but are not limited to, name and purpose, committee membership criteria, appointment process, terms of office for the committee members, general procedures of the committee, member duties, meeting schedule, public noticing requirements and engagement processes, and the STF Plan, §5310 Plan, and STIF Plan development processes and general decision-making criteria.

These bylaws may be amended by a majority vote of both the TAC and the SETD Board. Prior to action of the SETD Board, all amendments will be reviewed and approved by the T

Proposal for Consulting Services

Project Title: Strategic Planning Facilitation and Support

Date: DRAFT– October 16, 2025

Agency: Sunset Empire Transportation District
900 Marine Drive
Astoria, Oregon 97103

Kathy Kleczek, Board Chair
David Carr, Executive Director

SDAO Representative: Mark Knudson, Senior Consultant
mknudson@sdao.com

Project Summary:

The Sunset Empire Transportation District (the District) has experienced significant changes in the past several months, including appointment of a new Executive Director. In light of these changes, the District wishes to conduct a strategic planning process to identify District goals and prioritize near-term actions to help establish the future direction of the District.

To support the District in achieving this objective, the Special Districts Association of Oregon (SDAO) Consultant Services Program has prepared the following proposal for Strategic Planning Facilitation and Support.

Contract Term: Through April 30, 2026 or as amended by mutual agreement.

Project Description, Scope of Work, Schedule & Deliverables:

The scope and schedule for the services to be provided by SDAO may change over time depending on changes in requirements and expectations of the District Board of Directors as well as availability of Board Members and staff. Given these uncertainties, SDAO will provide services to the District on a time and materials basis as outlined below.

Mark Knudson will serve as the SDAO's Senior Consultant and project manager for this engagement. Shanta Carter, SDAO's Consulting Services Program Manager, will provide additional support as needed.

Strategic Planning Facilitation and Support

DRAFT – October 16, 2025 – Page 2 of 4

SDAO proposes to support the District by providing the following services:

Task 1: Project Management

- 1.1 Description: SDAO will provide ongoing project management throughout the duration of the project, including routine coordination with the District Board Chair and/or Executive Director, as needed.
- 1.2 Deliverables: SDAO will provide monthly progress reports summarizing progress during the previous month and planned activities for the following month. If requested by the District, SDAO will conduct a monthly conference call with the Board Chair and/or Executive Director to review the monthly progress report.
- 1.3 Schedule: Work on this task will continue for the duration of the project.

Task 2: Strategic Planning Workshop Facilitation & Support

- 2.1 Description. SDAO will provide planning, facilitation and support services as needed to assist the Board in conducting a day-long strategic planning workshop. SDAO's services will include:
 - Workshop Objectives & Expectations: At the outset of the project, SDAO will attend a regular monthly board meeting to review:
 - Strategic Planning Overview – SDAO will make a brief PowerPoint presentation providing an overview of typical planning process and benefits; the interrelationship of a strategic plan to an organization's budgets, policies, programs and procedures; and an overview of the workshop and planning process proposed for the District.
 - Objectives & Expectations – SDAO will summarize suggested objectives for a planning workshop (such as providing a future focus and direction, definition of organizational culture, and clarity of board and staff responsibilities). SDAO will solicit board feedback on anticipated objectives and expectations.
 - Homework Assignments – SDAO will identify anticipated assignments for board members to consider in preparation for the workshop.
 - Workshop Planning & Coordination: Prior to the workshop, SDAO will draft a proposed agenda for the planning workshop. SDAO will coordinate with the Executive Director, as needed, to confirm the schedule, logistics and draft agenda for the one-day workshop. SDAO will finalize the agenda based on comments received.
 - Workshop Delivery: SDAO's services during the workshop will include:
 - Mission, Vision and Values – SDAO will facilitate a review of the District's existing mission, vision and values (MVV) statements and proposed changes will be identified. Recommended updates to the MVV will be documented in the meeting summary for subsequent action by the Board.

Strategic Planning Facilitation and Support

DRAFT – October 16, 2025 – Page 3 of 4

- SWOT Exercise – SDAO will facilitate an exercise to identify known Strengths, Weaknesses, Opportunities, and Threats (SWOT). SDAO will summarize the findings and solicit feedback on comments identified in the SWOT exercise. Results of the SWOT exercise will be documented in the meeting summary.
- District Goals – SDAO will facilitate a brainstorming discussion with Board Members to identify a “long list” of potential goals and objectives for the District. This “long list” of goals and any clarifying remarks will be compiled in the meeting summary.
- District Priorities – SDAO will summarize the “long list” of goals and facilitate a group exercise for Board Members to identify the highest priority goals.
- Board Recommendations – SDAO will summarize the identified priorities and facilitate a Board discussion of the sequencing, prerequisites, and anticipated schedule to realize the highest priority goals. The Board’s recommendations will be compiled in the meeting summary.
- Workshop Summary: SDAO will compile the content and outcomes of the planning workshop including results of the review of the Mission, Vision and Values; the SWOT exercise; the “long list” of District goals; the prioritization of goals; and Board recommendations. SDAO will prepare a draft of the workshop summary, submit the draft summary to District staff for review and comment, and finalize the meeting summary based on the District’s review comments.
- Implementation Plan Support: It is anticipated District staff will prepare an Implementation Plan (e.g., a ‘tactical plan’) that identifies how the District’s programs, projects, and policies will be implemented to achieve the goals and recommendations identified in the planning workshop. SDAO support for District staff preparation of the Implementation Plan will include:
 - Implementation Plan Overview – SDAO will meet virtually with District staff to review the suggested scope and outline of the implementation plan and will provide examples of representative plans.
 - Review Draft Plan – SDAO will review the District’s draft Implementation Plan and provide comments based on outcomes of the strategic planning workshop and the professional judgement of SDAO’s Senior Consultant. SDAO will meet virtually with the District to discuss the draft Implementation Plan and SDAO’s review comments.
- Project Closeout: SDAO will provide the District with a digital copy of all final deliverables generated during the project.

2.2 Deliverables. SDAO will provide the following deliverables:

- Workshop Objectives & Expectations - including strategic planning process overview, proposed objectives, and homework assignments.
- Workshop Agenda – including draft and final agenda for the workshop.
- Workshop Summary – including draft and final workshop summary.

- Implementation Plan Support – including suggested outline of the plan, example plans, and SDAO’s review comments on the District’s draft Implementation Plan.

2.3 Schedule. Target dates for key activities and project deliverables include:

- Project kickoff and coordination with the District – week of December 1, 2025.
- Workshop Objectives & Expectations – District’s December Board meeting (subject to holiday schedules)
- Planning Workshop – week of January 12, 2026.
- Draft workshop summary by SDAO for District review – week of January 26, 2026.
- Implementation Plan overview meeting – week of February 9, 2026.
- Draft Implementation Plan received from District for SDAO review – week of March 16, 2026.
- Draft Implementation Plan review meeting, SDAO provides comments on draft Implementation Plan – week of March 23, 2026.
- Project closeout and completion – week of March 30, 2026.

This schedule is subject to change based on factors beyond the control of SDAO, such as availability of Board Members or staff, changes in schedule of the proposed planning workshop, and delays in drafting the Implementation Plan.

2.4 Assumptions and Limitations.

- SDAO will attend one regular monthly board meeting as well as the day-long planning workshop in-person in Astoria; all other coordination with Board Members and staff will be via phone, email, or virtual meetings.
- The District will coordinate meeting notice and logistics for the planning workshop.

Fee for Services, Billing & Billing Rates:

The fee for services provided under this proposal, including Tasks 1 and 2 as outlined above, is not to exceed \$5,000.00 including expenses without prior written approval.

SDAO will invoice the District upon SDAO’s completion of the scope of services for the project, as described above.

Labor for SDAO’s Senior Consultants will be billed at \$66.00 per hour. Expenses will be billed at actual cost.

Firm Overview and Facilitation Experience

About Coraggio

Since 2005, our consultants have been helping leaders create exciting plans that boldly envision their community's future and foster the agile teams necessary to get there. Our team helps clients better understand their rapidly changing operating environments, determine how to respond to complex challenges and position their organizations and destinations to seize the right opportunities.

Our team is an eclectic band of thinkers, bringing an unusual blend of leadership experience, business acumen and creativity to inspire breakthrough thinking for our clients.

Awards & Affiliations

We are honored to be consistently recognized as leaders in the business consulting field and named one of Oregon's **Top 10 Most Admired Companies** in 2022, 2023, and 2025.



We are proud members of the **Global Sustainable Tourism Council® (GSTC®)**. We are committed to the principles of stewardship and sustainable tourism practices as an overarching guide to how we approach both short- and long- term destination planning.



As a proud member of **Partners in Diversity** and a leader in community prosperity, we understand the importance of including minority- and women-owned business enterprises. We encourage employees to refer individuals from underserved communities for open positions and subcontracting opportunities, and we are committed to continuing this work.



By the Numbers

400+	Strategic Plans completed
300+	Facilitated workshops and meetings of all sizes, some exceeding 300+ participants
200+	Clients served collectively with our parent company: Miles Partnership
3	Years we've been recognized as Oregon's top 10 Most Admired Companies
20	Years in business

Board Engagement Experience

Strategic planning is the core of our work at Coraggio, which includes strategy workshops with Boards of all shapes and sizes. Over time, we have learned a few things about what makes a strategic planning process successful:

1. **We believe every organization is capable of excellence** and that the path to that excellence is through a parallel focus on smart strategies for your organization and active development of your people. Focusing only on the process will leave you with a depleted team that isn't ready to implement the decisions they have made. On the other hand, focusing only on the people won't help you develop the rigorous plan you need. We work hard to bring both the people and process into all aspects of the engagement.
2. **You have valuable insight.** While we bring a depth of experience working with destinations nationwide at every scale, both rural and urban, we will want to tap into your knowledge and understanding of local dynamics and destination opportunities and challenges from project start to finish. In this way, we view ourselves as your partner in creating a shared north star, vision, and mission for the future of tourism in the Portland community.
3. **Engagement of your Board is critical for building momentum and buy-in for developing a future strategic framework.** This workshop engagement must be genuine, meaning that participants need to feel they have a real opportunity to influence the strategic decisions made during the plan's development. We believe our approach to Board engagement sets the stage for shared enthusiasm and ownership of strategic plans once they are complete and ready to be implemented.
4. **Vision-to-strategy alignment.** Turning a vision into a future strategic plan means identifying specific actions, assigning ownership of those actions, and determining timing and phasing. It also means preparing to change course if community conditions change or if there is an unforeseen impact to your operating environment

Building Consensus

We have a history of building consensus and unifying disparate needs and voices into a common goal.

We've brought together a talented, collaborative team and designed a process intended to bring the best of strategic planning practices that:

- Emphasizes data-driven decision-making balanced with stakeholder input
- Provides broad transparency and accessibility
- Fosters clarity, focus, and alignment
- Is led by a seasoned and skillful project team

Strategic Planning & Facilitation Expertise

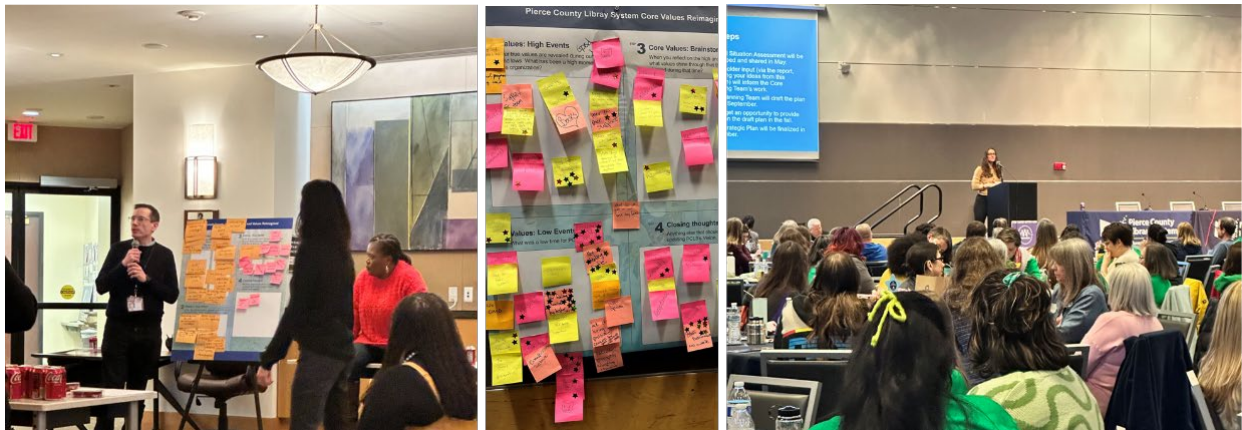
Experience Facilitating Virtual and In-Person Planning Processes

We have extensive experience facilitating meetings and building consensus among individuals with diverse and differing viewpoints to successfully manage sensitive dynamics, have meaningful conversations, and collaborate to align on reasonable solutions that result in tangible outcomes.

We have completed over 400 strategic plans for a variety of clients. We've facilitated groups of all sizes, from meetings with 8-10 participants to sessions with over 300 participants. Coraggio successfully conducts virtual and/or in-person planning sessions, board of director retreats, and stakeholder engagement activities. These activities have included surveys, stakeholder interviews, focus groups and facilitated workshops.

Our team is skilled and committed to managing power and privilege in workplace and partnership systems. We have utilized practical tools and tactics for accommodating participant needs with marginalized identities. This might include approaches such as:

- Generating live notes, so that individuals can adjust any inaccurate representations of their perspective.
- Using facilitation techniques such as establishing ground rules and actively addressing imbalances.
- Use a mix of small group activities followed by large group reflection to keep members engaged
- Use design thinking tools to spur innovation and identify creative solutions
- Use equity lens questions to maintain a focus on equity
- Watch room dynamics and pause the conversation when appropriate to discuss and re-set.
- Providing multiple avenues for input so that individuals can access ways that work for them.
- Considering the accessibility of in-person venues.
- Providing a contact for follow-up should as an option for a group or participant to share outside the meeting.



Relevant Project List

Coraggio has hands-on experience working with the public sector, including government entities, within Oregon as demonstrated by our select list of projects below. We bring deep experience working with boards, department leaders, elected officials, and community members and partners.

Client	Project
 Included: Depoe Bay, Lincoln City, and North Bend	Five-Year Organizational Strategic Plan and Small Town Strategic Planning Cohort Program 5-Year Plan included an insight report and implementation plan, focused on centering equity and inclusion, improving internal operations, and identifying core services to meet evolving needs of its diverse membership. Currently running a cohort program that involves a community survey, stakeholder sessions, and presenting implementation best practices, key actions, and success metrics. Contracts 2021-2025
	Board of Directors Retreat Facilitation Coraggio is in the early stages of partnering with the Oregon Humane Society to facilitate their Board of Directors Retreat with the goal of enhancing board effectiveness and strategic planning. Our process includes stakeholder engagement conducting interviews, focus groups, and designing a retreat agenda. This will result in a post-retreat report with action items and key learnings from the event, and tools for communicating the implementation of the strategic plan. Stakeholder Engagement in CEO Search Process – also in process
	City Council Strategy Retreat Coraggio designed and facilitated a two-day virtual strategy retreat to support the newly seated City Council in aligning around shared priorities and strengthening their collaborative foundation. The retreat was structured to foster open dialogue, build trust, and drive consensus on key strategic goals for the coming term. The retreat resulted in alignment among Councilmembers on top strategic priorities, strengthened interpersonal dynamics and trust within the group, a clear and actionable foundation for future planning and governance, and a documented summary to guide ongoing implementation. 2025
	Value Driver Assessment and Roadmap Included facilitating a Board Goal Setting session, stakeholder engagement: survey, focus groups, prioritization session. Provided an Insights and Recommendations Report and Value Drivers Roadmap. 2023-2024

Client	Project
	Oregon Wine Board Strategic Planning Coraggio facilitated a Board-led series of planning sessions defining the agency's vision, mission, values, and equity statement, as well as conducting a PESTLE and SWOT analysis. The Board defined goals and objectives and then worked with staff to define initiatives, action steps, and timelines. Wine Tourism Strategic Planning In addition to the Oregon Wine Board's own strategic plan, the organization is also working with Coraggio group to create a Tourism Strategic Plan to support cross-industry collaboration to increase wine tourism in Oregon. Work includes a multi-day strategic planning retreat with the Board, staff, committees, and stakeholders.

Statement of Work

We have organized our process into three straightforward phases of work. The three phases are organized as follows:

1. **Get Clear** is the insights phase
2. **Get Focused** is the planning phase
3. **Get Moving** is the activation phase

Phases	Approach	Deliverables
Get Clear	• Background Data Review • Kickoff Meeting • Design Retreat Agenda and Approach	• Project Plan • Retreat Agenda
Get Focused	• SWOT Analysis • Strategic Planning Retreat • Debrief Session • Draft Strategic Plan	• Draft Strategic Plan

Potential Future Work / Optional Add-On Service:

Get Moving	• Finalize Strategic Plan Development	• Final Strategic Plan
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The following pages describe our approach to accomplishing the project tasks and deliverables.

Phase One: Get Clear | Insights

The purpose of the Get Clear phase is to set the stage for strategic thinking and establish a shared foundation from which to develop the Strategic Plan. The Get Clear Phase will include the following activities:

Background Data Review

Before the official Kickoff Meeting, we want to complete background research to gain an understanding of your current priorities, challenges, opportunities, and strategic direction from an internal and external standpoint. To that end, we'll provide you with a data request that details the types of documents you might have for us to review. This will include data to determine past success and future needs. We'll review all documents you provide and shape our Kickoff Meeting accordingly. The information we collect and analyze will enable us to get grounded in the work ahead.

Kickoff Meeting

The project will begin with a focused 60-minute Kickoff Meeting bringing together Coraggio's facilitation team, Board representatives, and Suset Transit Staff. The purpose of this session is to align on goals, clarify expectations, and set the stage for a highly productive Workshop with the Board of Directors. During this session, Coraggio will:

- Confirm objectives and success measures for the Retreat, ensuring clarity on how outputs will inform the broader strategic planning process.
- Gather input to inform agenda and facilitation design, so we can tailor flow, activities, and discussion prompts to the Board's needs.
- Clarify roles, responsibilities, and logistics, including materials, timing, and communication protocols, leading up to the Retreat.
- Surface key insights and context regarding Board culture, recent challenges, and emerging opportunities, so Coraggio can design a session that is both aspirational and grounded in organizational realities.
- Establish shared working norms and a project timeline that ensures smooth coordination and timely deliverables.

Design Retreat Agenda and Approach

When we have completed the Background Data Review and Project Kickoff, we will draft a detailed retreat agenda. This agenda will guide the strategic planning retreat and will clearly define desired objectives and the activities to get there.

Phase Two: Get Focused | Planning

The Get Focused phase is where we will support the Sunset Empire Transportation District (SETD) to roll up their sleeves and get to the work at hand: building SETD's first Strategic Plan. The Get Focused Phase will include the following tasks and deliverables:

Strategic Planning Retreat: January 2026, in-person in Astoria

We will develop the foundational elements of SETD's strategic plan through a Board retreat, informed by staff data and direction. This interactive and engaging Retreat will focus on envisioning and aligning around the future you aim to create. Guided by shared expectations and established outcomes, this retreat will strengthen team relationships, build alignment, and clarify the Board's role.

We will design the Retreat to include the following:

- **Engaging** – An engaging experience will help surface more innovative and creative ideas, while building buy-in early in the process.
- **Inclusive** – SETD has a diversity of constituents, internal and external with a variety of perspectives and priorities. We will ensure these constituents are considered in our process.
- **Rigorous** – We will guide the Board to draw on the information and tools available to them to assess different opportunities as a basis for good decision-making.
- **Responsive** – Our process must be flexible enough to respond to changing dynamics as they surface.
- **Collaborative** – We design our facilitation work to build camaraderie, collaboration, and capability among the Board.

SWOT Analysis

We will begin our Retreat with a SWOT Analysis. The Coraggio team will come in with a warm start, based on our background data review and Kickoff meeting. We will then facilitate the Board to review and refine the SWOT with the goal of identifying those strengths, weaknesses, opportunities, and threats that are most critical for consideration in developing the strategic plan. Coraggio Group will document and share the results of this prioritization process in follow up from the retreat.

Strategic Direction: Next we will transition into establishing the foundational elements of the strategic plan. We will facilitate a series of activities to gather input from the Board on the following plan elements:

- **Vision:** What is the ideal future state we will strive to create?
- **Mission:** What will we do to help create the vision?
- **Values:** What are the fundamental beliefs that shape how we work together to serve our mission?
- **Strategic Priorities:** In broad categories, what must SETD focus on in the next 5 years?
- **Outcomes:** What measurable results will aim to achieve over the planning horizon?

Debrief Session

The project team will meet to debrief the Board retreat, including the key takeaways, action items, and recommendations. We will discuss the final strategic plan and agree on content and format to best support SETD's next steps.

Draft Strategic Plan

We will provide you with a draft of the strategic plan elements developed through the Board Retreat.

SETD Staff Initiative Development

Using the foundational strategic direction set by the Board through the Vision, Mission, Values, Priorities, and Outcomes, we suggest that the SETD staff build out the final element, the Initiatives of the Strategic Plan:

- **Initiatives:** What significant projects will best deliver on our Strategic Priorities? What work will we do to meet our Objectives?

We will provide instructions and examples of Initiatives for the staff to utilize in this process. **Note, should SETD have interest in engaging Coraggio to facilitate staff through the Initiative development process, we are happy to expand our scope to include this.*

Project Management

ONGOING KEY DELIVERABLES

Regular progress reports including tasks and deliverables completed.

Coraggio has been fortunate to establish multi-year relationships with many organizations and to partner with them on their most critical organizational challenges. We have tested various approaches to provide efficient and effective client experiences. Our partnership is based on an integrated quality improvement approach where we continually reflect on and improve the way we work together and our deliverables.

We don't believe in one-size-fits-all solutions. Instead, we partner with you from the outset, creating an approach that evolves with your needs. Our process is structured, but never rigid, allowing us to adapt while staying focused on delivering results. Throughout the process, we establish regular touchpoints, so you're always informed and confident in our direction. We keep communication channels open to ensure a cohesive effort toward shared outcomes.

By working with us, you gain the advantages of a smaller, agile consulting firm while benefiting from the extensive resources of our larger parent company, Miles Partnership. This unique combination provides personalized service and close attention to your needs, while tapping into the deep expertise available.

Potential Future Work (Optional Add-On Service):

Phase Three: **Get Moving | Activation**

In this final phase of Get Moving, we will work with SETD to pull all of the elements of the Strategic Plan together into a final document. Our work in the Get Moving phase includes the following:

Finalize Strategic Plan Development

Once we have received the Initiatives from the SETD staff, we will provide you with a final one-page plan. Our clients find that having the strategic plan available in this format has proven very effective at helping internal and external audiences quickly understand the strategic plan; acting as a communication tool.

Proposed Investment

Tasks and Deliverables		Total (\$)
Get Clear	Project Management	5,055
	Background Data Review	
	Kickoff Meeting	
	Design Retreat Agenda and Approach	
Get Focused	SWOT Analysis	5,400
	Strategic Planning Retreat	
	Debrief Session	
	Draft Strategic Plan	
Total:		\$10,455

Potential Future Work / Optional Add-On Service		
Get Moving	Finalize Strategic Plan Development	\$3,150

Key Team Members

We've assembled a team of top consultants who have collaborated on many projects to develop and facilitate an engaging strategic planning experience, deliver meaningful impact, and inspire and drive consensus.

Sarah Lechner Principal Community Prosperity Practice Lead



Proposed Role:
**Strategy
Advisor**

Proposed Responsibilities: Sarah is responsible for the success of this project. Given her deep experience in strategic planning consulting and organizational effectiveness, she will provide oversight on all aspects of the project, advise on internal and external communications, and ensure deliverables meet a high standard.

Education and Certifications

- M.A., Leadership & Organizational Development, Saybrook University
- B.A., Environmental Studies, Denison University
- Certified in PROSCI® Change Management

Select Relevant Experience

Strategic Planning

- Business Oregon
- Oregon Department of Human Services
- Oregon Higher Education Coordinating Commission
- Clackamas Community College
- Clatsop Community College
- Central Oregon Community College
- Tillamook Bay Community College
- Oregon State University, Extension and Engagement Unit
- Pierce County Library System
- Salem Public Library
- Josephine Community Library District

Sarah is a strategic and systemic thinker with an eye for patterns, leverage points, and possibility. Sarah has been with Coraggio Group for nine years and leads our Community Prosperity practice area which unites our work with government agencies and community-based organizations in support of prosperous communities for all. Prior to joining Coraggio, Sarah spent 13 years developing and managing organizational effectiveness programs in education, workforce development, healthcare, and social justice focused community-based organizations. Since joining Coraggio Group, Sarah has worked with state agencies, post-secondary education institutions, and community-based organizations to set strategies that advance not only their organizations but the communities they serve.

Sarah's early community organizing roots shape how Sarah approaches her consulting work. She emphasizes the importance of broad partner engagement and draws on the power of healthy relationships, effective partnerships, and informal leadership to create change. A skillful consultant and trusted advisor, Sarah partners with organizations and engages leaders in the development of transformational strategies, and the design of organizational development, quality improvement, and change initiatives that effectively advance capability and culture at the leader, team, and organizational levels.

Jen Gray-O'Connor

Senior Associate Principal



Proposed Role:
**Strategy
Lead**

Proposed Responsibilities: Jen will guide the team in client engagement success and orchestrate the team in the strategic planning process. She will lead the facilitation of the Retreat and all related preparation and follow up sessions.

Education and Certifications

- M.A., Sociology, University of CA, Santa Cruz
- M.P.A., Public Policy, University of Kansas
- B.A., Communication Studies, University of Kansas
- Certified Community Mediator, State of California
- Global Sustainable Tourism Council (GSTC) Trained Practitioner
- Certified Professional in Destination Management (PDM), Destinations International

Memberships and Affiliations

- Destinations International, Advocacy Committee and Social Inclusion Committee

Select Relevant Experience

Strategic Planning

- City of Seaside
- Multnomah County
- Oregon Wine Board
- Business Oregon
- Portland State University
- Brand USA
- Visit Detroit

Community Engagement

- City of Lake Oswego, Oregon
- City of Pinetop-Lakeside
- City of Portland Facilitation

Stewardship and Strategic Planning

- Monterey County CVB

Jen brings 20 years of stakeholder engagement and project management to her work at Coraggio. As a community engagement specialist and trained facilitator, Jen has developed innovative engagement strategies that further community-building. She has worked extensively with clients to develop strategic communications that are sensitive and respectful of their goals and objectives.

Before joining Coraggio, Jen spent 20 years working to elevate community input in public decision-making. She began her work in community engagement with local government, where she developed participatory governance opportunities for residents across Southern CA. She is committed to data-driven decision-making, as demonstrated by her time as an urban sociology lecturer at the University of California, Santa Cruz, and as a research consultant with the Insight Center for Workforce Development in Oakland, CA.

Visitor Profile Analysis and Economic Development Strategic Plan

- City of Goleta

Commerce and Compliance Communications, Community Engagement

- Oregon Department of Transportation

Leadership Training

- Visit Detroit

Continuous Improvement Planning

- WorkSource Oregon

Proposed UPASS with Clatsop Community College

David Carr
Executive Director
Jarrod Hogue
President



Benefits for Clatsop Community College

- All CCC students, faculty, and staff shall ride SETD services fare-free with the presentation of a valid CCC ID.
- SETD will provide transit information (fixed route, paratransit, other services, etc..) at the beginning of each school year.





Clatsop Community College Support:

- Provide conference rooms up to 2 times per year at no charge.
- Provide student assistance with social media creation/posting (~1 hour per week).
-



SUNSET EMPIRE TRANSPORTATION DISTRICT EMPLOYEE HOLIDAY PLAN DISCUSSION

NO ARRANGEMENTS HAVE BEEN MADE

LOOKING AT USING THE AMERICAN LEGION IN SEASIDE AGAIN

THEY HAVE CATERED FOOD (LOCAL RESTAURANT)

PRICE PER PERSON IN 2024 \$55 PER PERSON FOR PRIME RIB

SATURDAY DECEMBER 6TH AND SATURDAY DECEMBER 13TH ARE AVAILABLE

EMPLOYEES HISTORICALLY RECEIVE GIFT CARD AS WELL



SUNSET EMPIRE TRANSPORTATION DISTRICT
900 Marine Drive Astoria, Oregon 97103

Sunset Empire Transportation District
900 Marine Drive
Astoria, OR 97103
(503) 861-5363 | www.ridethebus.org

11/01/2025

Subject: Notice of Parking Space Lease Rate Adjustment Effective January 1, 2026

Dear Parking Space Lessee,

This letter serves as formal notification that the **Sunset Empire Transportation District (SETD)** will implement an adjustment to the monthly parking space lease rate, effective **January 1, 2026**.

Beginning on that date, the monthly lease rate for each parking space will increase from **\$47.50 to \$50.00**. This adjustment is necessary to address rising operational and maintenance costs associated with the upkeep and management of SETD parking facilities, ensuring we continue to provide safe, accessible, and well-maintained parking areas for our users.

Invoices are issued monthly by SETD. Beginning with the January 2026 billing cycle, the new lease rate of \$50.00 per month will be reflected on your statement. Lessees who have already paid in advance will receive a statement showing any remaining balance due to reflect the rate adjustment. Please remit payment in accordance with your usual payment method and due date.

We appreciate your cooperation and understanding regarding this adjustment. Should you have any questions or require additional information, please contact **Kelly Smith, Finance Officer/Grant Administrator** at **(503) 861-5363** or via email at **kelly@ridethebus.org**.

Thank you for your continued partnership with the Sunset Empire Transportation District.

Sincerely,

Kelly Smith
Finance Officer/Grant Administrator
Sunset Empire Transportation District



October 5, 2025

920 Country Club Road, Suite 200A
Eugene, OR 97401
541.342.5161
www.islercpa.com

To the Board of Commissioners
Sunset Empire Transportation District

This letter is to explain our understanding of the arrangements for, and the nature and limitations of, the services we are to perform for Sunset Empire Transportation District (District) with respect to certain records and transactions of the District for the purpose of meeting the requirements of OAR 732-40-0015 (Statewide Transportation Improvement Fund Agreed Upon Procedures) for the year ending June 30, 2024. The specific procedures to be performed are included as an attachment to this letter. Our understanding, for the purposes of this engagement, is that the District is considered to be a "Qualified Entity" as defined in OAR 732-040-0005.

Engagement Services

Our engagement will be conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Because the procedures included in the attachment to this letter do not constitute an audit, examination, or review made in accordance with generally accepted auditing standards, we will not express an opinion on any of the specific elements, accounts or items referred to in our report or on the financial statements of the District taken as a whole.

At the conclusion of our engagement, we will submit a report in letter form outlining the procedures performed and our findings resulting from the procedures performed.

Our report will contain a statement that it is intended solely for the use of the District and the Oregon Department of Transportation (ODOT) and should not be used by those who have not agreed to the procedures and taken responsibility for the sufficiency of the procedures for their purposes. Should you desire that others be added to our report as specified parties, please contact us as it will be necessary to obtain their agreement with respect to the sufficiency of the procedures for their purpose.

Our report will also contain a paragraph pointing out that if we had performed additional procedures or if we had conducted an audit in accordance with generally accepted auditing standards, matters in addition to any findings that may result from the procedures performed might have come to our attention and been reported to you.

The procedures that we will perform are not designed and cannot be relied upon to disclose errors, fraud or illegal acts, should any exist. However, we will inform the appropriate level of management of any material errors that come to our attention and any fraud or illegal acts that come to our attention, unless they are clearly inconsequential.

Furthermore, the procedures were not designed to provide assurance on internal control or identify significant deficiencies or material weaknesses. However, we will communicate to management and those charged with governance] any significant deficiencies or material weaknesses that become known to us during the course of the engagement.

The District's Responsibilities

The sufficiency of the procedures included in the attachment is solely the responsibility of the District and ODOT. We make no representation regarding the sufficiency of the procedures described above, either for the purpose for which these services have been requested or for any other purpose.

Because Isler CPA will rely on the District and its management and those charged with governance to discharge the foregoing responsibilities, the District holds harmless and indemnifies Isler CPA and its partners and employees from all claims, liabilities, losses and costs arising in circumstances where there has been a knowing misrepresentation by a member of the Districts management that has caused, in any respect, Isler CPA's breach of contract or negligence. This provision will survive termination of this letter.

Records and Assistance

If circumstances arise relating to the condition of the District's records, the availability of appropriate evidence or indications of a significant risk of material misstatement of the financial statements because of error, fraudulent financial reporting or misappropriation of assets that, in our professional judgment, prevent us from completing the engagement or forming an opinion, we retain the unilateral right to take any course of action permitted by professional standards, including declining to express an opinion or issue a report, or withdrawing from the engagement.

During the course of our engagement, we may accumulate records containing data that should be reflected in the District's books and records. The District will determine that all such data, if necessary, will be so reflected. Accordingly, the District will not expect us to maintain copies of such records in our possession.

The assistance to be supplied by the District's personnel, including the preparation of schedules and analyses of accounts, has been discussed and coordinated with Kelly Smith, Finance Director . The timely and accurate completion of this work is an essential condition to our completion of our services and issuance of our report.

Fees, Costs, and Access to Documentation

Our fees for the services described above are based upon the value of the services performed and the time required by the individuals assigned to the engagement plus directly billed expenses, including report processing, travel, meals, and fees for services from other professionals. Interim billings will be submitted as work progresses and as expenses are incurred. Billings are due upon submission. Our fees for this engagement will not exceed \$5,500.

In the event you terminate this engagement, you will pay Isler CPA for all services rendered (including deliverables and products delivered), expenses incurred and commitments made by Isler CPA through the effective date of termination.

When an engagement has been suspended at the request of management or those charged with governance and work on that engagement has not recommenced within 120 days of the request to suspend our work, Isler CPA may, at its sole discretion, terminate this arrangement letter without further obligation to the District. Resumption of work following termination may be subject to our client acceptance procedures and, if resumed, will necessitate additional procedures not contemplated in this arrangement letter. Accordingly, the scope, timing and fee arrangement discussed in this arrangement letter will no longer apply. In order for Isler CPA to recommence work, a new arrangement letter would need to be mutually agreed upon and executed.

In the event we are requested or authorized by the District are required by government regulation, subpoena or other legal process to produce our documents or our personnel as witnesses with respect to our engagements for the District, the District will, so long as we are not a party to the proceeding in which the information is sought, reimburse us for our professional time and expenses, as well as the fees and expenses of our counsel, incurred in responding to such requests.

Claim Resolution

The District and Isler CPA agree that no claim arising out of services rendered pursuant to this arrangement letter shall be filed more than the earlier of two years after the date of the report issued by Isler CPA or the date of this arrangement letter if no report has been issued. In no event shall either party be liable to the other for claims of punitive, consequential, special, or indirect damages. Isler CPA's liability for all claims, damages and costs of the District arising from this engagement is limited to the amount of fees paid by the District to Isler CPA for the services rendered under this arrangement letter.

Information Security - Miscellaneous Terms

Isler CPA is committed to the safe and confidential treatment of the District's proprietary information. Isler CPA is required to maintain the confidential treatment of client information in accordance with relevant industry professional standards which govern the provision of services described herein. The District agrees that it will not provide Isler CPA with any unencrypted electronic confidential or proprietary information, and the parties agree to utilize commercially reasonable measures to maintain the confidentiality of the District information, including the use of collaborate sites to ensure the safe transfer of data between the parties.

Isler CPA may terminate this relationship immediately in its sole discretion if Isler CPA determines that continued performance would result in a violation of law, regulatory requirements, applicable professional standards or Isler CPA's client acceptance or retention standards, or if the District is placed on a verified sanctioned entity list or if any director or executive of, or other person closely associated with, the District or its affiliates is placed on a verified sanctioned person list, in each case, including but not limited to lists promulgated by the Office of Foreign Assets Control of the U.S. Department of the Treasury, the U.S. State Department, the United Nations Security Council, the European Union or any other relevant sanctioning authority.

If any term or provision of this arrangement letter is determined to be invalid or unenforceable, such term or provision will be deemed stricken and all other terms and provisions will remain in full force and effect.

If this letter defines the arrangements as the District understands them, please sign and date a copy and return it to us. We appreciate your business.

Isler CPA

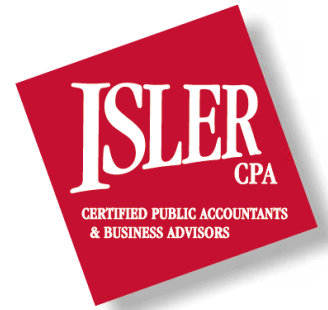


Paul R Nielson, a member of the firm
Isler CPA

Confirmed on behalf of Sunset Empire Transit District

Kathy Kleczek, Board Chair

Date



October 10, 2025

To the Board of Commissioners
Sunset Empire Transportation District

920 Country Club Road, Suite 200A
Eugene, OR 97401
541.342.5161
www.islercpa.com

This letter is to explain our understanding of the arrangements for, and the nature and limitations of, the services we are to perform for Sunset Empire Transportation District (District) with respect to certain records and transactions of the District for the purpose of meeting the requirements of OAR 732-40-0015 (Statewide Transportation Improvement Fund Agreed Upon Procedures) for the year ending June 30, 2025. The specific procedures to be performed are included as an attachment to this letter. Our understanding, for the purposes of this engagement, is that the District is considered to be a "Qualified Entity" as defined in OAR 732-040-0005.

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In the event we are requested or authorized by the District are required by government regulation, subpoena or other legal process to produce our documents or our personnel as witnesses with respect to our engagements for the District, the District will, so long as we are not a party to the proceeding in which the information is sought, reimburse us for our professional time and expenses, as well as the fees and expenses of our counsel, incurred in responding to such requests.

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Isler CPA may terminate this relationship immediately in its sole discretion if Isler CPA determines that continued performance would result in a violation of law, regulatory requirements, applicable professional standards or Isler CPA's client acceptance or retention standards, or if the District is placed on a verified sanctioned entity list or if any director or executive of, or other person closely associated with, the District or its affiliates is placed on a verified sanctioned person list, in each case, including but not limited to lists promulgated by the Office of Foreign Assets Control of the U.S. Department of the Treasury, the U.S. State Department, the United Nations Security Council, the European Union or any other relevant sanctioning authority.

If any term or provision of this arrangement letter is determined to be invalid or unenforceable, such term or provision will be deemed stricken and all other terms and provisions will remain in full force and effect.

If this letter defines the arrangements as the District understands them, please sign and date a copy and return it to us. We appreciate your business.

Isler CPA



Paul R Nielson, a member of the firm
Isler CPA

Confirmed on behalf of Sunset Empire Transit District

Kathy Kleczek, Board Chair

Date



920 Country Club Road, Suite 200A
Eugene, OR 97401
541.342.5161
www.islercpa.com

October 10, 2025

To the Board of Commissioners
Sunset Empire Transportation District

We are pleased to confirm our understanding of the services we are to provide Sunset Empire Transportation District (District) for the year ended June 30, 2025. We will audit the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information, including the related notes to the financial statements, which collectively comprise the basic financial statements of the District as of and for the year ended June 30, 2025. Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the District's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the District's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by U.S. generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

- 1) Management's Discussion and Analysis
- 2) Budget and Actual schedules for each major fund

We have also been engaged to report on supplementary information other than RSI that accompanies the District's financial statements. We will subject the Schedule of expenditures of federal awards to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole, in a report combined with our auditor's report on the financial statements.

The list of principal officials accompanying the financial statements will not be subjected to the auditing procedures applied in our audit of the financial statements, and our auditor's report will not provide an opinion or any assurance on that other information:

Audit Objective

The objective of our audit is the expression of opinions as to whether your financial statements are fairly presented, in all material respects, in conformity with generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on—

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will include a paragraph that states that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control and compliance. The Uniform Guidance report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. We will issue written reports upon completion of our Single Audit. Our reports will be addressed to Board of Commissioners of the District. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or issue reports, or we may withdraw from this engagement.

Audit Procedures—General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements or noncompliance may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation

of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; schedule of expenditures of federal awards; federal award programs; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards.

Audit Procedures—Internal Control

Our audit will include obtaining an understanding of the District and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the District's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal statutes, regulations, and the terms and conditions of federal awards applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the District's major programs. The purpose of these procedures will be to express an opinion on the District's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Other Services

We will also assist in preparing the financial statements, schedule of expenditures of federal awards, and related notes of the District in conformity with U.S. generally accepted accounting principles and the Uniform Guidance based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statements, schedule of expenditures of federal awards, and related notes services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

Management Responsibilities

Management is responsible for (1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal awards, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations (including federal statutes) and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

Management is also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance, (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

Your responsibilities also include identifying significant vendor relationships in which the vendor has responsibility for program compliance and for the accuracy and completeness of that information. Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the District received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the District complies with applicable laws, regulations, contracts, agreements, and grants. Management is also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that we report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan.

You are responsible for identifying all federal awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards (including notes and noncash assistance received) in conformity with the Uniform Guidance. You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to [include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; (2) you believe the schedule of expenditures of federal awards, including its form and content, is stated fairly in accordance with the Uniform Guidance; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to [include the audited financial statements with any presentation of the supplementary information that includes our report thereon OR make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information is issued with our report thereon]. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the financial statements, schedule of expenditures of federal awards, and related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements, schedule of expenditures of federal awards, and related notes and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Engagement Administration, Fees, and Other

In order to offer secure and up-to-date services to our clients we have outsourced our electronic storage and network management services to Right Networks (a cloud computing and technology consulting services company based in Alpharetta, Georgia that specializes in providing such services to CPA firms across the country). Right Networks utilizes a certified data center that provides a higher level of data security than can be achieved by most in-house networks. We have undertaken reasonable due diligence to determine that Right Networks has appropriate procedures in place to prevent the unauthorized release of confidential information to others. No accounting, tax or audit services will be outsourced.

We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditors' reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. If applicable, we will provide copies of our report for you to include with the reporting package you will submit to pass-through entities. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditors' reports or nine months after the end of the audit period, unless a longer period is agreed to in advance by the cognizant or oversight agency for audits.

We will provide copies of our reports to the District; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Isler CPA and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to an Oversight Agency for Audit or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request.

If requested, access to such audit documentation will be provided under the supervision of Isler CPA personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by an oversight agency, or pass-through entity. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party, or parties, contesting the audit finding for guidance prior to destroying the audit documentation.

Our fee for these services will not exceed \$35,500. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. In accordance with our firm policies, work may be suspended if your account becomes 60 days or more overdue and may not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report(s). You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

In the event of a dispute over our engagement, we mutually agree first to try in good faith to resolve the dispute through mediation by selecting a third party to help us reach an agreement. If we are unable to resolve any fee dispute through mediation, client and accountant agree to submit to a resolution by arbitration in accordance with the Rules for Professional Accounting and Related Services Disputes of the American Arbitration Association. Such arbitration shall be binding and final. In agreeing to arbitration, both parties acknowledge that in the event of a dispute over fees charged by the accountant, each is giving up the right to have the dispute decided in a court of law before a judge or jury and instead we are accepting the use of arbitration and resolution.

In accordance with Government Auditing Standards, a copy of our most recent peer review report is enclosed, for your information.

We appreciate the opportunity to be of service to Sunset Empire Transit District and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,



Isler CPA

RESPONSE:

This letter correctly sets forth the understanding of Sunset Empire Transit District.

Management signature: _____

Title: _____

Date: _____

Governance signature: _____

Title: _____

Date: _____

Representative Javadi,

Thank you so much for your steadfast support of our efforts here in Clatsop County. Your leadership was instrumental in helping this legislation pass the House, and I truly appreciate everything you've done for us. Here's hoping it moves successfully through the Senate as well!

I have plenty of availability in November and would be happy to host you in Astoria or Warrenton for a tour of our facilities. If it's more convenient, I can also travel to Tillamook to meet you in your office.

Please let me know your preference along with dates and times that work best for you, and I'll gladly coordinate the schedule.

Best regards,
David Carr

Hi Jennifer,

I wanted to send this note to let you know that I got to ride one of the new Para Transit Buses yesterday. They are awesome
Here is my first impression

The seats and seats belts are great the seats don't cause you to slide out big plus
Very roomy not on top of other passengers
Very quiet smooth ride

Passenger seats are a way away from the wheelchair area if a person wanted or needed to transfer out saw this while on board

Overall, this is wonderful and very needed

Thank you so much let me know if you have any questions

Eric Barton

Clinical Care Coordinator 2

Providence Seaside Hospital & Clinics

Eric.Barton@providence.org

He/him his





SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS MEETING
September 25, 2025 TEAM REPORTS
EXECUTIVE DIRECTOR, David Carr

Over the past month, staff and leadership have been focused on several key areas to strengthen operations, improve services, and enhance community partnerships. Highlights are below:

1. Managing Resources

- Manage Surplus vehicles: vehicles not sold to be scrapped and add vehicles to surplus as soon as new vehicles are received and put into service
- TAMS analysis planning discussion
- ODOT
 - Met with Arla Miller
 - Payment for new vehicles

2. Leading People

- Strategic Plan preparation and planning
- Conducted senior staff meetings and one-on-one check-ins to address priorities and provide guidance and feedback.
- Conference Attendance planning for staff
 - OTA
 - Other?
- Developed short term SMART goals for senior management team
 - Specific, measurable, achievable, relevant, and time bound.
 - Example : Draft Executive Director Goals
 - SPECIFIC - Meet with local government officials and other related agencies in the area.
 - MEASURABLE: Meet with all relevant councils / boards in the region, meet elected officials and press
 - ACHIEVABLE: Attend meeting and visit with officials
 - RELEVANT: Establish direct relationships with officials to ensure communications and build trust to enhance relationships and build support for the district.
 - TIMEBOUND: First 120 days.
- Committees:
 - Microtransit team meets to refine and coordinate operations, media and outreach strategies
 - Holiday event planning committee meets
 - SDAO Nominations – employee recognition

3. Improving the Organization

- SDAO Best Practices completed and submitted (receive 10% credit on SDAO general liability, auto liability, and property insurance.)
- Oregon Short Term Fund (4.6% vs 1.76%)

4. Service Delivery and Operations

- Continued support for the **MicroTransit Team** in implementing and refining outreach and operations.

5. Outreach and Social Media

- Attended the **CEDR meeting**
- Represented SETD at **Gearhart City Council meeting** to provide updates and maintain relationships with local governments.
- Pacific Transit Meeting (Jennifer)
- Clatsop Community College Agreement
- Tongue Point Job Corp Center
- NW Area Commission on Transportation (virtual)
- Oregon Statewide MS_ISAC Membership (Cyber security)
- Representative Javadi - November 7, 2025

Summary:

This period has been focused on ensuring fiscal stability, building staff capacity, and strengthening community partnerships. These actions support our long-term goals of reliable service delivery, engaged staff, and a more resilient organization.



SUNSET EMPIRE TRANSPORTATION DISTRICT BOARD OF COMMISSIONERS MEETING

October Team Report Chief Operation Officer Jennifer Geisler

Facility Visit and Collaboration

Met with Pacific Transit and toured their facility in Seaview, Washington. The visit provided valuable insight into their operations, facility layout, and best practices that can inform future planning for our district.

Reporting

Completed the first round of the National Transit Database (NTD) report. Data was entered, reviewed, and submitted in accordance with federal reporting requirements.

Projects and Outreach

Worked with Jason to produce a MicroTransit informational video, highlighting the service, community impact and the four new buses. The video will be used for public outreach.

Employee Benefits

Open enrollment for AFLAC is now active. Staff were provided materials to review coverage options and make any desired changes to their benefits.

Grant and Partnership Activity

Hosted a site visit with five members from the Providence Grant team. The visit focused on reviewing current program outcomes and discussing potential areas for continued collaboration to enhance community access to transportation.

Professional Development

Attended the *Power Up Your Planning: The Newest Remix Features You Need to Know* training session. The session introduced updated Remix planning tools that will improve route analysis and service planning capabilities.

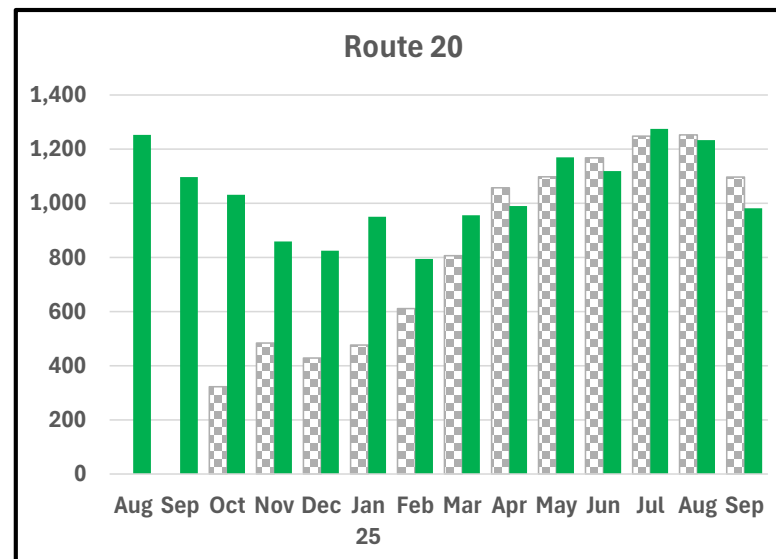
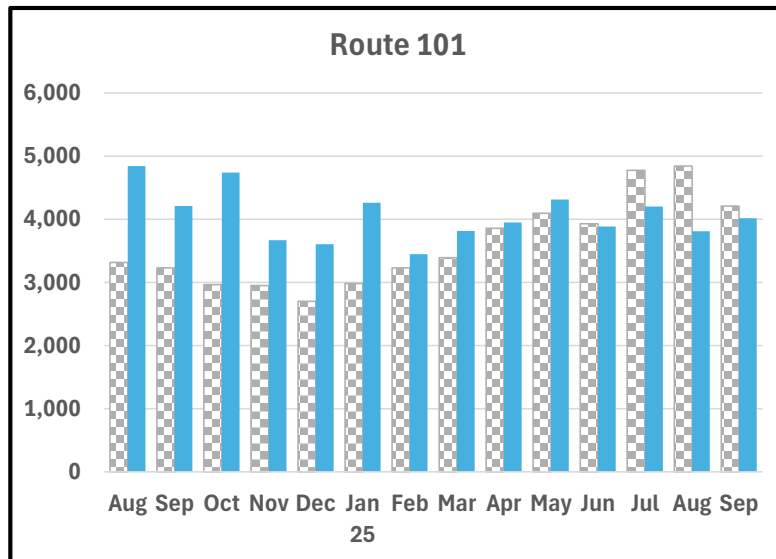
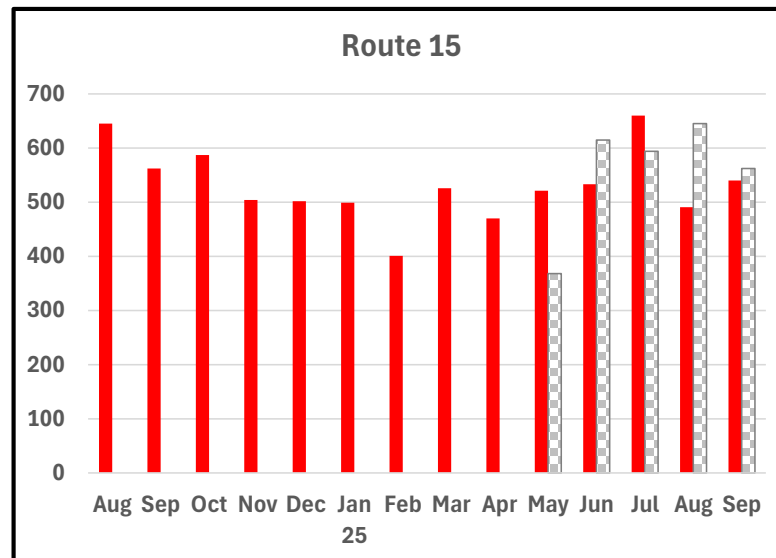
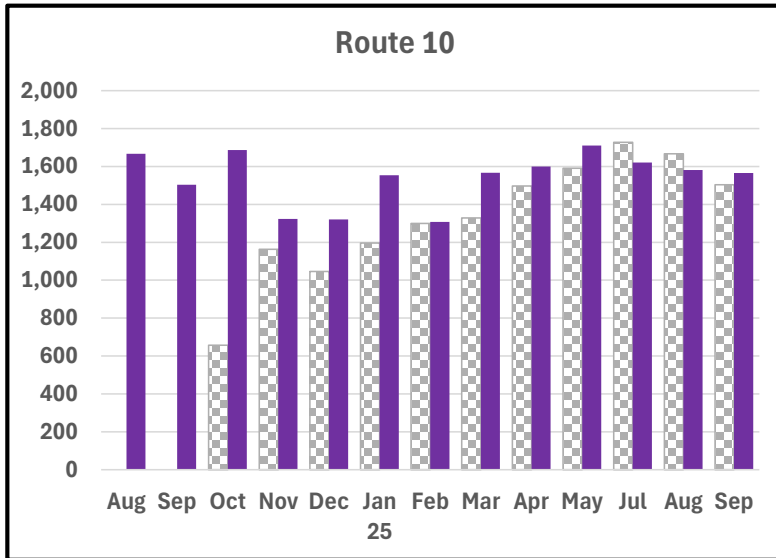
Fleet Update

The four new 2025 Ford Endera buses are now on route. Both drivers and riders have shared positive feedback, noting improved comfort, accessibility, and ride quality.

Four surplus buses were listed for auction on GovDeals, with the auction closing at the end of September.

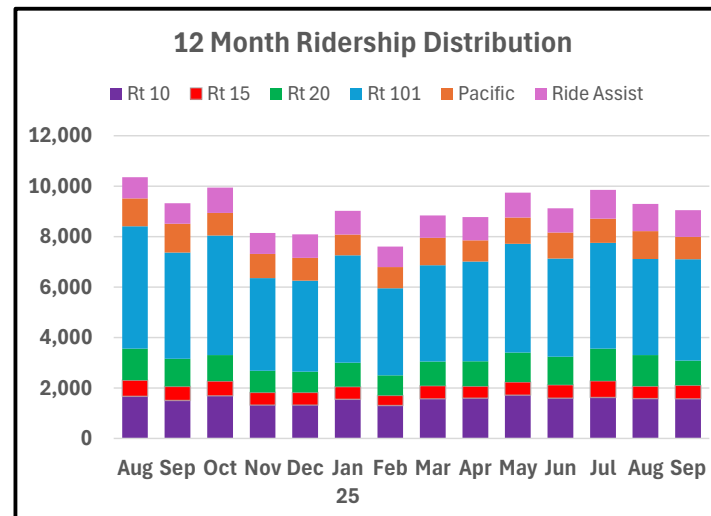
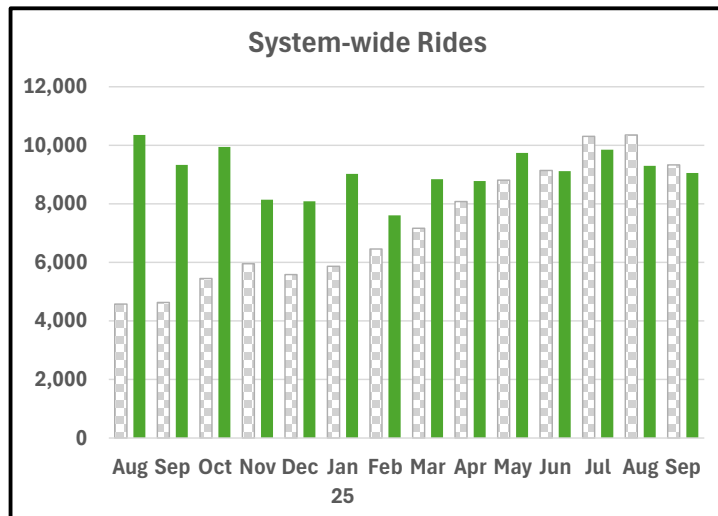
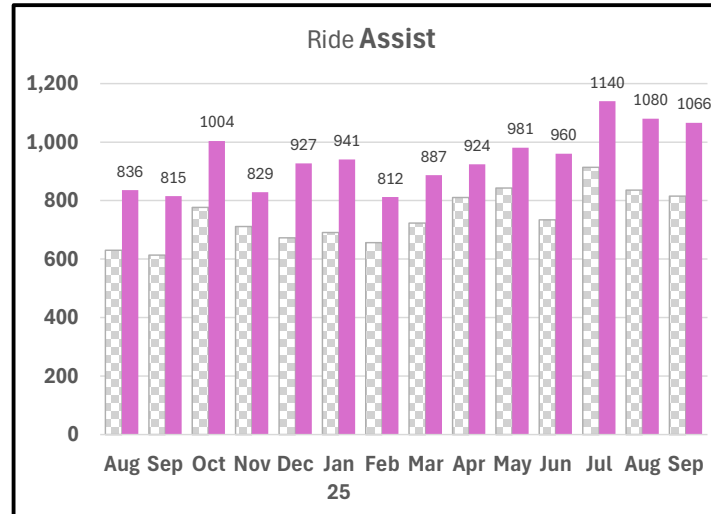
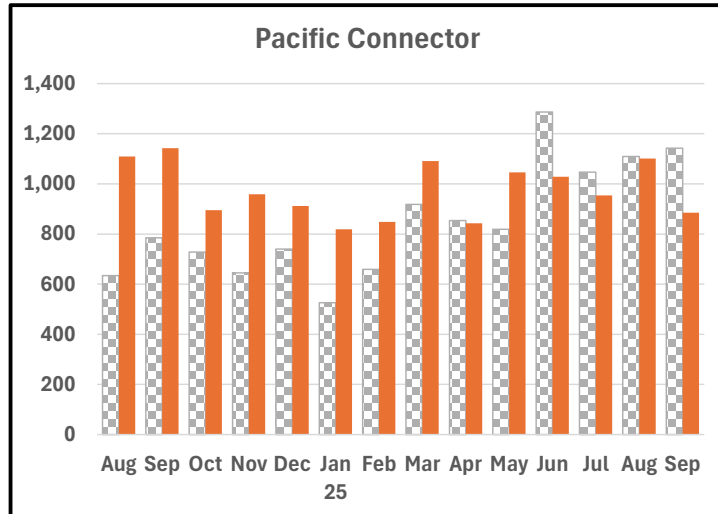
- The MCI sold for \$5,150; paid for and picked up.
- Bus 76 2003 Bluebird received a winning bid of \$500; payment and pickup are still pending.
- Bus 98 1998 Gillig sold for \$100, paid for but not yet picked up.
- 2011 Volvo received a winning bid of \$16,800; paid for and scheduled for pickup during the week of October 20th.

MONTHLY RIDERSHIP REPORT



Gray bars = Previous Year

SUNSET EMPIRE TRANSIT MONTHLY RIDERSHIP REPORT



Gray bars = Previous Year

Page 2



**SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS MEETING**

October Team Report

Paratransit Supervisor Nicholle Searle

- **MEETINGS AND TRAININGS**

Met with Providence Hospital staff to discuss where we are at with the Microtransit Pilot Program

- **IMPROVING THE ORGANIZATION**

Continued collaboration with Jason, Jenn, and the TSS's on strategies and ideas for Microtransit.

- **SERVICE DELIVERY AND OPERATIONS**

MicroT-36

SETD ADA-993

NWR-9

SETD DIAL-A-RIDE-50

TOTAL RIDES-1,088

ADA PARATRANSIT APPLICATIONS

Number of completed applications received: 17

Number of incomplete applications received: 1

Number of interview/assessments scheduled: 0

Number of interview/assessments completed:

Number of determinations made:

Within 21 days: 17

More than 21 days: 0

Determination by type:

Unconditional:

Conditional:

Temporary:

Not eligible:

Number of appeals requested: 0

Number of appeals heard: 0



**SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS MEETING**

October 2025 Team Report

Executive Assistant Mary Parker

MEETINGS AND TRAININGS

Attended Management Team Meetings

Attended One On One Meetings with David

ORGANIZATION

Completed requirements for SDAO 2025 Annual Best Practices Requirements

Completed September Board Minutes

Completed October Board Pack

OTREACH AND EDUCATION

Met with Polk Riley to continue creating the multi route poster map for the shelters. These posters have a strong adhesive back that make the poster very difficult to remove.

The new route poster will have a map and color-coded routes and SETD service information.

Next will be the multi-route brochure. 1 brochure with all routes for outreach and training and general ease in using our services.

MICROTRANSIT PILOT PROGRAM OUTREACH

Wrote Press Release and distributed to agencies in North and South County
Reserved advertising and on-air staff interviews on 4 local radio stations staging ads to air consecutively for the next 8 weeks. Arranged on-air interviews for Jason on 3 local stations. KAST, KSWB, KCRX and 94.9.

Will continue doing outreach in the community with flyers and information at businesses, community services, medical services until third week in December.



**SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS MEETING**

October 2025 TEAM REPORTS

Kelly Smith – Finance Officer

1. ACTIONS

- A. Working on setting up a meeting for the budget review

2. MEETINGS AND TRAININGS

- A. Providence Grant Site Visit
- B. Auditor onsite

3. IMPROVING THE ORGANIZATION



SUNSET EMPIRE TRANSPORTATION DISTRICT
BOARD OF COMMISSIONERS MEETING
October 2025 TEAM REPORTS
MOBILITY MANAGEMENT

1. PROMOTE ACCESSIBILITY

- a. In the month of September, I was able to conduct 1 connect event with Astoria High School, where I was able to work with students with various learning abilities.
- b. I visited with our local Veterans CCA in research for the current needs of our local Veterans.

2. FOCUSING ON THE INDIVIDUAL

- a. I followed up with 3 individuals I worked with in August to see if they needed any additional travel training.
- b. I worked with and went on a simulated Paratransit trip with a student with a learning disability.

3. EDUCATING AND BRINGING AWARENESS TO THE COMMUNITY

- a. Produced 3 travel training videos as well as 1 community spotlight video.
- b. Attended an event hosted by PSH and handed out information.
- c. I continue to attend and speak at the Clatsop County Health Coalition monthly meeting.
- d. I continue to be a part of the MicroTransit Pilot program. Ridership is increasing and information is getting out the community.

4. TRAVEL TRAINING AND ENGAGEMENT

- a. In the month of September, I provided travel training and support to 8 individuals.
- b. 6 route assessments completed.
- c. 12 pre-training transit initiation runs completed.
- d. In September, I helped complete 10 ADA Paratransit applications.