



**Sunset Empire Transportation District  
BOARD OF COMMISSIONERS  
BOARD MEETING  
JAN. 22, 2026 – 9 A.M.  
900 MARINE DRIVE, ASTORIA, OR**

**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 MINUTES
  - a. Board meeting on Aug. 28, 2025
  - b. Financial report workshop and board meeting on Oct. 23, 2025
  - c. Board meeting on Dec. 18, 2025
7. REPORTS FROM CHAIR AND COMMISSIONERS (10 minutes)
8. FINANCIAL REPORT (10 minutes)
9. CONTINUED BUSINESS (45 minutes)
  - a. Transportation Advisory Committee interviews and appointments
  - b. Strategic planning process presentation
  - c. Strategic plan foundational presentation
10. NEW BUSINESS (45 minutes)
  - a. Potential impact of Oregon Senate Bill 179
  - b. Urban renewal area amendment response
  - c. Board committee appointments
  - d. Setting the schedule for FY 2027 budget sessions
  - e. STIF amendment
  - f. Executive director employment agreement compensation
  - g. LC 257 letter of support
11. CORRESPONDENCE
  - a. Thank you letters
12. EXECUTIVE DIRECTOR REPORT (5 minutes)
13. TEAM REPORTS (10 minutes)

## 14. ADJOURNMENT

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**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**COMMONLY USED ACRONYM LIST**

2026

AASHTO	AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS
ACT	ACTUAL
ACCTS	ACCOUNTS
ADA	AMERICANS WITH DISABILITIES ACT
ADS	ADVERTISEMENTS
AP	ACCOUNTS PAYABLE
APTA	AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
AR	ACCOUNTS RECEIVABLE
ARP	AMERICAN RESCUE PLAN
ASC	ASTORIA SENIOR CENTER
ATU	AMALGAMATED TRANSIT UNION
BG	BACKGROUND
BLDGING	BUILDING
BOC	BOARD OF COMMISSIONERS
BS	BALANCE SHEET
BUS REG FEE	BUS REGISTRATION FEE
CARES ACT	CORONAVIRUS, AID, RELIEF, AND ECONOMIC SECURITY ACT
CBA	COLLECTIVE BARGAINING AGREEMENT
CCC	CLATSOP COMMUNITY COLLEGE
CCCHD	CLATSOP CARE CENTER HEALTH DISTRICT
CCO	COORDINATED CARE ORGANIZATION
CK	CHECK
COMP	COMPUTER
CONF	CONFERENCE
CPCCO	COLUMBIA PACIFIC COORDINATED CARE ORGANIZATION
CRRSAA	CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT
CRS	CLATSOP REHABILITATION SERVICES
CSR	CUSTOMER SERVICE REPRESENTATIVE
CTAA	COMMUNITY TRANSPORTATION ASSOCIATION OF AMERICA
CTE	CENTER FOR TRANSPORTATION AND THE ENVIRONMENT
DAV	DISABLED AMERICAN VETERANS
DHS	DEPARTMENT OF HUMAN SERVICES
DIST	DISTRICT
DLSM	DRIVE LESS SAVE MORE
DMAP	DIVISION OF MEDICAL ASSISTANCE PROGRAM
DOJ	DEPARTMENT OF JUSTICE
DOT	DEPARTMENT OF TRANSPORTATION
ELA	EMERGING LEADERS' ACADEMY
EQUIP	EQUIPMENT
FHWA	FEDERAL HIGHWAY ADMINISTRATION
FTA	FEDERAL TRANSIT ADMINISTRATION
GF	GENERAL FUND
HR	HUMAN RESOURCES
IGA	INTERGOVERNMENTAL AGREEMENT

SUNSET EMPIRE TRANSPORTATION DISTRICT  
COMMONLY USED ACRONYM LIST  
2026

IJA	INFRASTRUCTURE INVESTMENT AND JOBS ACT
INFO	INFORMATION
INT	INTEREST
IS	INCOME STATEMENT
INS	INTEGRATED NETWORK SYSTEM
IT	INFORMATION TECHNOLOGY
KTH	KEY TRANSIT HUBS
LCC	LOWER COLUMBIA CONNECTOR
LGIP	LOCAL GOVERNMENT INVESTMENT POOL
LGPI	LOCAL GOVERNMENT PERSONNEL INSTITUTE
LRCTP	LONG RANGE COMPREHENSIVE TRANSPORTATION PLAN
MAINT	MAINTENANCE
MASA	MEDICAL AIR SERVICES ASSOCIATION
MBRC	MILES BETWEEN ROAD CALLS
MISC	MISCELLANEOUS
MM	MOBILITY MANAGEMENT
MOS	MONTH
MOU	MEMORANDUM OF UNDERSTANDING
NADTC	NATIONAL AGING AND DISABILITY TRANSPORTATION
NEMT	CENTER NON-EMERGENT MEDICAL TRANSPORTATION
NHMP	NATURAL HAZARDS MITIGATION PLAN
NRTAP	NATIONAL RURAL TRANSIT ASSISTANCE PROGRAM
NTI	NATIONAL TRANSIT INSTITUTE
NWACT	NORTHWEST AREA COMMISSION ON TRANSPORTATION
NWOTA	NORTHWEST OREGON TRANSIT ALLIANCE
OAR	OREGON ADMINISTRATIVE RULES
ODOT	OREGON DEPARTMENT OF TRANSPORTATION
OHA	OREGON HEALTH AUTHORITY
OHP	OREGON HEALTH PLAN
OrCPP	OREGON COOPERATIVE PROCUREMENT PROGRAM OREGON
ORS	REVISED STATUTES
OPTC	OREGON PUBLIC TRANSPORTATION CONFERENCE
OPTIS	OREGON PUBLIC TRANSIT INFORMATION SYSTEM
OPTP	OREGON PUBLIC TRANSPORTATION PLAN
OR	OREGON
OTA	OREGON TRANSIT ASSOCIATION
OTC	OREGON TRANSPORTATION COMMISSION
OTP	OREGON TRANSPORTATION PLAN
P&L	PROFIT AND LOSS
PARA	PARA-TRANSIT
PCA	PERSONAL CARE ATTENDANT
PM	PREVENTATIVE MAINTENANCE
PTAC	PUBLIC TRANSPORTATION ADVISORY COMMITTEE
PTD	PUBLIC TRANSIT DIVISION

SUNSET EMPIRE TRANSPORTATION DISTRICT  
COMMONLY USED ACRONYM LIST  
2026

PTSP	PUBLIC TRANSPORTATION SERVICE PROVIDER
QE	QUALIFIED ENTITY
QTR	QUARTER
RAC	RULES ADVISORY COMMITTEE
RC	RIDECARE
REHAB	REHABILITATION
RFP	REQUEST FOR PROPOSALS
RFQ	REQUEST FOR QUOTES
RIBTC	RURAL AND INTERCITY BUS TRANSPORTATION CONFERENCE
SDAO	SPECIAL DISTRICTS ASSOCIATION OF OREGON
SDIS	SPECIAL DISTRICTS INSURANCE SERVICES
SETD	SUNSET EMPIRE TRANSPORTATION DISTRICT
SETD GF	SUNSET EMPIRE TRANSPORTATION DISTRICT GENERAL FUND
SETD GEN	SUNSET EMPIRE TRANSPORTATION DISTRICT GENERAL FUND
SIP	SERVICE IMPROVEMENT PROGRAM
SSP/0401	ACCOUNT FROM OREGON DEPARTMENT OF HUMAN SERVICES
STF	SPECIAL TRANSPORTATION FUND
STIF	STATEWIDE TRANSPORTATION IMPROVEMENT FUND
STIP	STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM
STN	STATEWIDE TRANSPORTATION NETWORK
STP	SURFACE TRANSPORTATION PROGRAM
SWIP	SIDEWALK IMPROVEMENT PROGRAM
TAC	TECHNICAL ADVISORY COMMITTEE
TAC	TRANSPORTATION ADVISORY COMMITTEE (STF/5310/STIF)
TCTD	TILLAMOOK COUNTY TRANSPORTATION DISTRICT
TECH	TECHNOLOGY
TGM	TRANSPORTATION AND GROWTH MANAGEMENT
TO	TRANSPORTATION OPTIONS
TPJCC	TONGUE POINT JOB CORPS CENTER
TRB	TRANSPORTATION RESEARCH BOARD
TSP	TRANSPORTATION SYSTEMS PLAN
VETP	VETERANS ENHANCED TRANSPORTATION PROGRAM
YTD	YEAR TO DATE
ZEB	ZERO EMISSION BUS
ZEP	ZERO EMISSION PROPULSION
ZEBRA	ZERO EMISSION BUS RESOURCE ALLIANCE

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**6. Approval of Minutes**

Minutes on the agenda for approval include:

- Board meeting on Aug. 28, 2025
- Financial report workshop and board meeting on Oct. 23, 2025
- Board meeting on Dec. 18, 2025



**SUNSET EMPIRE TRANSPORTATION DISTRICT  
Board of Commissioners  
Aug. 28, 2025 – 10 a.m.  
Board Meeting Minutes  
DRAFT**

**1. CALL TO ORDER**

Chair Kathy Kleczek called the meeting to order at 10:03 a.m.

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

Present: Chair Kathy Kleczek, Commissioner Debbie Boothe-Schmidt, Commissioner Pamela Alegria, Commissioner Tracy MacDonald, Commissioner Tita Montero, Commissioner Guillermo Romero (excused)

Staff and Guests: Executive Director David Carr, Chief Operations Officer Jennifer Geisler, Executive Assistant Mary Parker, Financial Officer Kelly Smith, Mobility Manager Jason Jones, ODOT representative Arla Miller

**4. CHANGES TO AGENDA**

Commissioner Montero moved to approve the agenda as presented.  
Commissioner Boothe-Schmidt seconded the motion.

Name	Kleczek	Alegria	Boothe-Schmidt	MacDonald	Montero	Romero
Aye	X	X	X	X	X	
Nay						
Excused						X

Aye: 5

Nay: 0

Excused: 1

Motion passed unanimously

**5. PUBLIC COMMENT**

None

**6. APPROVAL OF JULY 24, 2025, AND JULY 30, 2025, BOARD MINUTES**

Commissioner Boothe-Schmidt moved to approve the minutes of the board meetings from July 24 and July 30, 2025, as corrected.

Commissioner Alegria seconded the motion.

Discussion: Commissioners Montero and Alegria requested corrections, including expansion of acronyms and formatting fixes.

Commissioner Boothe-Schmit moved to approve the minutes with the requested corrections.

Commissioner Alegria seconded the motion.

Name	Kleczek	Alegria	Boothe-Schmidt	MacDonald	Montero	Romero
Aye	X	X	X	X	X	
Nay						
Excused						X

Aye: 5

Nay: 0

Excused: 1

Motion passed unanimously

## 7. REPORTS FROM CHAIR AND COMMISSIONERS

Commissioner Alegria shared about highway rest areas in Canada with public benches, suggesting it as a possible amenity idea.

Chair Kleczek reported on recent legislative testimony regarding the 2025-27 transportation package and encouraged the board and staff to closely monitor developments that could affect transit funding and policy.

## 8. FINANCIAL REPORT

Finance Officer Kelly Smith presented the quarterly financial report and noted that third-quarter reimbursements have been received. An extended discussion occurred regarding the format and content of future financial reports and items the board would like modified or added.

Commissioner Montero moved to accept the Q3 financial report.

Commissioner Alegria seconded the motion.

Discussion: Commissioner Alegria asked whether any law or rule required the board to “approve” rather than “accept” financial reports. Commissioner Montero clarified that no such requirement exists and expressed a preference for “accept” rather than “approve.”

Name	Kleczek	Alegria	Boothe-Schmidt	MacDonald	Montero	Romero
Aye	X	X	X	X	X	
Nay						
Excused						X

Aye: 5

Nay: 0

Excused: 1

Motion passed unanimously

## 9. CONTINUED BUSINESS

**a. SCHEDULE BOARD BUDGET REVIEW WORK SESSION**

The board discussed scheduling a future budget review work session and potential days/times.

**b. CONSENT AGENDA DISCUSSION**

Chair Kleczek said an upcoming strategic planning session is the appropriate setting for a consent agenda discussion, and commissioners agreed by consensus.

**c. RURAL TRANSIT LETTER**

Chair Kleczek noted that the board asked Executive Director David Carr at a previous meeting to draft a letter to elected officials on the impact of STIF money on rural transit operations. Mr. Carr wrote and sent the letter, as requested. Commissioners discussed the letter and provided feedback for future communications.

Commissioner Boothe-Schmidt moved to approve the letter.

Commissioner MacDonald seconded the motion.

Name	Kleczek	Alegria	Boothe-Schmidt	MacDonald	Montero	Romero
Aye	X	X	X	X	X	
Nay						
Excused						X

Aye: 5

Nay: 0

Excused: 1

Motion passed unanimously

**d. STIF LOAN PAYMENT REVERSAL**

Executive Director David Carr reported that he asked ODOT about the possibility of a previously repaid STIF-funded loan being returned to the district, and the state ended up returning the money prior to the board review and approval. Mr. Carr requested to retain the funds for the time being.

Commissioners discussed the benefits and drawbacks of keeping versus returning the funds.

Commissioner Montero moved to retain the repayment the district made to ODOT.

Commissioner MacDonald seconded the motion.

Discussion: Commissioner Alegria asked whether the district has enough money to pay its bills if the money is returned. Financial Officer Kelly Smith said the district does have enough. She discussed restrictions on the money.

Name	Kleczek	Alegria	Boothe-Schmidt	MacDonald	Montero	Romero
Aye	X	X		X	X	
Nay			X			
Excused						X

Aye: 4

Nay: 1

Excused: 1

Motion passed in a 4-1 vote

**e. HR OFFICE WALL**

Executive Director David Carr reported that he canceled plans to build a wall in the Human Resources office at the operations center in Warrenton, saying he instead wants to work on bringing the executive team together in one location.

**10. NEW BUSINESS**

**a. BOARD MEMBER RESIGNATION**

The board discussed the process for replacing Commissioner Paul Lewicki, who resigned. Commissioner Montero said the application packet needs to be updated and more time is needed to attract and select a new commissioner. She noted that while board policy says commissioners must appoint a replacement at the next board meeting following a resignation, commissions can grant an exemption.

Commissioner Montero moved that the board exempt itself from policy B308 and allow the application process to extend to the October board meeting, providing time to update the packet and give the public at least four weeks to consider applying.

Commissioner Boothe-Schmidt seconded the motion.

Name	Kleczek	Alegria	Boothe-Schmidt	MacDonald	Montero	Romero
Aye	X	X	X	X	X	
Nay						
Excused						X

Aye: 5

Nay: 0

Excused: 1

Motion passed unanimously

Commissioner Montero agreed to work with Executive Assistant Mary Parker to update the application packet.

**b. TAC VACANCIES**

Executive Assistant Mary Parker reported that four new members are needed for the TAC.

Chair Kleczek suggested Boothe-Schmidt work with Ms. Parker on an application packet, to be presented at the next board meeting.

**c. WORK SESSION ON REFORMATTED FINANCE REPORT**

Commissioners scheduled a finance report work session for 9 a.m. prior to October board meeting.

**d. TRAINING ON EHTICS**

Chair Kleczek emphasized that the ethics information in the packet is vital for commissioners to review. The information covers topics including serial meetings, which aren't allowed under state law.

**e. STRATEGIC PLAN WORKSHOP**

Executive Director David Carr and commissioners discussed holding a strategic plan workshop in the next few months.

## **11. CORRESPONDENCE**

a. Victor Key letter

## **12. EXECUTIVE DIRECTOR REPORT**

Executive Director David Carr reported on several topics, including:

- Cyber security issues, needs and grants
- Southwest Washington Transit Forum
- Outreach: OPB, KAST, and KRKZ radio
- Northwest Oregon Area Commission on Transportation meeting

## **13. ADJOURMENT**

Chair Kleczek adjourned the meeting at 12:30 p.m.

SETD Administrative staff produced these minutes collectively

Minutes approved by:

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Tita Montero, board secretary/treasurer



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Board of Commissioners**  
**Oct. 23, 2025 – 9 a.m.**  
**Financial Report Workshop Minutes**  
**DRAFT**

**1. CALL TO ORDER**

Chair Kathy Kleczek called the workshop to order at 9:07 a.m.

Present: Chair Kathy Kleczek, Commissioner Tita Montero, Commissioner Guillermo Romero.

Commissioner Pamela Alegria arrived partway through.

Staff: Executive Director David Carr, Chief Operations Officer Jennifer Geisler, Executive Assistant Mary Parker, Financial Officer Kelly Smith, Mobility Manager Jason Jones, ODOT representative Arla Miller

**WORKSHOP DISCUSSION:**

Chair Kathy Kleczek explained that the workshop was scheduled to discuss the formatting of the monthly financial reports. Chair Kleczek handed the meeting over to Financial Officer Kelly Smith.

Ms. Smith and commissioners discussed several report items, including:

- **Dashboard**
  - Commissioners asked that exception reports be made when items on the dashboard need greater explanation.
- **Profit and loss reports**
  - Ms. Smith submitted two profit and loss report options for review, and commissioners indicated a preference for the version with lines and columns.
  - Commissioners made formatting requests for reports, including that line numbers and column headers be added and the district's name and date be included on all pages.
- **Accounts payable and accounts receivable**
  - Commissioner Montero asked that all reports have the same lined format. She requested that a column for 90 days plus be added.
  - Commissioners gave positive feedback on the AR format.
  - Commissioners discussed a future board policy on AR account aging process.
- **Consolidated balance sheet**

- Chair Kleczek asked if the account numbers used match the numbers used in the budget, and Ms. Smith confirmed that they do.
- Chair Kleczek asked that the district's name be added to the titles section.
- **Cash flow projection**
  - Ms. Smith answered questions and made clarifications about the report format.
- **Quarterly reports**
  - Ms. Smith explained the quarterly reports.
  - Commissioners discussed including more explanatory information in the board packets while balancing cybersecurity and financial risk.
- **Check listing**
  - Commissioner Montero asked whether the report lists every check in order, and Ms. Smith clarified that it's for checks greater than \$5,000, per previous board direction. Commissioner Montero suggested adding that information to the header.
- **Staff overtime**
  - Commissioners and staff discussed how the district tracks staff overtime.
- **Credit card use**
  - Commissioners and staff discussed the district's credit card policy, how staff credit card usage is monitored and the board's role.



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Board of Commissioners**  
**Oct. 23, 2025 – 10 a.m.**  
**Board Meeting Minutes**  
**DRAFT**

**1. CALL TO ORDER**

Chair Kathy Kleczek called the meeting to order at 10:04 a.m.

**2. PLEDGE OF ALLEGIANCE**

**2. ROLL CALL**

Present: Chair Kathy Kleczek, Commissioner Tita Montero, Commissioner Pamela Alegria, Commissioner Guillermo Romero.

Staff and guests: Executive Director David Carr, Chief Operations Officer Jennifer Geisler, Executive Assistant Mary Parker, Finance Officer Kelly Smith, Mobility Manager Jason Jones, ODOT representative Arla Miller

**4. CHANGES TO AGENDA**

Chair Kleczek made changes to the agenda, including tabling the August 2025 board meeting minutes, accepting the resignation of two board members, and adding STIF and budget review discussion. Commissioner Montero moved to approve the changes to the agenda. Commissioner Alegria seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

**5. PUBLIC COMMENT**

None

**6. BOARD RESIGNATIONS**

Chair Kleczek reported that Commissioners Debbie Boothe-Schmidt and Tracy MacDonald submitted letters of resignation from the board. The letters were received too late to be added to the packet, so the resignations will be added to the board meeting minutes.

**6. APPROVAL OF SEPT. 25, 2025, BOARD MEETING MINUTES**

Commissioner Montero moved to approve the Sept. 25, 2025, board meeting minutes.

Commissioner Romero seconded the motion.

Discussion: Commissioners requested corrections to the minutes, including a spelling change.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

**7. REPORTS FROM CHAIR AND COMMISSIONERS**

Commissioner Romero: Nothing to report.

Commissioner Alegria: Nothing to report.

Commissioner Montero reported that she and Commissioner Alegria had a work session, which will be discussed later in the meeting. Their work to update board policies will start in January.

Chair Kleczek reported that she'd like commissioners and staff to look at policy around how to respond if immigration officials show up to the district. She also reported that she brought "know your rights" cards that she'd like made available at the front desk. She noted the cards have undergone legal review.

Commissioner Montero moved to make the cards available at the Transit Center front desk.

Commissioner Romero seconded the motion.

Discussion: Commissioner Romero said he supports the idea as a person of color, of Latino descent and as an attorney who's done immigration work. He described it as significant and important.

Executive Director David Carr said he supports the sentiment but expressed concern about how it relates to transit services. He asked if there was risk to the district.

Chair Kleczek noted the cards are informational.

**8. FINANCIAL REPORT**

Financial Officer Kelly Smith said the district's contingency fund is earning just under 2% interest at Lewis & Clark Bank. It would collect more interest in an LGIP.

Ms. Smith and commissioners discussed moving contingency fund money to an LGIP.

Commissioner Montero moved to authorize Executive Director David Carr and Financial Officer Kelly Smith to investigate moving district contingency funds to an LGIP.

Commissioner Alegria seconded the motion.

<b>Name</b>	<b>Kleczek</b>	<b>Alegria</b>	<b>Montero</b>	<b>Romero</b>
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

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Commissioner Montero moved to authorize Mr. Carr and Ms. Smith to move contingency funds to an LGIP if a matching interest rate isn't available from Lewis & Clark Bank.

Commissioner Romero seconded the motion.

Discussion: Mr. Carr provided more information about LGIP interest rates.

<b>Name</b>	<b>Kleczek</b>	<b>Alegria</b>	<b>Montero</b>	<b>Romero</b>
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

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Commissioner Montero moved to adopt recommendations from the morning's prior work session on changes to the financial reports.

Commissioner Romero seconded the motion.

<b>Name</b>	<b>Kleczek</b>	<b>Alegria</b>	<b>Montero</b>	<b>Romero</b>
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

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Commissioner Montero moved to accept the financial report.

Commissioner Romero seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

### 9. CONTINUED BUSINESS

a. TITLE VI LANGUAGE UPDATE: Executive Director David Carr reported that the RLS audit report contained a finding for removal of language in the district’s Title VI policy to comply with new federal guidelines. Compliance with the RLS recommendations is required by ODOT to maintain current funding eligibility. This policy update requires board approval.

Commissioner Montero made a motion to approve the policy update to meet RLS requirements.

Commissioner Alegria seconded the motion.

Discussion: Commissioners unanimously said they disapprove of the changes, but noted that they are required.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

### b. OTA CONFERENCE REPORTING

Executive Director David Carr reported that staff members are unable to attend the conference.

Commissioner Montero will be attending for the district, with a scholarship.

Chair Kleczek also will be in attendance.

Chair Kleczek noted that Commissioner Montero will be expected to share conference experiences and information afterward.

### c. BOARD MIDTERM VACANCY COMMITTEE TIMELINE

Commissioners discussed adopting and executing a timeline and process for filling midterm board vacancies. The timeline includes:

- Oct. 24, 2025 – Publish press release and application packet
- Dec. 1, 2025 – Application deadline
- Dec. 14, 2025 – Public/candidate meet, greet and interview
- Dec. 18, 2025 – Board meeting selection announcement

Commissioner Montero made a motion to approve the process and timeline.

Commissioner Alegria seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

**d. TAC COMMITTEE VACANCY REPORT**

Commissioners will adopt an application template formatted for additional representative categories for new TAC members at the next board meeting.

**e. STRATEGIC PLAN FOUNDATIONAL PRESENTATION #3**

Financial Officer Kelly Smith provided an overview of the finance department’s work.

**f. STRATEGIC PLAN FACILITATOR**

Executive Director David Carr recommended approving the selection of SDAO to facilitate a strategic plan workshop. SDAO and Coraggio Group sent in proposals. While the Coraggio Group was rated higher, it was more expensive.

Chair Kleczek made a motion to move forward with SDAO.

Commissioner Alegria seconded the motion.

Motion failed in a 3-1 vote.

Commissioner Alegria motioned to move forward with SDAO.

Commissioner Romero seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay- 0

Motion passed unanimously

**g. EXTEND DEADLINE FOR BUDGET REVIEW**

Chair Kleczek reported that the board voted 3-1 at its last meeting to extend the deadline for an agreed-upon budget review and then moved forward believing the motion had passed. However, the vote needed to be unanimous to pass, so the matter is being brought back for reconsideration.

Commissioner Alegria moved to hold a budget review no later than February.

Commissioner Montero seconded the motion for discussion.

Discussion: Commissioner Montero said she’s concerned that the budget review hasn’t happened, and by February, the board will be looking to the next budget. She’d like to amend the timeline to January.

Commissioner Alegria declined to accept the amendment.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay- 0

Motion passed unanimously

Commissioner Montero said she is disappointed the review hasn't happened yet and doesn't want to wait until the end of February.

## 10. NEW BUSINESS

### a. CLATSOP COMMUNITY COLLEGE UPASS PROPOSAL

Executive Director David Carr recommended developing a UPASS partnership program with Clatsop Community College, with a final agreement to be negotiated and brought back for board approval. The program would benefit the district, college and community, he said. College President Jarrod Hogue expressed his support for the program.

Commissioner Montero made a motion to authorize Mr. Carr to move forward with the Clatsop Community College partnership.

Commissioner Alegria seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay- 0

Motion passed unanimously

### b. SETD EMPLOYEE HOLIDAY DINNER

The board is invited to attend the employee holiday dinner.

### c. TRANSIT CENTER PARKING FEES

Executive Director David Carr recommended that Transit Center monthly parking fees increase by 5%. The district hasn't implemented a fee increase in many years and a nominal increase would be appropriate in line with the need to offset rising costs to the district, he said.

Commissioner Alegria made a motion to approve the recommended increase.

Commissioner Romero seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X

Nay				
Excused				

Aye- 4  
 Nay- 0  
 Motion passed unanimously

**d. AUDIT ENGAGEMENT LETTERS**

Financial Officer Kelly Smith presented three audit engagement letters from Isler CPA for audits covering Fiscal Year 24 and Fiscal Year 25 and requested that Chair Kleczek sign them.

Commissioner Alegria made a motion to authorize Chair Kleczek to sign the letters.  
 Commissioner Romero seconded the motion.

Name	Kleczek	Alegria	Montero	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye- 4  
 Nay- 0  
 Motion passed unanimously

**e. STIF SPENDING SUGGESTIONS**

Executive Director David Carr asked for suggestions of projects the district should consider taking on with its STIF funding.

Chair Kleczek said commissioners should be thinking about areas of focus rather than specific projects. Commissioners discussed deferred maintenance, employee retention and services to riders.

**11. CORRESPONDENCE**

- a. Letter/testimony sent to legislative leadership by the chair
- b. Eric Barton letter

**12. EXECUTIVE DIRECTOR REPORT**

Executive Director David Carr reported on several topics, including:

- Microtransit
- Communications and outreach
- Employee recognition and accomplishments
- Cooperation and networking with other agencies

**13. TEAM REPORTS**

Commissioners heard reports from the leadership team, including:

- Jennifer Geisler, operations
- Jason Jones, mobility
- Maday Ross, human resources
- Mary Parker, executive assistant

### **13. ADJOURNMENT**

Chair Kleczek adjourned the meeting at 1:02 p.m.

SETD Administrative staff produced these minutes collectively

Minutes approved by:

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Tita Montero, board secretary/treasurer

DRAFT



**SUNSET EMPIRE TRANSPORTATION DISTRICT  
Board of Commissioners  
Dec. 18, 2025 – 9 a.m.  
Board Meeting Minutes  
DRAFT**

**1. CALL TO ORDER**

Chair Kathy Kleczek called the meeting to order at 9:05 a.m.

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

Present: Chair Kathy Kleczek, Commissioner Pamela Alegria, Commissioner Tita Montero, Commissioner Guillermo Romero

Staff and Guests: Executive Director David Carr, Chief Operations Officer Jennifer Geisler, Financial Officer Kelly Smith, Mobility Manager Jason Jones, Kathleen Teeple, Penny York, Matthew Stolberg, John Layton

**4. CHANGES TO AGENDA**

Commissioner Alegria suggested tabling approval of the minutes from the following meetings to give commissioners more time for review:

- Board meeting on Aug. 23, 2025
- Finance report workshop on Oct. 23, 2025
- Board meeting on Oct. 23, 2025

Commissioner Alegria made a motion to table approval of the minutes to the next meeting.

Commissioner Montero seconded the motion.

Discussion: Chair Kleczek thanked staff for preparing the minutes.

<b>Name</b>	<b>Montero</b>	<b>Kleczek</b>	<b>Alegria</b>	<b>Romero</b>
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

**5. PUBLIC COMMENT**

None

**6. REPORTS FROM CHAIR AND COMMISSIONERS**

Commissioner Romero reported that he was glad to see candidates apply for the vacancies on the Board of Commissioners. He also reported that he attended the Oregon Transportation Association conference in Bend and had a positive experience.

Commissioner Alegria: No report.

Commissioner Montero reported that she attended the Oregon Transportation Association conference in Bend and found it valuable. She shared conference materials and information with staff. She also reported that she shares information about transit when she attends senior luncheons at the Bob Chisholm Community Center in Seaside. She noted that people there are interested in learning more about the micro transit project. She noted that senior meals are good places for outreach and community engagement.

Chair Kleczek reported that she worked in the background on several items, including board vacancies. She also attended the Oregon Transportation Association conference in Bend, including a session on STIF funding. She will pass on information from the session to Executive Director David Carr.

## 7. FINANCIAL REPORT

Financial Officer Kelly Smith presented a financial report.

Commissioner Montero asked whether November financial data was available. Ms. Smith noted that reports are typically prepared two to three weeks before the monthly board meeting, and the December meeting was held earlier than usual, which affected November data availability.

Ms. Smith clarified differences between ODOT loan figures on the balance sheet and dashboard, explaining that one reflects the bank account balance and the other audit numbers.

She also addressed questions about deferred revenue and property taxes.

Ms. Smith agreed to provide a list explaining general ledger codes and dashboard items to enhance understanding for commissioners and the public.

Commissioner Montero made a motion to accept the financial report.

Commissioner Alegria seconded the motion.

Name	Montero	Kleczek	Alegria	Romero
Aye	X	X	X	X
Nay				
Excused				

Aye: 4

Nay: 0

Excused: 0

Motion passed unanimously

## 8. CONTINUED BUSINESS

**a. BOARD VACANCIES:** Commissioners interviewed four candidates for three vacant board positions: Penny York, John Layton, Kathleen Teeple and Matthew Stolberg. Candidates were introduced and asked a standardized set of questions. A fifth candidate, William Ray, applied but was unable to attend the meeting.

Chair Kleczek explained the nomination and voting process, and she noted that the votes to appoint new commissioners will need to be unanimous to pass since the board only has a quorum.

### Position 1:

Commissioner Alegria nominated Ms. York for Position 1.

No other nominations were received.

Ms. York was appointed to Position 1 in a unanimous vote with Chair Kleczek and Commissioners Alegria, Montero and Romero voting for her.

**Position 5:**

Commissioner Montero nominated Mr. Stolberg for Position 5.  
No other nominations were received.

Mr. Stolberg was appointed to Position 5 in a unanimous vote with Chair Kleczek and Commissioners Alegria, Montero and Romero voting for him.

**Position 7:**

Commissioner Romero nominated Mr. Layton for Position 7.  
Commissioner Alegria nominated Ms. Teeple for Position 7.

Commissioner Romero voted for Mr. Layton, Commissioner Alegria voted for Ms. Teeple. The nominations failed because the vote must be unanimous.

Chair Kleczek nominated Ms. Teeple for Position 7.

Commissioner Romero nominated Mr. Layton for Position 7.

Commissioner Montero voted for Ms. Teeple, Commissioner Alegria voted for Ms. Teeple, Commissioner Romero voted for Mr. Layton. The nominations failed because the vote must be unanimous.

Chair Kleczek proposed leaving the position open until after the swearing in of the new board members.

Commissioner Montero moved to suspend nominations for Position 7 until the two new commissioners are sworn in.

Commissioner Romero seconded the motion.

The motion passed unanimously with Chair Kleczek and Commissioners Alegria, Montero and Romero voting aye.

Ms. York and Mr. Stolberg were sworn in/affirmed.

Commissioner Montero nominated Ms. Teeple for Position 7.

Commissioner Romero nominated Mr. Layton for Position 7.

Commissioner Montero voted for Ms. Teeple, Commissioner Alegria voted for Ms. Teeple, Commissioner Romero voted for Mr. Layton, Commissioner Stolberg voted for Ms. Teeple, Commissioner York voted for Ms. Teeple and Chair Kleczek voted for Ms. Teeple. Ms. Teeple was appointed to Position 7 with five votes.

Ms. Teeple was sworn in.

**b. TAC COMMITTEE TIMELINE:** Chair Kleczek explained that the district must have a TAC under an agreement with ODOT for STIF funding. Commissioner Montero presented a fast-track timeline for reestablishing the committee.

Commissioners Montero and York agreed to lead a work group to verify the current TAC membership, determine which positions are open, update application packets and prepare a recruitment news release, with the goal of presenting applicants for board selection at the Jan. 22, 2026, board meeting. A staff member will also be part of the group.

Commissioner Montero made a motion to allow the work group to develop and distribute application materials for TAC. Commissioner Romero seconded the motion.

Name	York	Montero	Kleczek	Alegria	Stolberg	Romero	Teeple
Aye	X	X	X	X	X	X	X
Nay							
Excused							

Aye: 7

Nay: 0

Excused: 0

Motion passed unanimously

**9. NEW BUSINESS**

**a. SDAO CONFERENCE**

Chair Kleczek explained that the SDAO 2026 annual conference is Feb. 5-8, 2026, in Seaside. All commissioners are encouraged to attend the full conference, especially the new commissioners.

**b. CMH LETTER OF SUPPORT**

Executive Director David Carr reported that Columbia Memorial Hospital is seeking support from the district as it applies for Rural Health Transformation funds through the state of Oregon.

Commissioner Montero made a motion to support CMH’s effort and authorize Mr. Carr to sign and send a letter of support.

Commissioner Alegria seconded the motion.

Name	York	Montero	Kleczek	Alegria	Stolberg	Romero	Teepie
Aye	X	X	X	X	X	X	X
Nay							
Excused							

Aye: 7

Nay: 0

Excused: 0

Motion passed unanimously

**10. CORRESPONDENCE**

None

**11. EXECUTIVE DIRECTOR REPORT**

Executive Director David Carr provided updates on weather-related operations, funding uncertainties, grant activities, cost-saving measures, HR and operations developments, and ongoing community engagement.

**12. TEAM REPORTS**

Maday Ross, human resources manager, reported on recent hiring activities, development of a tuition reimbursement program, and the completion of job description drafts.

Kelly Smith, financial officer, reported that the district passed its workers' compensation audit. She also noted that she assisted in job candidate interviews, sat in on various meetings and training sessions, and attended an Oregon Government Finance Officers Association conference in Eugene.

Jennifer Geisler, chief operations officer, said staff identified Verizon-related cost savings, leading to about \$330 in savings per month. Some staff members are getting updated phones or tablets. Ms. Geisler also discussed how staff handled recent inclement weather.

Jason Jones, mobility manager, provided an overview of his duties.

**13. ADJOURNMENT**

Chair Kleczek adjourned the meeting at 11:44 a.m.

Minutes submitted by Sara Schilling, executive assistant

Minutes approved by:

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Tita Montero, board secretary-treasurer

DRAFT

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**8. Financial Report**

Documents include:

- GL Code Definitions
- Dashboard
- Exceptions Report
- Profit & Loss Budget Performance
- Consolidated Balance Sheet
- A/R Aging
- AP Aging
- Check Listing
- Credit Card Reconciliation
- Cash Flow Projection

**Sunset Empire Transportation District  
GL Code Definitions**

<b>General Ledger Codes</b>	<b>Budget Line Name (Resources)</b>	<b>When Received</b>	<b>Description/Comments</b>
	Available Cash on Hand		Anticipated Cash Available as of July 1 of the budget year.
4206	Previously Levied Taxes Estimated to be Received	Throughout the year	Property Taxes Paid late
4505	Interest	Monthly	Interest Earned on all Bank checking Accounts
4010	Fares	Daily/Monthly	Bus Fares
4420	Rentals	Monthly	Parking Spaces
4130, 4410, 4425	Commission/Proceeds	Quarterly/Annually	Vending Machines, Charging Station, Billboard
4310	State Timber Revenue	Quarterly	Revenue from State Timber Sales
4315	State Mass Transit Payroll Distribution	Quarterly	Payroll tax for Employees within the Boundaries of a Transportation District. Not more than 0.6% of Gross Wages.
4505	Other	As Received	Laminating Fees, Scrap Metal sold to Astoria Auto Wrecking, Reimbursements
5302	ODOT - §5310 Mobility Mgmt/Preventive Maint	Quarterly	Reimbursement for Mobility Management & Preventive Maintenance
5301	ODOT - §5311 Operations	Quarterly	Reimbursement for Operations & Admin Costs
5203	STIF Formula Fund	Quarterly	Statewide Transportation Improvement Fund
4205	Taxes Estimated to be Received	Throughout the year	Current Year Property Taxes

**Sunset Empire Transportation District  
GL Code Definitions**

<b>General Ledger Codes</b>	<b>Budget Line Name (Requirements)</b>	<b>Description/Comments</b>
6010	Salaries & Wages	Hourly & Salary Wages, Overtime, Sick, Vacation, Holiday, Flex Holiday/Personal, Bereavement, Sick FMLA - Emergency
6111	Payroll Taxes	Taxes - Medicare, Social Security, SUTA, Paid Leave Oregon, Worker's Benefit Fund (WBF), Worker's Comp
6210	Employee Benefits	Retirement, Health/Dental Insurance, Life Insurance, Disability Insurance, Health Reimbursement Account Claims (HRA Claims), HRA Expense, Recruitment Referral
7010	Provider Services	Veteran Rides - Volunteer Driver Reimbursements
8000	Audit	Annual audit plus single audit
8053	Advertising	Employment
8003	Bank Fees/Merchant Fees	Bank fees, Square fees (Transit Center sales on iPad), Token Transit (Smart Phone Fares on Buses)
8020	Building Grounds and Maintenance	Garbage Service, Shelter Cleaning, Elevator Maintenance, Cleaning Supplies, Back Flow Testing (Required Certification by Plumber)
8023	Building Lease	Storage Unit (District Record Archives)
8031	Computer Information Technology Services	Ifocus (Computer & Network Support), Trillium (Website and GTFS Maintenance), AccuFund (Accounting Software), AngelTrax (Video on buses, bus tracking)
8060	Conferences, Training, and Travel	All training, conferences & travel for employees and board members
8050	HR/Employee Recognition	Drug tests (New Hires & DOT Random Tests) & Background Checks (New Hires), Holiday Party, Gift Cards, Birthdays
8090	Dues and Subscriptions	Swiftly (Fixed Route Tablets on Buses), Special Districts of Oregon (SDOA), Community Transit Association of America (CTAA), Oregon Cooperative Procurement Program (OrCPP), Government Finance Officers Association (GFOA), Society for HR Management (SHRM)
8091	IGA Dues and Fees	Northwest Oregon Transit Alliance (NWATA)
8015	Comp/Furniture/Small tools	Computers, Audio Software Licensing, Video Software Licensing, Parking Permits, Office Furniture

**Sunset Empire Transportation Distrtict  
GL Code Definitions**

<b>General Ledger Codes</b>	<b>Budget Line Name (Requirements)</b>	<b>Description/Comments</b>
8010	Equipment Lease	Copy Leases (Astoria)
8080	Outreach/Printing	Rural Transit Day, Rider Appreciation, Veteran's Standdown, Rosa Parks Day, Spanish Translation, Posters, Banners, Stickers, Copier Service Contract and per copy fees
8076	Election Fees	Election Fees - Board Member Elections
8071	Fuel	Fuel
8100	Insurance	Property, Liability, Auto (Bus Fleet), Cyber
8110	Legal Ads	Budget Meeting Notices Published
8002	Legal Counsel	Attorney Fees
8105	Uninsured Loss	Deductablr for accidents - up to \$5,000 per accident
8116	Office Supplies	Paper, Stamps, Pens, Folders, Paper Clips, etc.
8001	Professional Services	HR Answers, Interium Director, Stategic Planning
8092	Taxes/Licenses/Interest	Secretary of State, Late Fees, Registrations
8040	Telecommunications/Internet	Office Phones, Cell Phones, Tablets, District Internet
8052	Uniforms	Uniforms - Bus Drivers, Mechanic
8041	Utilities	Electric, Gas, Water/Sewer
8171	Vehicle Maintenance and Repair	Tires, Brakes, Lights, Fluids, Sensors, Oil Pumps, Windshields, Towing, Labor for Outside Repairs, Gloves, WD40, Eye Protection, Shop Towels

## Sunset Empire Transportation District Dashboard

Available Balances as of 01/14/2026 (Cash on Hand)	
General Checking:	\$ 26,513.36
Payroll Account:	\$ 3,870.90
LGIP:	\$ 1,389,804.74
ODOT Loan Funding:	\$ 201,661.57
STIF:	\$ 406,402.73
Contingency:	\$ 943,948.47
<b>Total Funds Available:</b>	<b>\$ 2,972,201.77</b>

P&L Exceptions:
**Please see attached Exception List**

Monthly (Actual & Projected) Expenditures:	
<i>PROJECTED</i> AP Week of 01/12/2026	\$ 80,000.00
<i>PROJECTED</i> AP Week of 01/26/2026	\$ 30,000.00
Payroll 01/09/2026 **Funds are already removed from above numbers**	\$ 60,788.14
<i>PROJECTED</i> Payroll Week of 01/23/2026	\$ 63,500.00
<b>Total Expenditures:</b>	<b>\$ 234,288.14</b>

<u>ODOT Grants</u>			
Grant #	Total	Amt Used	Amt Remaining
5311	\$ 1,731,273.00	\$ 532,873.00	\$ 1,198,400.00
5310	\$ 329,945.00	\$ 23,164.00	\$ 306,781.00
5339	\$ 612,000.00	\$ 578,927.00	\$ 33,073.00

OTIB Loan 11/01/2025	
Total w/Intereset & Fees:	\$1,055,794.01
Interest Payment:	\$52,274.76
Principle Payment:	\$562,193.89
<b>Balance Due:</b>	<b>\$441,325.36</b>

<u>Reimbursements Requested</u>			
Grant #	Date Req	Amount	Date Received
5311	11/15/2025	\$ 224,373.00	11/24/2025
5310	N/A	N/A	N/A
5339	9/15/2025	\$ 578,927.00	10/3/2025

**Follow-up:**  
 5310 reimbursement could not be submitted in Nov 2025 as ODOT did not have funding, we are now able to submit this reimbursement



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
900 Marine Drive Astoria, Oregon 97103

## **November & December 2025 Exceptions Report**

### **November 2025**

- ✚ **4205** – Property Taxes: Received more than budgeted for
- ✚ **4605** – Sales of buses, laminating fees
- ✚ **5301** – Budgeted to receive in Dec
- ✚ **8050** – HR/Emp Recognition: Uniforms, Job Postings, Driver Certs
- ✚ **8080** – Outreach/Printing: Route Maps

### **December 2025**

- ✚ **4205** – Property Taxes: Didn't receive as much as budgeted (more in Nov)
- ✚ **4605** – Other Income: Employee used district cc for personal purchase – reimbursed district, employee opted to personally pay for prizes/gifts for holiday party – reimbursed district, laminating fees
- ✚ **5301** – 5311 Admin/Operations: Received in Nov
- ✚ **8050** – HR/Emp Recognition: Uniforms, Job Postings, Driver Certs

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
November 30, 2025**

Month 5 = 42% 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>
Income								
1 4010 FIXED ROUTE FARES	6,270.10	6,000.00	270.10	35,708.72	32,500.00	3,208.72	75,000.00	47.61%
2 4022 PARATRANSIT FARES	2,018.00	1,450.00	568.00	10,377.00	7,290.00	3,087.00	17,500.00	59.30%
3 4110 NW NAVIGATOR	430.97	300.00	130.97	2,417.06	1,750.00	667.06	4,135.00	58.45%
4 4130 OTHER-VENDING	82.09	125.00	(42.91)	155.90	195.00	(39.10)	365.00	42.71%
5 4205 PROPERTY TAXES	1,028,059.88	825,000.00	203,059.88	1,198,770.31	1,115,000.00	83,770.31	1,400,000.00	85.63%
6 4206 PRIOR YEAR TAXES	4,965.99	7,000.00	(2,034.01)	15,231.42	11,050.00	4,181.42	17,500.00	87.04%
7 4207 PROPERTY TAX INTEREST	96.03	175.00	(78.97)	235.86	475.00	(239.14)	1,000.00	23.59%
8 4210 LAND SALES/US FISH & WILDLIFE	0.00	0.00	0.00	164.33	0.00	164.33	0.00	0.00%
9 4310 TIMBER SALES	37,685.80	38,500.00	(814.20)	113,643.19	77,000.00	36,643.19	154,000.00	73.79%
10 4315 MASS TRANSIT ASSESSMENT	0.00	0.00	0.00	67,805.75	57,500.00	10,305.75	115,000.00	58.96%
11 4410 BILLBOARD LEASE	0.00	0.00	0.00	0.00	0.00	0.00	1,200.00	0.00%
12 4420 PARKING SPACE LEASE	760.00	760.00	0.00	3,800.00	3,800.00	0.00	9,120.00	41.67%
13 4425 CHARGING STATION	0.00	0.00	0.00	113.77	90.00	23.77	180.00	63.21%
14 4505 INTEREST EARNED ON BANK ACCT	4,853.31	4,050.00	803.31	16,949.24	20,150.00	(3,200.76)	48,500.00	34.95%
15 4605 OTHER INCOME	17,597.00	225.00	17,372.00	24,018.47	1,050.00	22,968.47	2,500.00	960.74%
16 5203 OREGON STIF FUNDS-FORMULA	0.00	0.00	0.00	600,179.00	437,366.00	162,813.00	874,732.00	68.61%
17 5301 5311 ADMIN/OPERATIONS	224,373.00	0.00	224,373.00	532,873.00	216,409.00	316,464.00	865,636.00	61.56%
18 5302 5310 MOBILITY MGT/PM	0.00	0.00	0.00	0.00	41,243.00	(41,243.00)	164,972.00	0.00%
19 5401 5339 CAPITAL PURCHASE	0.00	0.00	0.00	578,927.00	720,000.00	(141,073.00)	720,000.00	80.41%
20 <b>Total Income</b>	<b>1,327,192.17</b>	<b>883,585.00</b>	<b>443,607.17</b>	<b>3,201,370.02</b>	<b>2,742,868.00</b>	<b>458,502.02</b>	<b>4,471,340.00</b>	<b>71.60%</b>

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
November 30, 2025**

Month 5 = 42% 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>
Expenses								
21 6010 WAGES	137,701.68	160,500.00	22,798.32	760,865.77	812,000.00	51,134.23	2,002,054.00	38.00%
22 6111 TAXES	14,734.23	25,125.00	10,390.77	95,736.66	123,987.00	28,250.34	299,562.00	31.96%
23 6210 BENEFITS	31,079.05	41,966.00	10,886.95	168,822.50	209,830.00	41,007.50	503,590.00	33.52%
24 <b>SUB TOTAL WAGES/TAXES/BENEFITS</b>	<b>183,514.96</b>	<b>227,591.00</b>	<b>44,076.04</b>	<b>1,025,424.93</b>	<b>1,145,817.00</b>	<b>120,392.07</b>	<b>2,805,206.00</b>	<b>36.55%</b>
25 8000 AUDIT	0.00	0.00	0.00	16,000.00	7,500.00	(8,500.00)	35,000.00	45.71%
26 8001 PROFESSIONAL SERVICES	0.00	750.00	750.00	5,917.58	5,000.00	(917.58)	10,000.00	59.18%
27 8002 LEGAL COUNSEL	0.00	850.00	850.00	1,925.00	3,400.00	1,475.00	9,150.00	21.04%
28 8003 BANK/MERCHANT FEES	151.68	167.00	15.32	659.12	835.00	175.88	2,000.00	32.96%
29 8010 EQUIP LEASE/RENT	290.50	190.00	(100.50)	1,097.70	950.00	(147.70)	2,300.00	47.73%
30 8015 COMP/FURNITURE/DURABLE GOODS	473.86	500.00	26.14	2,597.33	5,650.00	3,052.67	10,000.00	25.97%
31 8020 B&M	1,800.19	7,500.00	5,699.81	15,911.41	48,100.00	32,188.59	105,850.00	15.03%
32 8023 BUILDING LEASE	173.00	167.00	(6.00)	865.00	835.00	(30.00)	2,000.00	43.25%
33 8031 ONLINE SUB/IT SERVICES	5,128.20	4,250.00	(878.20)	40,736.38	37,250.00	(3,486.38)	112,000.00	36.37%
34 8040 TELEPHONE/INTERNET	2,375.69	2,750.00	374.31	13,040.15	13,750.00	709.85	33,000.00	39.52%
35 8041 UTILITIES	2,402.62	3,475.00	1,072.38	12,918.10	14,425.00	1,506.90	36,000.00	35.88%
36 8050 HR/EMPLOYEE RECOGNITION	2,843.54	845.00	(1,998.54)	6,147.31	7,600.00	1,452.69	17,500.00	35.13%
37 8060 TRAVEL/TRAINING	712.30	2,250.00	1,537.70	4,699.86	6,000.00	1,300.14	12,500.00	37.60%
38 8080 OUTREACH/PRINTING	3,238.23	2,100.00	(1,138.23)	7,036.23	11,150.00	4,113.77	27,500.00	25.59%
39 8090 DUES, SUBSCRIPTIONS	(305.32)	1,500.00	1,805.32	1,480.01	6,000.00	4,519.99	30,000.00	4.93%
40 8091 IGA-DUES	0.00	0.00	0.00	7,500.00	3,000.00	(4,500.00)	12,000.00	62.50%
41 8092 FEES/TAXES/LICENSES	0.00	150.00	150.00	1,527.92	800.00	(727.92)	1,850.00	82.59%
42 8100 INSURANCE	449.00	0.00	(449.00)	51,124.00	60,000.00	8,876.00	130,000.00	39.33%
43 8105 UNINSURED LOSS	0.00	1,000.00	1,000.00	0.00	5,200.00	5,200.00	12,500.00	0.00%
44 8110 LEGAL ADS	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00%
45 8112 MEETING EXPENSE	0.00	200.00	200.00	233.66	900.00	666.34	2,000.00	11.68%

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
November 30, 2025**

Month 5 = 42% 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>
46 8116 OFFICE SUPPLIES	738.59	825.00	86.41	3,919.61	4,150.00	230.39	10,000.00	39.20%
47 8170 FUEL	12,084.42	12,800.00	715.58	68,825.27	65,200.00	(3,625.27)	150,000.00	45.88%
48 8171 VEHICLE REPAIR/OUTSIDE SERVICES	4,069.12	9,075.00	5,005.88	28,253.11	41,875.00	13,621.89	101,000.00	27.97%
49 <b>SUB TOTAL MATERIALS/SERVICES</b>	<b>36,625.62</b>	<b>51,344.00</b>	<b>14,718.38</b>	<b>292,414.75</b>	<b>349,570.00</b>	<b>57,155.25</b>	<b>865,150.00</b>	33.80%
50 9040 DEBT SERVICE & INT FEES	0.00	63,370.00	63,370.00	126,740.00	126,740.00	0.00	309,168.00	40.99%
51 9200 CAPITAL EXPENSE	0.00	0.00	0.00	669,348.00	720,000.00	50,652.00	720,000.00	92.97%
52 <b>Total Expenses</b>	<b>220,140.58</b>	<b>342,305.00</b>	<b>122,164.42</b>	<b>2,113,927.68</b>	<b>2,342,127.00</b>	<b>228,199.32</b>	<b>4,699,524.00</b>	44.98%
53 <b>Total Net</b>	<b>1,107,051.59</b>	<b>541,280.00</b>	<b>321,442.75</b>	<b>1,087,442.34</b>	<b>400,741.00</b>	<b>230,302.70</b>	<b>(228,184.00)</b>	26.62%

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
December 31, 2025**

Month 6 = 50% 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>								
1 4010 FIXED ROUTE FARES	6,330.38	6,000.00	330.38	42,039.10	38,500.00	3,539.10	75,000.00	56.05%
2 4022 PARATRANSIT FARES	1,505.00	1,450.00	55.00	11,882.00	8,740.00	3,142.00	17,500.00	67.90%
3 4110 NW NAVIGATOR	417.70	385.00	32.70	2,834.76	2,135.00	699.76	4,135.00	68.56%
4 4130 OTHER-VENDING	0.00	0.00	0.00	155.90	195.00	(39.10)	365.00	<b>42.71%</b>
5 4205 PROPERTY TAXES	8,486.56	100,000.00	(91,513.44)	1,194,298.66	1,215,000.00	(20,701.34)	1,400,000.00	85.31%
6 4206 PRIOR YEAR TAXES	384.19	1,500.00	(1,115.81)	15,615.61	12,550.00	3,065.61	17,500.00	89.23%
7 4207 PROPERTY TAX INTEREST	372.57	75.00	297.57	608.43	550.00	58.43	1,000.00	60.84%
8 4210 LAND SALES/US FISH & WILDLIFE	0.00	0.00	0.00	164.33	0.00	164.33	0.00	<b>0.00%</b>
9 4310 TIMBER SALES	0.00	0.00	0.00	113,643.19	77,000.00	36,643.19	154,000.00	73.79%
10 4315 MASS TRANSIT ASSESSMENT	0.00	0.00	0.00	67,805.75	57,500.00	10,305.75	115,000.00	58.96%
11 4410 BILLBOARD LEASE	0.00	0.00	0.00	0.00	0.00	0.00	1,200.00	<b>0.00%</b>
12 4420 PARKING SPACE LEASE	760.00	760.00	0.00	4,560.00	4,560.00	0.00	9,120.00	50.00%
13 4425 CHARGING STATION	0.00	0.00	0.00	113.77	90.00	23.77	180.00	63.21%
14 4505 INTEREST EARNED ON BANK ACCT	8,109.54	4,050.00	4,059.54	25,058.78	24,200.00	858.78	48,500.00	51.67%
15 4605 OTHER INCOME	462.82	200.00	262.82	24,481.29	1,250.00	23,231.29	2,500.00	979.25%
16 5203 OREGON STIF FUNDS-FORMULA	0.00	0.00	0.00	600,179.00	437,366.00	162,813.00	874,732.00	68.61%
17 5301 5311 ADMIN/OPERATIONS	0.00	216,409.00	(216,409.00)	532,873.00	432,818.00	100,055.00	865,636.00	61.56%
18 5302 5310 MOBILITY MGT/PM	0.00	41,243.00	(41,243.00)	0.00	82,486.00	(82,486.00)	164,972.00	<b>0.00%</b>
19 5401 5339 CAPITAL PURCHASE	0.00	0.00	0.00	578,927.00	720,000.00	(141,073.00)	720,000.00	80.41%
20 <b>Total Income</b>	<b>26,828.76</b>	<b>372,072.00</b>	<b>(345,243.24)</b>	<b>3,215,240.57</b>	<b>3,114,940.00</b>	<b>100,300.57</b>	<b>4,471,340.00</b>	<b>71.91%</b>

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
December 31, 2025**

Month 6 = 50% 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>Expenses</u>									
21	6010 WAGES	119,694.64	163,500.00	43,805.36	880,560.41	975,500.00	94,939.59	2,002,054.00	43.98%
22	6111 TAXES	13,214.94	25,325.00	12,110.06	108,951.60	149,312.00	40,360.40	299,562.00	36.37%
23	6210 BENEFITS	29,134.84	41,966.00	12,831.16	197,957.34	251,796.00	53,838.66	503,590.00	39.31%
24	<b>SUB TOTAL WAGES/TAXES/BENEFITS</b>	<b>162,044.42</b>	<b>230,791.00</b>	<b>68,746.58</b>	<b>1,187,469.35</b>	<b>1,376,608.00</b>	<b>189,138.65</b>	<b>2,805,206.00</b>	<b>42.33%</b>
25	8000 AUDIT	0.00	0.00	0.00	16,000.00	7,500.00	(8,500.00)	35,000.00	45.71%
26	8001 PROFESSIONAL SERVICES	0.00	750.00	750.00	5,917.58	5,750.00	(167.58)	10,000.00	59.18%
27	8002 LEGAL COUNSEL	0.00	850.00	850.00	1,925.00	4,250.00	2,325.00	9,150.00	21.04%
28	8003 BANK/MERCHANT FEES	125.30	167.00	41.70	784.42	1,002.00	217.58	2,000.00	39.22%
29	8010 EQUIP LEASE/RENT	201.80	190.00	(11.80)	1,299.50	1,140.00	(159.50)	2,300.00	56.50%
30	8015 COMP/FURNITURE/DURABLE GOODS	1,282.72	500.00	(782.72)	3,880.05	6,150.00	2,269.95	10,000.00	38.80%
31	8020 B&M	738.26	9,750.00	9,011.74	16,649.67	57,850.00	41,200.33	105,850.00	15.73%
32	8023 BUILDING LEASE	173.00	167.00	(6.00)	1,038.00	1,002.00	(36.00)	2,000.00	51.90%
33	8031 ONLINE SUB/IT SERVICES	16,825.00	16,250.00	(575.00)	57,561.38	53,500.00	(4,061.38)	112,000.00	51.39%
34	8040 TELEPHONE/INTERNET	3,302.48	2,750.00	(552.48)	16,342.63	16,500.00	157.37	33,000.00	49.52%
35	8041 UTILITIES	2,811.97	3,525.00	713.03	16,390.76	17,950.00	1,559.24	36,000.00	45.53%
36	8050 HR/EMP RECOGNITION	3,922.20	3,335.00	(587.20)	10,069.51	10,935.00	865.49	17,500.00	57.54%
37	8060 TRAVEL/TRAINING	1,565.00	2,000.00	435.00	6,264.86	8,000.00	1,735.14	12,500.00	50.12%
38	8060 OUTREACH/PRINTING	1,369.00	3,000.00	1,631.00	8,405.23	14,150.00	5,744.77	27,500.00	30.56%
39	8090 DUES, SUBSCRIPTIONS	550.00	11,000.00	10,450.00	2,030.01	17,000.00	14,969.99	30,000.00	6.77%
40	8091 IGA-DUES	0.00	3,000.00	3,000.00	7,500.00	6,000.00	(1,500.00)	12,000.00	62.50%
41	8092 FEES/TAXES/LICENSES	0.00	150.00	150.00	1,527.92	950.00	(577.92)	1,850.00	82.59%
42	8100 INSURANCE	52.00	0.00	(52.00)	50,727.00	60,000.00	9,273.00	130,000.00	39.02%
43	8105 UNINSURED LOSS	0.00	1,100.00	1,100.00	0.00	6,300.00	6,300.00	12,500.00	0.00%
44	8110 LEGAL ADS	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00%
45	8112 MEETING EXPENSE	13.98	200.00	186.02	247.64	1,100.00	852.36	2,000.00	12.38%

**Sunset Empire Transportation District  
Profit & Loss Budget Performance  
December 31, 2025**

Month 6 = 50% 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>
46 8116 OFFICE SUPPLIES	1,111.21	850.00	(261.21)	5,030.82	5,000.00	(30.82)	10,000.00	50.31%
47 8170 FUEL	11,524.89	13,000.00	1,475.11	80,350.16	78,200.00	(2,150.16)	150,000.00	53.57%
48 8171 VEHICLE REPAIR/OUTSIDE SERVICES	1,188.24	8,575.00	7,386.76	29,441.35	50,450.00	21,008.65	101,000.00	29.15%
49 <b>SUB TOTAL MATERIALS/SERVICES</b>	<b>46,757.05</b>	<b>81,109.00</b>	<b>34,351.95</b>	<b>339,383.49</b>	<b>430,679.00</b>	<b>91,295.51</b>	<b>865,150.00</b>	<b>39.23%</b>
50 9040 DEBT SERVICE & INT FEES	0.00	0.00	0.00	126,740.00	126,740.00	0.00	309,168.00	40.99%
51 9200 CAPITAL EXPENSE	0.00	0.00	0.00	669,348.00	720,000.00	50,652.00	720,000.00	92.97%
52 <b>Total Expenses</b>	<b>208,801.47</b>	<b>311,900.00</b>	<b>103,098.53</b>	<b>2,322,940.84</b>	<b>2,654,027.00</b>	<b>331,086.16</b>	<b>4,699,524.00</b>	<b>49.43%</b>
53 <b>Total Net</b>	<b>(181,972.71)</b>	<b>60,172.00</b>	<b>(448,341.77)</b>	<b>892,299.73</b>	<b>460,913.00</b>	<b>(230,785.59)</b>	<b>(228,184.00)</b>	<b>22.48%</b>

**Sunset Empire Transportation District  
Consolidated Balance Sheet  
November 30, 2025**

	<u>This Year</u>
Assets	
1 1010 OVER/UNDER	19.95
2 1020 GENERAL CHECKING LC BANK	184,273.45
3 1030 LGIP - GENERAL FUND	1,372,595.67
4 1040 PAYROLL ACCOUNT LC BANK	27,946.02
5 1055 STIF LC BANK	548,532.91
6 1060 ODOT LOAN LC BANK	201,661.57
7 1065 CONTINGENCY	940,778.95
8 1095 CASH RECEIPTS CLEARING SYSTEM	2,281.85
9 1210 ACCOUNTS RECEIVABLE SYSTEM	(2,386.57)
10 1250 PROPERTY TAX RECEIVABLES	64,228.08
11 1251 PASS TRANSIT RECEIVABLES	140.00
12 Total Assets	3,340,071.88
Liabilities and Net Assets	
13	
14 2010 ACCOUNTS PAYABLE SYSTEM	75,887.37
15 2019 ACCOUNTS PAYABLE OTHER	(341.45)
16 2050 CREDIT CARD PAYABLE	289,355.30
17 2059 CREDIT CARD PAYMENT CLEARING	(287,829.52)
18 2060 PAYABLE TO NWN	(5,744.41)
19 2100 ACCRUED LABOR SYSTEM	(15,868.40)
20 2705 DEFERRED REVENUE	64,228.08
21 2805 ODOT LOAN	275,000.00
22 Total Liabilities	394,686.97
23 3000 FUND BALANCE	1,857,942.57
24 Change in Net Assets	1,087,442.34
25 Total Net Assets	2,945,384.91
26 Total Liabilities and Net Assets	3,340,071.88

**Sunset Empire Transportation District  
Consolidated Balance Sheet  
December 31, 2025**

	<u>This Year</u>
Assets	
1 1010 OVER/UNDER	19.35
2 1020 GENERAL CHECKING LC BANK	86,975.40
3 1030 LGIP - GENERAL FUND	1,373,820.70
4 1040 PAYROLL ACCOUNT LC BANK	7,668.53
5 1055 STIF LC BANK	406,402.73
6 1060 ODOT LOAN LC BANK	201,661.57
7 1065 CONTINGENCY	943,948.47
8 1095 CASH RECEIPTS CLEARING SYSTEM	225.42
9 1099 EFT CLEARING SYSTEM	(2,325.17)
10 1210 ACCOUNTS RECEIVABLE SYSTEM	(14,473.04)
11 1250 PROPERTY TAX RECEIVABLES	64,228.08
12 1251 PASS TRANSIT RECEIVABLES	(40.00)
13 Total Assets	3,068,112.04
Liabilities and Net Assets	
14	
15 2010 ACCOUNTS PAYABLE SYSTEM	39,642.91
16 2019 ACCOUNTS PAYABLE OTHER	(341.45)
17 2050 CREDIT CARD PAYABLE	293,024.04
18 2059 CREDIT CARD PAYMENT CLEARING	(290,265.93)
19 2060 PAYABLE TO NWN	(5,893.32)
20 2100 ACCRUED LABOR SYSTEM	(17,881.68)
21 2705 DEFERRED REVENUE	64,228.08
22 2805 ODOT LOAN	275,000.00
23 Total Liabilities	317,869.74
24 3000 FUND BALANCE	1,857,942.57
25 Change in Net Assets	892,299.73
26 Total Net Assets	2,750,242.30
27 Total Liabilities and Net Assets	3,068,112.04

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**A/R Aging as of 11/30/2025**

<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>
1 [6677] Alicia Jimenez Pintor	12/01/2025	2204	11/01/2025	Nov 2025 Parking Space #6	47.50	0.00	0.00	0.00	47.50
2 [6060] CLATSOP COUNTY SHERIFF	9/30/2025	2210	8/31/2025	Aug 2025 Bus Tokens	0.00	0.00	72.00	0.00	72.00
3 [6060] CLATSOP COUNTY SHERIFF	10/30/2025	2211	9/30/2025	Sep 2025 Bus Tokens	0.00	0.00	121.00	0.00	121.00
4 [6060] CLATSOP COUNTY SHERIFF	11/30/2025	2212	10/31/2025	Oct 2025 Bus Tokens	103.00	0.00	0.00	0.00	103.00
5 [6112] HOMESPUN QUILTS	12/01/2025	2205	11/01/2025	Nov 2025 Parking Spaces # 8 & 9	95.00	0.00	0.00	0.00	95.00
6 [6120] ISN	11/30/2025	2219	10/31/2025	Oct 2025 Bus Passes	60.00	0.00	0.00	0.00	60.00
7 [6120] ISN	12/30/2025	2220	11/30/2025	Nov 2025 Bus Passes	60.00	0.00	0.00	0.00	60.00
8 [6625] JAMES NELSON	12/01/2025	2206	11/01/2025	Nov 2025 Parking-Space #1	47.50	0.00	0.00	0.00	47.50
9 [6583] Sondra Carr	10/31/2025	2197	10/01/2025	Oct 2025 Parking-Space #10	0.00	47.50	0.00	0.00	47.50
10 [6583] Sondra Carr	12/01/2025	2207	11/01/2025	Nov 2025 Parking-Space #10	47.50	0.00	0.00	0.00	47.50

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**A/R Aging as of 11/30/2025**

<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>
[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	6/30/2025	2214	5/31/2025	May 2025 Bus Passes	0.00	0.00	0.00	420.00	420.00
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	11/30/2025	2217	10/31/2025	Oct 2025 Bus Passes	520.00	0.00	0.00	0.00	520.00
[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	12/30/2025	2218	11/30/2025	Nov 2025 Bus Passes	280.00	0.00	0.00	0.00	280.00
<b>Total</b>					<b>1,260.50</b>	<b>47.50</b>	<b>193.00</b>	<b>860.00</b>	<b>2,361.00</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**A/R Aging as of 12/31/2025**

<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>
1 [6677] Alicia Jimenez Pintor	12/31/2025	2224	12/01/2025	Dec 2025 Parking Space #6	47.50	0.00	0.00	0.00	47.50
2 [6009] ALLSTATE INSURANCE AGENCY	12/31/2025	2222	12/01/2025	Dec 2025 Parking Spaces #3-5	142.50	0.00	0.00	0.00	142.50
3 [6494] ANGI WILDT GALLERY	12/31/2025	2223	12/01/2025	Dec 2025 Parking Space #12	47.50	0.00	0.00	0.00	47.50
4 [6112] HOMESPUN QUILTS	12/31/2025	2225	12/01/2025	Dec 2025 Parking Spaces # 8 & 9	95.00	0.00	0.00	0.00	95.00
5 [6625] JAMES NELSON	12/31/2025	2226	12/01/2025	Dec 2025 Parking-Space #1	47.50	0.00	0.00	0.00	47.50
6 [6627] LIQUID SPRING, LLC	12/30/2025	2229	11/30/2025	Limited Warranty - Labor	0.00	82.43	0.00	0.00	82.43
7 [6583] Sondra Carr	10/31/2025	2197	10/01/2025	Oct 2025 Parking-Space #10	0.00	0.00	47.50	0.00	47.50
8 [6583] Sondra Carr	12/01/2025	2207	11/01/2025	Nov 2025 Parking-Space #10	0.00	47.50	0.00	0.00	47.50
9 [6583] Sondra Carr	12/31/2025	2227	12/01/2025	Dec 2025 Parking-Space #10	47.50	0.00	0.00	0.00	47.50

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**A/R Aging as of 12/31/2025**

	<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>
10	[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
11	[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	6/30/2025	2214	5/31/2025	May 2025 Bus Passes	0.00	0.00	0.00	420.00	420.00
12	[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	11/30/2025	2217	10/31/2025	Oct 2025 Bus Passes	0.00	520.00	0.00	0.00	520.00
13	[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	12/30/2025	2218	11/30/2025	Nov 2025 Bus Passes	0.00	280.00	0.00	0.00	280.00
14	[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	12/30/2025	2231	11/30/2025	MED BILLING 11/01- 11/30/2025	0.00	103.00	0.00	0.00	103.00
15	[6214] TILLAMOOK COUNTY TRANSPORTATION DISTRICT	1/30/2026	2238	12/31/2025	Dec 2025 Bus Passes	280.00	0.00	0.00	0.00	280.00
16	<b>Total</b>					<b>707.50</b>	<b>1,032.93</b>	<b>47.50</b>	<b>860.00</b>	<b>2,647.93</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**AP Aging as of 11/30/2025**

	<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>
1	<b>[6004] AFLAC REMITTANCE PROCESSING SRV</b>									
	11/14/2025	2025-23	11/28/2025	Pay period ending 11/08/2025,AFLACPT,AFLACAT	186.35	186.35	0.00	186.35	0.00	0.00
2	11/17/2025	2025-24	12/01/2025	Pay period ending 11/17/2025,AFLACAT,AFLACPT	68.82	68.82	0.00	68.82	0.00	0.00
3	11/28/2025	2025-24	12/12/2025	Pay period ending 11/22/2025,AFLACPT	117.53	117.53	117.53	0.00	0.00	0.00
4										
5	<b>[6516] COMMERCIAL ADJUSTMENT COMPANY</b>									
	11/22/2025	11222025	12/03/2025	Pay period ending 11/22/2025 (CS#24CV45796)	363.36	363.36	363.36	0.00	0.00	0.00
6										
7	<b>[6676] CREATIVE CUSTOM GRAPHICS &amp; DESIGN</b>									
8	11/18/2025	10233	12/03/2025	UNIFORMS -OPS	1,020.00	1,020.00	1,020.00	0.00	0.00	0.00
9	<b>[6389] GILLIG, LLC</b>									
	11/18/2025	41376169	12/03/2025	SHOE & LINING BRAKE KIT -PM Bus #2101	917.76	917.76	917.76	0.00	0.00	0.00
10	11/19/2025	41376856	12/03/2025	MINOR BRAKE KIT -PM Bus #2101	596.52	596.52	596.52	0.00	0.00	0.00
11	11/20/2025	41377220	12/03/2025	ASM RETAINER, OIL SEAL WIPER -PM Bus #2101	332.88	332.88	332.88	0.00	0.00	0.00
12										
13	<b>[6654] NW BUS SALES, INC</b>									
	10/21/2025	33149	11/05/2025	VR -5650 RADIO -PM Bus #2001 (INV #32875 RETURNED)	(325.00)	(325.00)	0.00	(325.00)	0.00	0.00
14										

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**AP Aging as of 11/30/2025**

	<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>
15	<b>[6147] NW COMMUNITY ALLIANCE</b>									
	10/31/2025	20237	11/30/2025	10/01-10/31/2025 -BUS SHELTER CLEANING & REPAIR	1,010.00	1,010.00	0.00	1,010.00	0.00	0.00
16										
17	<b>[6141] NW NAVIGATOR LUXURY COACHES</b>									
18	11/22/2025	R11222025	12/03/2025	11/22/2025 -WK ENDING SALES	278.84	278.84	278.84	0.00	0.00	0.00
19	<b>[6172] O'REILLY AUTOMOTIVE, INC</b>									
20	11/20/2025	3920 438331	12/03/2025	ALTERNATOR, CORE CHARGE \$40.00 -PM Bus #2002	309.93	309.93	309.93	0.00	0.00	0.00
21	11/20/2025	3920 438371	12/03/2025	ALTERNATOR, ALTERNATOR (RETURNED INV 3920 438331) CORE RETURN (\$40.00 INV 3920 438331) -PM Bus #2002	147.43	147.43	147.43	0.00	0.00	0.00
22	11/24/2025	3920 438890	12/03/2025	TIE ROD, 4 14 OZ BRAKE CLN - PM Bus #2003	76.90	76.90	76.90	0.00	0.00	0.00
23	11/24/2025	3920 438942	12/03/2025	2 IDLER ARM -PM Veh #2	185.48	185.48	185.48	0.00	0.00	0.00
24	<b>[6191] SAFEKEEPING STORAGE CENTERS -WARRENTON</b>									
25	11/30/2025	1312026	12/10/2025	01/01-01/31/2026 -MONTHLY STORAGE SRV -UNITS C26	173.00	173.00	173.00	0.00	0.00	0.00

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**AP Aging as of 11/30/2025**

	<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>
26	[6193] SDIS									
	10/03/2025	2025-20	11/02/2025	Pay period ending 9/27/2025,DentalBen,LTDBen, LifeBen,MedicalBen,STDBen,DentalDed	16,614.00	16,614.00	0.00	16,614.00	0.00	0.00
27										
	10/17/2025	2025-21	11/16/2025	Pay period ending 10/11/2025,DentalBen,MedicalBen	14,875.00	14,875.00	0.00	14,875.00	0.00	0.00
28										
	11/01/2025	MED11012025	12/01/2025	Adj Med/Dental	(5,231.40)	(5,231.40)	0.00	(5,231.40)	0.00	0.00
29										
30	[6257] WESTERN STAR NW, INC									
	11/11/2025	PC201129771:01	12/03/2025	OIL SEAL & TUBE, PLUG-FILLER - PM Bus #2102	85.22	85.22	85.22	0.00	0.00	0.00
31										
	11/12/2025	PC201129827:01	12/03/2025	OIL SEAL & TUBE, PLUG-FILLER - PM Bus #2101	84.21	84.21	84.21	0.00	0.00	0.00
32										
	11/21/2025	PC251155803:01	12/03/2025	RETARDE SENSOR ASSEMBLY-SPEED -PM Bus #2101	712.28	712.28	712.28	0.00	0.00	0.00
33										
34	<b>Report Total</b>				<b>32,599.11</b>	<b>32,599.11</b>	<b>5,401.34</b>	<b>27,197.77</b>	<b>0.00</b>	<b>0.00</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**AP Aging as of 12/31/2025**

	<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>
1	<b>[6046] CITY OF ASTORIA</b>									
2	11/30/2025	009947-000 11302025	1/14/2026	10/01-11/30/2025 -WATER SRV TC	660.69	660.69	660.69	0.00	0.00	0.00
3	<b>[6089] DRUG SCREENS, INC</b>									
4	12/31/2025	25357	1/14/2026	DRUG/ALCOHOL SCREENING (AFTER HOURS) -PT	165.00	165.00	165.00	0.00	0.00	0.00
5	<b>[6119] IRON MOUNTAIN</b>									
6	12/19/2025	KYCT051	1/14/2026	11/25-12/19/2025 - SHREDDING SRV	411.95	411.95	411.95	0.00	0.00	0.00
7	<b>[6121] JACKSON &amp; SON OIL, INC</b>									
8	12/31/2025	112206	1/14/2026	12/01-12/31/2025 -FUEL SRV	1,116.04	1,116.04	1,116.04	0.00	0.00	0.00
9	<b>[6654] NW BUS SALES, INC</b>									
10	10/21/2025	33149	11/05/2025	VR -5650 RADIO -PM Bus #2001 (INV #32875 RETURNED)	(325.00)	(325.00)	0.00	0.00	0.00	(325.00)
11	<b>[6148] NW NATURAL</b>									
12	12/19/2025	770728-4 12192025	1/14/2026	11/18-12/19/2025 -GAS SRV - OPS	228.33	228.33	228.33	0.00	0.00	0.00
13	<b>[6141] NW NAVIGATOR LUXURY COACHES</b>									
14	12/27/2025	R12272025	1/14/2026	12/27/2025 -WK ENDING SALES	132.26	132.26	132.26	0.00	0.00	0.00

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**AP Aging as of 12/31/2025**

	<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>
15	<b>[6172] O'REILLY AUTOMOTIVE, INC</b>									
	12/18/2025	3920 441945	1/14/2026	2 3OZ SILICONE -SHOP SUPPLIES	23.98	23.98	23.98	0.00	0.00	0.00
16	12/23/2025	3920 442623	1/14/2026	AIR FILTER, 3 5QT MOTOR OIL -PM Bus #1702	99.80	99.80	99.80	0.00	0.00	0.00
17										
18	<b>[6176] PACIFIC POWER</b>									
	12/15/2025	23157628-001 1 12152025	1/14/2026	11/12-12/15/2025 - ELECTRICITY -OPS	1,014.01	1,014.01	1,014.01	0.00	0.00	0.00
19										
20	<b>[6180] POLK RILEY'S PRINTING &amp; DESIGN</b>									
	12/23/2025	2026-12-31	1/14/2026	FIXED ROUTE DAY PASSES	411.00	411.00	411.00	0.00	0.00	0.00
21										
22	<b>[6186] RECOLOGY WESTERN OREGON</b>									
	12/31/2025	28254746	1/14/2026	12/01-12/31/2025 -GARBAGE SRV TC	122.99	122.99	122.99	0.00	0.00	0.00
23										
24	<b>[6191] SAFEKEEPING STORAGE CENTERS -WARRENTON</b>									
	12/31/2025	2282026	1/14/2026	02/01-02/28/2026 - MONTHLY STORAGE SRV - UNITS C26	173.00	173.00	173.00	0.00	0.00	0.00
28										
26	<b>[6193] SDIS</b>									
	12/12/2025	2025-25	1/11/2026	Pay period ending 12/06/2025,DentalBen,LTDBen,LifeBen,MedicalBen,STDBen ,DentalDed	14,464.20	14,464.20	0.00	14,464.20	0.00	0.00
27										
	12/26/2025	2025-26	1/25/2026	Pay period ending 12/20/2025,DentalBen,MedicalBen	12,170.00	12,170.00	12,170.00	0.00	0.00	0.00
28										

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**AP Aging as of 12/31/2025**

	<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>
29	<b>[6226] VAN DUSEN BEVERAGES, INC</b>									
	12/31/2025	SO 8704650	1/14/2026	12/01-12/12/2025 -2 COOLER RENTAL (@ \$17.50)	35.00	35.00	35.00	0.00	0.00	0.00
30										
31	<b>[6227] VERIZON BUSINESS</b>									
	12/18/2025	6131378984	1/14/2026	11/19-12/18/2025 - CELLPHONE & TABLET (12) SRV	1,678.60	1,678.60	1,678.60	0.00	0.00	0.00
32										
33	<b>[6257] WESTERN STAR NW, INC</b>									
	12/19/2025	PC201130927 :01	1/14/2026	MOTOR FAN ASY -PM Bus #1801	288.86	288.86	288.86	0.00	0.00	0.00
34										
35	<b>[6237] WILCOX + FLEGEL</b>									
	12/31/2025	CL02563	1/14/2026	12/01-12/31/2025 -FUEL SRV	10,408.85	10,408.85	10,408.85	0.00	0.00	0.00
36										
37	<b>Report Total</b>				<b>43,279.56</b>	<b>43,279.56</b>	<b>29,140.36</b>	<b>14,464.20</b>	<b>0.00</b>	<b>(325.00)</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Check Listing as of 11/30/2025**

<u>Check Number</u>	<u>Date</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
1 24024	11/05/2025	[6237] WILCOX + FLEGEL - 10/01-10/31/2025 FUEL SRV	FUEL FUEL FUEL	\$2,776.59 \$9,378.17 \$102.20	\$12,256.96
2 24033	11/20/2025	[6259] ISLER CPA - AUDIT FYO -06/2025, PROGRESS BILLING -FYE 06/2024 & 06/2025	AUDIT	\$16,000.00	\$16,000.00
3 <b>Total Checks</b>					<b>\$28,256.96</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Check Listing as of 12/31/2025**

<u>Check Number</u>	<u>Date</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
1 24065	12/03/2025	[6193] SDIS - Invoices 2025-20, 2025-21, MED11012025	BENEFITS MEDICAL SDIS	\$26,257.60	\$26,257.60
2 24069	12/03/2025	[6237] WILCOX + FLEGEL - 11/01-11/30/2025 - FUEL SRV	FUEL FUEL FUEL	\$3,674.37 \$7,590.06 \$378.10	\$11,642.53
3 24072	12/17/2025	[6001] ACCUFUND, INC - 01/01-03/31/2026 - QRTLTY SOFTWARE ASSISTANCE & IT SRV	IT SERVICES/CONTRACTS	\$5,004.00	\$5,004.00
4 24090	12/17/2025	[6193] SDIS - Invoices 2025-23, 2025-24, 2025-24, MED12012025	BENEFITS MEDICAL SDIS	\$29,247.10	\$29,247.10
5 24094	12/17/2025	[6265] WASHINGTON DEPT OF NATURAL RESOURCES - 01/01-12/31/2026 -SITE, ROAD MAINT & REPLACE, POWER CHARGE	IT SERVICES/CONTRACTS	\$5,170.52	\$5,170.52
6 24096	12/22/2025	[6012] ANGELTRAX SYSTEMS - 01/01-12/31/2026 -PRO8 CNTR MGMT SYTM + MOTOTRAX (ONLINE SURV) + ANGELTRAX (CELLPLAN) & LICENSING RENEWAL -18 BUSES	IT SERVICES/CONTRACTS	\$12,172.00	\$12,172.00
7 <b>Total Checks</b>					<b>\$89,493.75</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Reconciliation - CREDIT CARD**

Run: 1/14/2026 @ 8:26 AM

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Closing Balance from Previous Statement.....	11/07/2025	-1,231.23
0 Deposits and Other Additions Totaling.....		0.00
30 Checks and Other Withdrawals Totaling.....		2,436.41
1 Adjustments Totaling.....		1,231.23
0 Voids Totaling.....		0.00
Service Charge.....		0.00
Interest Earned.....		0.00
Closing Balance for this Statement.....	12/08/2025	-2,436.41
Difference.....		0.00
<hr/>		
Cash Balance from General Ledger.....	12/08/2025	-273,390.97
Open Activity from Bank Register.....		0.00
Adjustment for Service Charges and Interest.....		0.00
General Ledger Reconciliation to Statement.....		-273,390.97

Date	Check	To	Check Description	Amount
✓ 11/08/2025	0009221	FIELDPRINT	ROSS -LIVESCAN BG CK -J.T (HR)	12.50
✓ 11/10/2025	0009221	OREGON DEPT OF MOTOR VEHICLES	ROSS -DRIVING RECORDS/ BG CK -HR	22.50
✓ 11/13/2025	0000374	MOTION ARRAY	JONES -10/14-11/13/2025 -VIDEO, AUDIO SOFTWARE SUBSCRIPT -MM	29.99
✓ 11/16/2025	0000514	TRANSITTALENT.COM	GEISLER -SPONSORED JOB POSTING - EXEC ASSIT	135.00
✓ 11/16/2025	0000514	TRANSITTALENT.COM	GEISLER -SPONSORED JOB POSTING - HR	135.00
✓ 11/17/2025	0000374	OTTER.AI	JONES -10/01/2025-09/03/2026 -OTTER PRO AI AGENT -AUDIO TO TEXT SUBSCRIPT (RETURNED) -MM	-335.31
✓ 11/18/2025	0000514	FULTANO'S PIZZA	GEISLER -EMPLOYEE DEPARTURE GATHERING -M.P	139.25
✓ 11/19/2025	0000514	USPS	GEISLER -3 BK 20 CT POSTAGE -PT	46.80
✓ 11/19/2025	0006572	T&C HOME FURNISHINGS	CARR -PERSONAL PURCHASE (REIMBURSED CK #3229) -ADMN	375.00
✓ 11/20/2025	0000514	CHEFSTORE	GEISLER -POPCORN, COFFEE, OIL, CANDY -OPS	98.46
✓ 11/21/2025	0000374	FRED MEYER	JONES -MICRO SD CARD -MM	44.99
✓ 11/21/2025	0000514	FRED MEYER	GEISLER -CANDY -SETD HOLIDAY PARTY	9.73
✓ 11/21/2025	0000514	FRED MEYER	GEISLER -GIFT CARD (EMPLOYEE OF QRT) -PT	25.00
✓ 11/23/2025	0006572	WALMART	CARR -PICTURE FRAMES -ADMN	6.96
✓ 11/27/2025	0006572	HOME DEPOT CREDIT SERVICES	YELTON -LG GARB BAGS, GLOVES - JANITORIAL	95.83
✓ 11/30/2025	0000514	AMAZON	GEISLER -CANDY, HOLIDAY CARDS, 5 EARBUDS, COR TAPE, DEP BAGS -SETD HOLIDAY PARTY/ OPS	95.22
✓ 11/30/2025	0000514	SCALEFUSION	GEISLER -12/01/2025-11/30/2026 - SCALEFUSION SOFTWARE LICENSING RENEWAL & IT SRV (12 TABLETS @ \$39.60) -OPS	475.20
✓ 11/30/2025	0006572	HOME DEPOT CREDIT SERVICES	CARR -20 POINSETTIAS -SETD HOLIDAY PARTY	25.00
✓ 11/30/2025	0006572	AMAZON	YELTON -FLEX SEAL -FR	27.25
✓ 11/30/2025	0006572	AMAZON	YELTON -MOUNTING STRIPS -SHELTERS	33.57
✓ 11/30/2025	0006572	AMAZON	YELTON -2 PK 10" TIRE WHEELS (HAND TRUCK) -SHOP SUPPLIES	59.98
✓ 11/30/2025	0006572	HOME DEPOT CREDIT SERVICES	YELTON -WIPES & GARB BAGS - JANITORIAL	70.71
✓ 12/01/2025	0000514	AMAZON	GEISLER -2026 CALENDARS, HOLIDAY STICKERS, PAPER TOWELS -OPS	64.19
✓ 12/03/2025	0000374	MICROSOFT	JONES -10/28-12/03/2025 -MICROSOFT SOFTWARE SUBSCRIPT -MM	12.00
✓ 12/04/2025	0000514	AMAZON	GEISLER -LAM SHEETS, CUPS, ZIPLOC BAGS, 2026 DESK CALENDAR, PUTTY - OPS	92.42

**SUNSET EMPIRE TRANSPORTATION DISTRICT  
Reconciliation - CREDIT CARD**

Run: 1/14/2026 @ 8:26 AM

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✓ 12/04/2025 0006572	FIELDPRINT	CARR -LIVESCAN BG CK -S.T (HR)	12.50
✓ 12/04/2025 0006572	INDEED	CARR -SPONSORED JOB POSTING -HR	27.72
✓ 12/04/2025 0006572	INDEED	CARR -SPONSORED JOB POSTING -HR	500.59
✓ 12/07/2025 0006572	WALMART	CARR -4 SUB NOTEBOOKS -ADMN	3.88
✓ 12/09/2025 0000514	AMAZON	GEISLER -LAM SHEETS, PAPER, COMPUTER SPEAKER -OPS/ TC	94.48
<b>Total Unmarked Checks:</b>		<b>0.00</b>	
		<b>Total Checks:</b>	<b>2,436.41</b>

Date	Reference	Adjustment Description	Amount
✓ 11/20/2025	GC 24027	PAYMENT MADE FROM GEN CK STMT ENDING 11/07/2025	1,231.23
<b>Total Adjustments:</b>			<b>1,231.23</b>

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Reconciliation - CREDIT CARD**

Run: 1/14/2026 @ 12:54 PM

Page: 1

Closing Balance from Previous Statement.....	12/08/2025	-2,436.41
0 Deposits and Other Additions Totaling.....		0.00
40 Checks and Other Withdrawals Totaling.....		4,835.70
1 Adjustments Totaling.....		2,436.41
0 Voids Totaling.....		0.00
Service Charge.....		0.00
Interest Earned.....		0.00
Closing Balance for this Statement.....	1/08/2026	-4,835.70
Difference.....		0.00

Cash Balance from General Ledger.....	1/08/2026	-278,321.15
Open Activity from Bank Register.....		0.00
Adjustment for Service Charges and Interest.....		0.00
General Ledger Reconciliation to Statement.....		-278,321.15

Date	Check	To	Check Description	Amount
✓ 12/10/2025	0000374	GRAMMARLY, INC	JONES -08/25-11/24/2025 -QRTLY AI WRITING ASSIST SUBSCRIPT -MM	60.00
✓ 12/10/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -S.B (HR)	12.50
✓ 12/10/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -S.B (HR)	12.50
✓ 12/10/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -N.S (FR)	12.50
✓ 12/10/2025	0006572	SISU BREWING CO.	CARR -MEAL W/ INTERVIEW HR -ADMN	55.00
✓ 12/11/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -N.S (FR)	12.50
✓ 12/11/2025	0008646	AMAZON	YELTON -1000 CT NITRILE GLOVES - MAINT	25.32
✓ 12/11/2025	0008646	HOME DEPOT CREDIT SERVICES	YELTON -12 40LB ICE MELT BLEND BAG -MAINT	167.64
✓ 12/12/2025	0000514	FRED MEYER	GEISLER -CANDY (SETD HOLIDAY PARTY) FOR GAMES -ADMN	41.94
✓ 12/12/2025	0000514	WALMART	GEISLER -PLATES, NAPKINS, LEMONADE (SETD HOLIDAY PARTY) -ADMN	51.44
✓ 12/12/2025	0000514	FRED MEYER	GEISLER -22 GIFT CARDS (SETD HOLIDAY PARTY) + 2 GIFT CARDS (EMPLOYEE OF QT/YR) + 2 BK OF STAMPS -PT	656.20
✓ 12/12/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -S.S (ADMN)	12.50
✓ 12/12/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -S.B (HR)	12.50
✓ 12/14/2025	0000514	ASTORIA COOP	GEISLER -DESSERT (SETD HOLIDAY PARTY) -ADMN	24.98
✓ 12/14/2025	0006572	ULTA BEAUTY	CARR -HOLIDAY GIFT (PERSONAL PURCHASE -PD W/CK #3230) -ADMN	19.60
✓ 12/14/2025	0006572	WALMART	CARR -HOLIDAY GIFT (PERSONAL PURCHASE -PD W/CK #3230) -ADMN	26.46
✓ 12/14/2025	0006572	ASTORIA COFFEE COMPANY	CARR -HOLIDAY GIFT (PERSONAL PURCHASE -PD W/CK #3230) -ADMN	19.80
✓ 12/15/2025	0000514	AMAZON	GEILSER -PRINTER TONER -FIN	86.92
✓ 12/15/2025	0008646	HOME DEPOT CREDIT SERVICES	YELTON -LATH SCREWS -BUS SHELTER REPAIR	15.38
✓ 12/16/2025	0008646	AMAZON	YELTON -SHREDDER OIL -TC	9.00
✓ 12/17/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -S.B (HR)	12.50
✓ 12/17/2025	0006572	GOLDEN LUCK RESTAURANT & LOUNGE	CARR -LUNCH W/ CHAMBER -ADMN	30.00
✓ 12/17/2025	0008646	AMAZON	YELTON -SHREDDER -TC	786.33
✓ 12/21/2025	0000374	MAGBAK STORE	JONES -MAGBAK FOR IPHONE 17 + MAGSTICKS, COLOR PK, LENS PROTECTOR -MM	106.00
✓ 12/21/2025	0000514	USPS	GEISLER -2 BKS OF STAMPS -PT	31.20

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Reconciliation - CREDIT CARD**

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Page: 2

✓ 12/21/2025 0006572	SDAO	CARR -01/01-12/31/2026 -SDAO-SDIS MEMBERSHIP DUES	370.00
✓ 12/22/2025 0008646	HOME DEPOT CREDIT SERVICES	YELTON -GRASS, PLANTER MIX -MAINT	48.85
✓ 12/23/2025 0000514	AMAZON	GEISLER -7 TABLET COVERS -OPS	103.43
✓ 12/24/2025 0000514	SDAO	GEISLER -02/05-02/08/2026 -SDAO CONF REG -J.G	295.00
✓ 12/24/2025 0000514	SDAO	GEISLER -01/06/2026 -3 CONF REG + ONLINE TRAINING -K.T, P.Y, P.A	1,185.00
✓ 12/26/2025 0000374	MICROSOFT	JONES -12/04-12/26/2025 -MICROSOFT SOFTWARE SUBSCRIPT -MM	12.00
✓ 12/27/2025 0000374	AMAZON	JONES -INSTA360 FLOW FOLDABLE AI PHONE GIMBAL -MM	146.99

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Reconciliation - CREDIT CARD**

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Page: 3

Date	Check	To	Check Description	Amount
✓ 12/28/2025	0000514	CHEFSTORE	GEISLER -2 CS POPCORN -OPS	86.58
✓ 12/30/2025	0000374	WALMART	JONES -FEBREZE PLGS -MM	31.12
✓ 12/31/2025	0000374	AMAZON	JONES -PHONE MONITOR SCREEN W/ WIRELESS CONTROL -MM	109.98
✓ 12/31/2025	0006572	FIELDPRINT	CARR -LIVESCAN BK GROUND CK -P.E (FR)	12.50
✓ 1/01/2026	0000514	AMAZON	GEISLER -1 TABLET COVER -OPS	13.49
✓ 1/02/2026	0000514	AMAZON	GEISLER -FABRIC PANEL CUBICLE WALL CLIPS -OPS	17.08
✓ 1/03/2026	0000374	GOOGLE ONE	JONES -CLOUD STORAGE SRV (BASIC PLAN 100 GH) -MM	2.99
✓ 1/06/2026	0000374	AMAZON	JONES -INSTA360 FLOW -AI TRACKER - MM	99.98
<b>Total Unmarked Checks:</b>			<b>0.00</b>	<b>Total Checks:</b> <u><b>4,835.70</b></u>

Date	Reference	Adjustment Description	Amount
✓ 12/17/2025	GC 24076	PAYMENT MADE FROM GEN CK STMT ENDING 12/08/2025	2,436.41
<b>Total Adjustments:</b>			<u><b>2,436.41</b></u>

## Sunset Empire Transportation District

Cash Flow Projection - Updated 12/22/2025

### Normal Expectation with Current Funding Issues

	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026
<b>Beginning Cash</b>	<b>1,135,575</b>	<b>1,038,692</b>	<b>1,004,256</b>	<b>1,097,455</b>	<b>1,103,631</b>	<b>2,210,682</b>	<b>1,983,062</b>	<b>1,675,462</b>	<b>1,688,200</b>	<b>1,451,905</b>	<b>1,390,232</b>	<b>1,385,765</b>
<b>Sources of funds:</b>												
Fares	8,549	9,081	9,538	8,634	8,288	7,300	7,300	7,600	7,750	7,750	7,700	7,800
STIF Funding	168,555	213,695	-	217,929	-	-	-	218,683	-	-	218,683	-
ODOT Grant Reimbursements	-	-	308,500	578,927	224,373	-	-	-	-	257,652	-	257,652
Mass Transit Assessment	-	39,796	-	28,010	-	-	28,750	-	-	28,750	-	-
Property Taxes	11,703	6,205	4,462	158,745	1,033,122	50,000	50,000	50,000	42,000	25,000	25,000	25,000
Timber Revenue	-	75,957	-	-	37,686	-	-	38,500	-	-	38,500	-
Other	5,090	4,352	4,983	9,470	23,723	6,350	5,225	5,225	5,225	6,350	5,225	5,250
<b>Total Sources</b>	<b>193,898</b>	<b>349,087</b>	<b>327,483</b>	<b>1,001,715</b>	<b>1,327,192</b>	<b>63,650</b>	<b>91,275</b>	<b>320,008</b>	<b>54,975</b>	<b>325,502</b>	<b>295,108</b>	<b>295,702</b>
<b>Uses of funds:</b>												
Wages/Taxes/Benefits	215,344	269,958	189,116	167,491	183,515	233,770	233,770	233,770	233,770	233,770	233,770	233,736
Materials & Services	75,437	50,194	45,167	95,331	36,626	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	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>290,782</b>	<b>383,522</b>	<b>234,284</b>	<b>995,540</b>	<b>220,141</b>	<b>291,270</b>	<b>398,875</b>	<b>307,270</b>	<b>291,270</b>	<b>387,175</b>	<b>299,575</b>	<b>355,929</b>
<b>Ending Cash</b>	<b>1,038,692</b>	<b>1,004,256</b>	<b>1,097,455</b>	<b>1,103,631</b>	<b>2,210,682</b>	<b>1,983,062</b>	<b>1,675,462</b>	<b>1,688,200</b>	<b>1,451,905</b>	<b>1,390,232</b>	<b>1,385,765</b>	<b>1,325,538</b>

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

## Sunset Empire Transportation District

Cash Flow Projection - Updated 01/14/2026

### Normal Expectation with Current Funding Issues

	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026
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<b>Sources of funds:</b>												
Fares	8,549	9,081	9,538	8,634	8,288	7,835	7,300	7,600	7,750	7,750	7,700	7,800
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ODOT Grant Reimbursements	-	-	308,500	578,927	224,373	-	-	-	-	257,652	-	257,652
Mass Transit Assessment	-	39,796	-	28,010	-	-	28,750	-	-	28,750	-	-
Property Taxes	11,703	6,205	4,462	158,745	1,033,122	9,243	50,000	50,000	42,000	25,000	25,000	25,000
Timber Revenue	-	75,957	-	-	37,686	-	-	38,500	-	-	38,500	-
Other	5,090	4,352	4,983	9,470	23,723	9,750	5,225	5,225	5,225	6,350	5,225	5,250
<b>Total Sources</b>	<b>193,898</b>	<b>349,087</b>	<b>327,483</b>	<b>1,001,715</b>	<b>1,327,192</b>	<b>26,829</b>	<b>91,275</b>	<b>320,008</b>	<b>54,975</b>	<b>325,502</b>	<b>295,108</b>	<b>295,702</b>
<b>Uses of funds:</b>												
Wages/Taxes/Benefits	215,344	269,958	189,116	167,491	183,515	162,044	233,770	233,770	233,770	233,770	233,770	233,736
Materials & Services	75,437	50,194	45,167	95,331	36,626	46,757	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	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>290,782</b>	<b>383,522</b>	<b>234,284</b>	<b>995,540</b>	<b>220,141</b>	<b>208,801</b>	<b>398,875</b>	<b>307,270</b>	<b>291,270</b>	<b>387,175</b>	<b>299,575</b>	<b>355,929</b>
<b>Ending Cash</b>	<b>1,038,692</b>	<b>1,004,256</b>	<b>1,097,455</b>	<b>1,103,631</b>	<b>2,210,682</b>	<b>2,028,710</b>	<b>1,721,110</b>	<b>1,733,848</b>	<b>1,497,553</b>	<b>1,435,880</b>	<b>1,431,413</b>	<b>1,371,186</b>

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

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**9.a Transportation Advisory Committee interviews and appointments**

Commissioners will be provided with copies of completed applications after the application window closes at noon on Monday, Jan. 19, 2026.

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**9.b Strategic Plan Presentation by Mark Knudsen SDAO**

Presentation by the SDAO contractor outlining the upcoming Strategic Plan workshop, including planning expectations and pre-meeting homework assignments.

# Sunset Empire Transportation District



## Strategic Planning Approach

January 22, 2026

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## Today's Topics

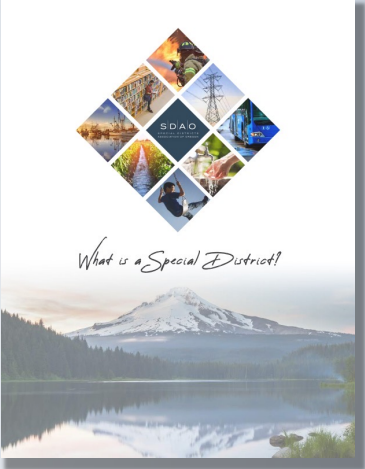
- About Special Districts
- Foundation for a Strategic Plan
- Strategic Planning
  - Why
  - How
- SETD's Strategic Planning Process
- Next Steps



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# About Special Districts



*What is a Special District?*

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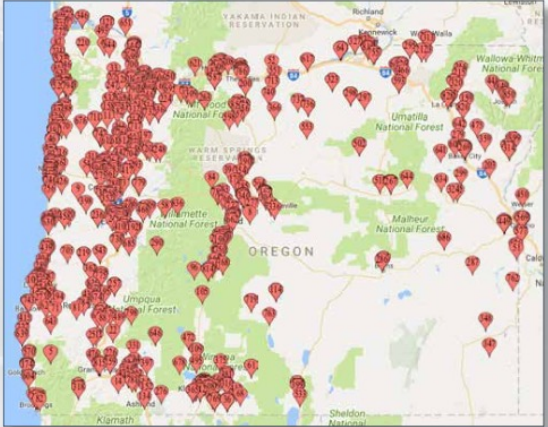
# About Special Districts What is a Special District?

### Types of Districts / SDAO Member Profile

• Airport: 1	• People's Utility: 13
• Ambulance: 5	• Ports: 22
• Cemetery Maintenance: 38	• Predator Control: 1
• County Service: 19	• Radio and Data: 2
• Domestic Water Supply: 97	• Road Assessment: 14
• Drainage: 25	• Sanitary: 46
• Emergency Communication: 6	• Soil and Water Conservation: 45
• Fire Protection: 252	• Special Road: 70
• Health: 28	• Translator: 1
• Highway Lighting: 1	• Transportation: 9
• Irrigation: 58	• Vector Control: 16
• Library: 24	• Water Control: 24
• Mass Transit: 2	• Water Improvement: 45
• Park and Recreation: 53	

Weed control, metropolitan service, sand removal, diking, and weather modification are also types of special districts in Oregon but not represented in SDAO membership.

### OREGON SPECIAL DISTRICTS MAP



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## About Special Districts About SDAO

### Special Districts Association of Oregon

*To assist special service districts in providing cost-effective and efficient public services to the people of Oregon*

- Formed in 1979 to provide strong and united voice
- Provides advocacy at federal, state, and local levels
- Provides training, information resources, and support programs
- Operates as 501(c)(6) not-for-profit corporation
- Governed by 12-member board of directors
- Over 900 local government members
- Sister organization is Special Districts Insurance Services (SDIS)



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## About Special Districts About SDAO Consulting Services Program

- Experienced industry professionals
  - Range of experts and expertise
- Provides management advice, guidance, and support services
  - Does not include professional engineering, audit, or attorney services
- Provides guidance, oversight, training, and assessments
  - Encourage and support implementation of best practices
- Why?
  - To reduce risk, improve service, support future planning
  - To enhance district efficiency and effectiveness



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## About Special Districts About Mark Knudson



- Senior Consultant with SDAO Consulting Services
- Over 40 years of public utility management experience
  - Retired CEO of Tualatin Valley Water District
  - Former Director of Operations for Portland Water Bureau
- Professional Engineer (Civil & Environmental)
- Certified Water Distribution and Treatment Operator (WD4 & WT3)
- Former Board Member Business Oregon Infrastructure Finance Authority
- Former Board Member for Oak Lodge Water Services

[mknudson@sdao.com](mailto:mknudson@sdao.com)

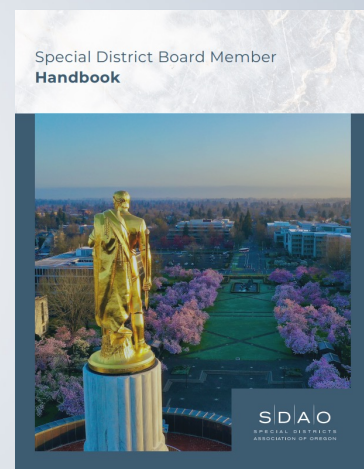
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## Foundation for a Strategic Plan

- Governance Best Practices



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## Foundation for a Strategic Plan Governance Best Practices

### 1. Understand and adhere to statutory authority

- What: Be familiar with and comply with district’s principal act
  - Principal Act of Transportation Districts – ORS 267
    - Statutory authority of transportation district
    - Duties, powers, and meetings of Board of Directors
    - Election and appointment of Directors
    - Board Officers
    - Appointment & authority of General Manager
- How: Read your principal act
- Why: It’s the law

**ORS 267  
Transportation Districts**  
*Working Oregon  
Communities  
Together*

**Districts connect people with places**

• Transportation districts exist throughout the state that are independent local governments and not part of a local city or county, and may serve more than one city or county.  
 • Provide safe, efficient, and accessible transportation enhancing the livability of the community.  
 • Help to reduce road congestion and travel times, air pollution, and energy and oil consumption, all of which benefit both voters and non-voters alike.  
 • Public Transportation helps everyone—commuters, families, students, senior citizens, persons with disabilities, and the youth to public life, recreational and career goals, meet their daily needs and maintain a high level of transportation independence.  
 • Governed by a board of seven directors elected at large in May of odd years serving four-year terms.  
 • District board is completely responsible for personnel administration. District administration and staff are that the requirements of their governing areas ranging from public records and public meetings to local laws and rules.  
 • Receive tax revenues based on voter-approved permanent rate not to exceed in any one year one-half percent (0.5%) of the net market value of all taxable property within the geographic boundaries of the district. Also authorized to charge fees for services and/or to receive voluntary payment fees.

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## Foundation for a Strategic Plan Governance Best Practices

### 2. Strictly observe Public Meetings Law ... all the time

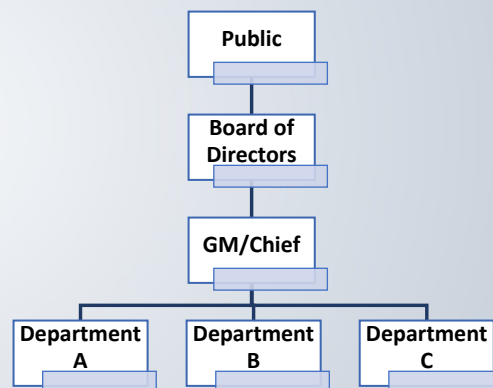
- What:
  - Observe all applicable requirements for meetings (ORS 192.610 – 705)
- Why:
  - Preserves transparency, accountability & compliance ... and it's the law
  - OGEC may impose fines (e.g., \$3,000 per violation per member)
  - Fines are a personal expense – not reimbursed by the district
- How:
  - Attend PML training; mandatory for board members for >\$1 million/yr
  - Establish and follow board policies
  - Consult with legal counsel

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## Foundation for a Strategic Plan Governance Best Practices

### 3. Adhere to Board roles & responsibilities

- What:
  - Public
    - Elects/appoints board & holds Board accountable
  - Board of Directors
    - Establishes policy & direction
    - Hires GM, holds GM accountable
  - GM / Chief
    - Implements board-established policy
    - Hires staff, holds staff accountable
  - Staff
    - Implements GM's direction
- How: Follow ORS 267



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## Foundation for a Strategic Plan Governance Best Practices

### 3. Adhere to Board roles & responsibilities

ORS 267.140: "A general manager of a district shall ...

- (1) Have full charge of the acquisition, construction, maintenance and operation of the transit system of the district.
- (2) Have full charge of the administration of the business affairs of district.
- (3) Enforce all ordinances adopted by the board.
- (4) Administer the personnel system adopted by the board and ... appoint, discipline or remove all officers and employees ...
- (5) Prepare and submit to board ... report of the finances and administrative activities ..."

## Foundation for a Strategic Plan Governance Best Practices

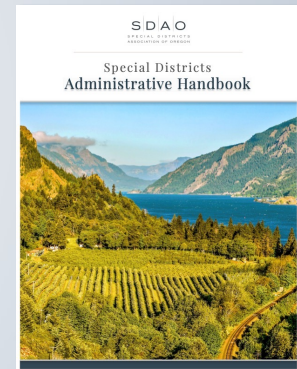
### 4. Establish, follow and maintain board policies

- What:
  - Board adopted expectations and standards for board members, officers, public meetings, ethics, and communications with public and staff
- Why:
  - Transparency with public; reinforces accountability of board & staff
- How:
  - Use SDAO template or legal counsel
  - Acknowledgement & commitment form; hold each other accountable
  - Include in onboarding process for new board members
  - Keep policies updated – periodic review and updates by Board

## Foundation for a Strategic Plan Governance Best Practices

### 5. Establish, follow and maintain administrative policies

- **What:**
  - Board adopted policies for human resources (employee handbook), procurement policies (LCRB), public meeting policy, public records policy, financial procedures, IT security, safety, performance evaluations, etc.
- **Why:**
  - Supports informed decision-making, compliance, risk reduction, transparency, accountability, limits liability
- **How:**
  - Refer SDAO Administrative Handbook; look for examples
  - Have board engaged in process & keep policies updated
- *“Board members should use caution in exercising administrative power because of the potential of liability, workers’ compensation issues, staff morale issues, and other considerations”*



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## Foundation for a Strategic Plan Governance Best Practices

### 6. Have and use an attorney and other professionals

- **What:**
  - Retain professionals such as legal counsel, auditor, engineers, planners
- **Why:**
  - SDAO IS NOT YOUR ATTORNEY; issues and laws are complex
  - Consequences can be significant; liability for failures & mistakes far exceeds the cost of professional services
  - Consequences of not using professionals are what is “expensive”
- **How:**
  - Consult with SDAO for advice, referrals & support
  - Special procurement procedures can apply – ask for help

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## Foundation for a Strategic Plan Governance Best Practices

### 7. Practice board accountability

- What:
  - Hold board & board members accountable for performance of district
- Why:
  - Board is ultimately responsible for performance of the district
  - Enhances district efficiency and effectiveness
  - Enhances public confidence and trust
  - Limits district and board member liability
- How:
  - Conduct a Board Practices Assessment or performance review of board
  - Track and publicly report progress on district goals

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## Foundation for a Strategic Plan Governance Best Practices

### 8. Practice administrative accountability

- What:
  - Establish & maintain clear expectations and performance feedback for GM
- Why:
  - So that stuff gets done!
  - The GM is the **Board's one employee** and is responsible for implementation of Board-established policies, goals and priorities
- How:
  - Maintain current job description for GM
  - Establish specific performance goals and expectations
  - Conduct annual performance evaluations

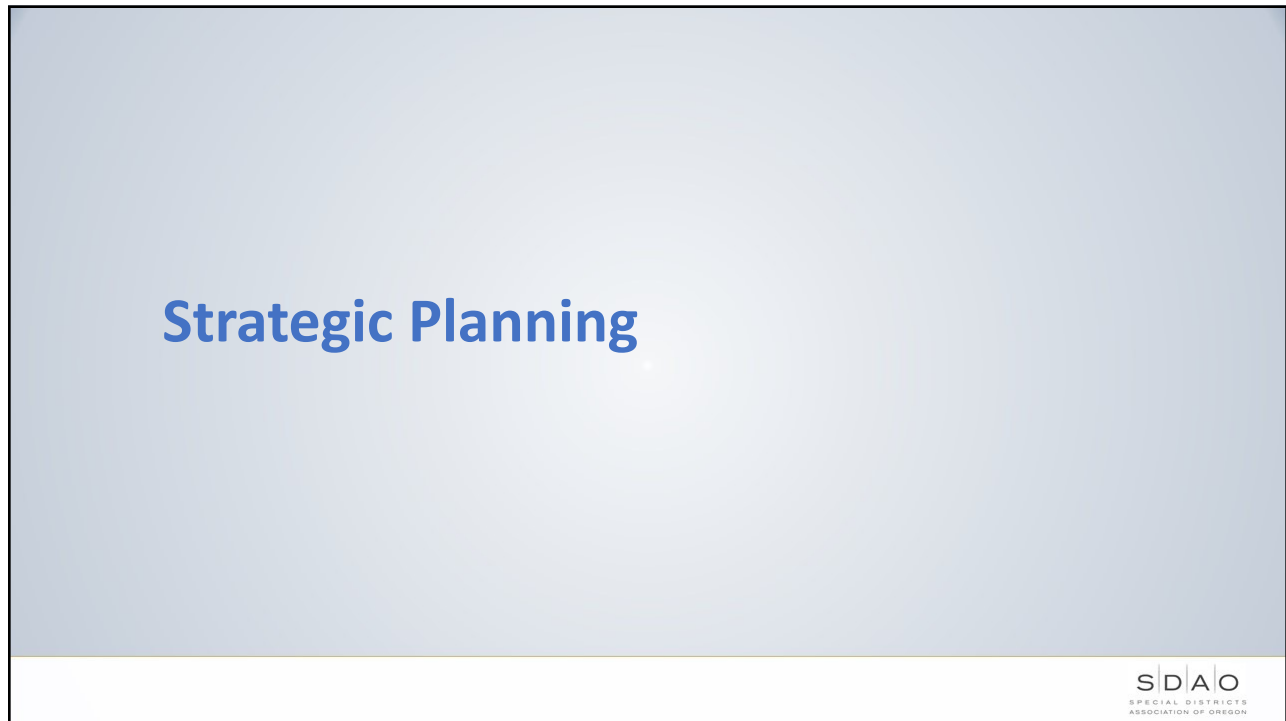
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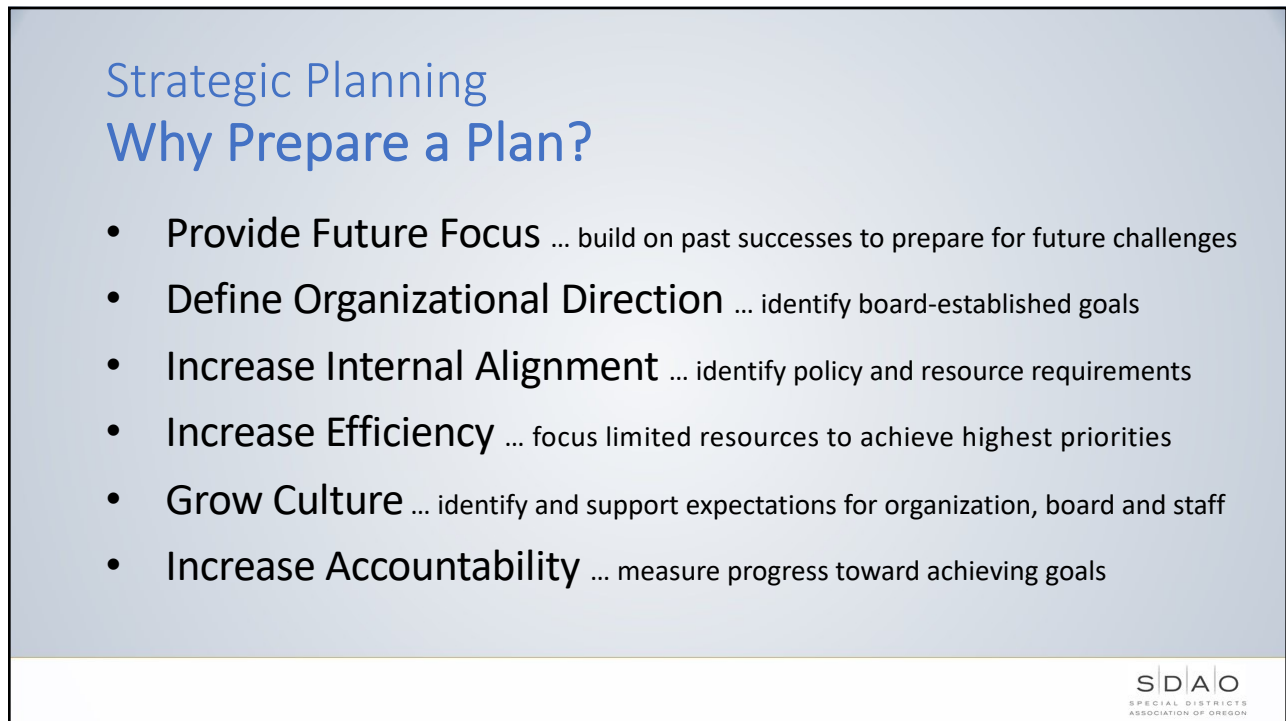
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## Strategic Planning What Planning Is (or should be)

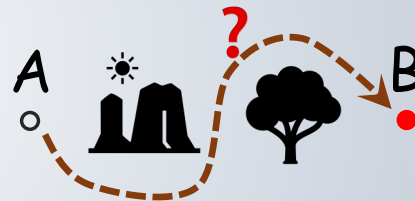
- **A process** ... not just a product
- **Collaborative** ... it's a team effort
- **Iterative** ... to be updated over time
- **Visionary, tactical** ... or both
- **Goal-focused** ... where are we going
- **Outcome-driven** ... how we get there



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## Strategic Planning The Planning Process

1. Where Are We?
2. Where Are We Going?
3. How Will We Get There?
4. Are We There Yet?

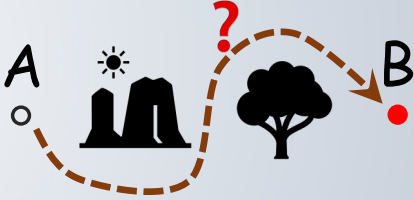


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## Strategic Planning SETD's Strategic Planning Process



1. Where Are We?
  - **Define - Update Vision, Mission, Values**
  - **Assess - SWOT Process**
2. Where Are We Going?
  - **Identify Board Goals & Priorities**
3. How Will We Get There?
  - **District Implementation Plan**
4. Are We There Yet?
  - **Routine Progress Updates**



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## Strategic Planning SETD's Strategic Planning Process



Strategic Planning Workshop

Define Setting

Assess

Goals & Priorities

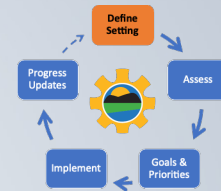
Implement

Progress Updates

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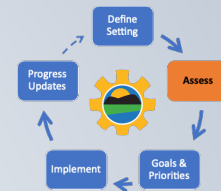
## Strategic Planning SETD's Strategic Planning Process



### 1. Define Current Setting – *Where Are We?*

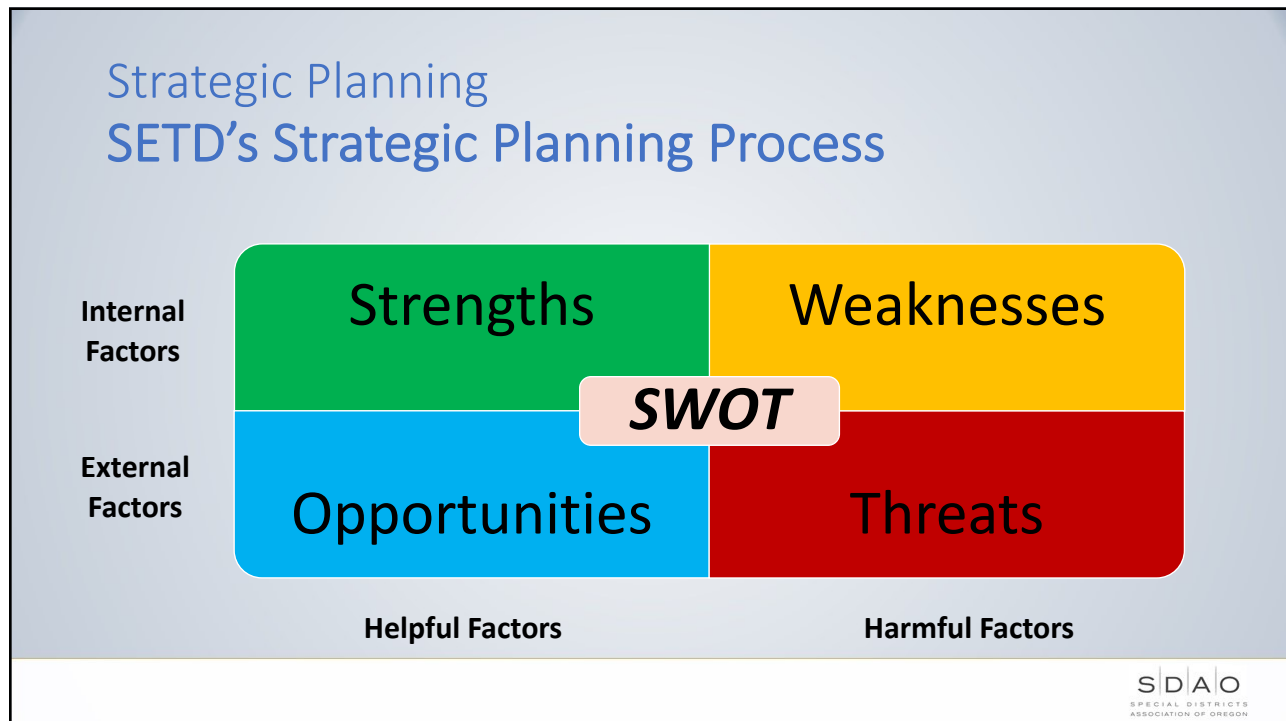
- Research and data gathering
  - Current conditions, polices, emerging trends, new regulations ...
- Confirmation of Vision, Mission & Values
  - Vision: Why the organization exists and future aspirations
  - Mission: What services the organization provides
  - Values: Guiding principles for How services are provided

## Strategic Planning SETD's Strategic Planning Process



### 2. Assess Situation / SWOT Analysis – *Where Are We?*

- SWOT = Strengths, Weakness, Opportunities & Threats
  - Assess the District's current condition & perceived issues
  - The "Unvarnished Truth" about what's working and what's not working
  - What's the future hold? / What's holding us back?
  - Who are are our allies, our adversaries, and WHY?
  - Internal input (board & staff) / external input (partners, customers) - ???
  - Identify current & future needs
  - Establish a foundation for future goals and priorities

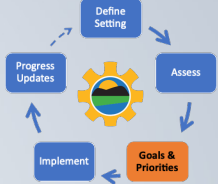


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- ### Strategic Planning SETD's Strategic Planning Process
- **Strengths**
    - Advantages we have that support our continued success
  - **Weaknesses**
    - Factors we control that are limiting our effectiveness
  - **Opportunities**
    - External factors that could help us grow or improve
  - **Threats**
    - External factors that could impede or derail our efforts
- SIDA O  
SPECIAL DISTRICTS  
ASSOCIATION OF OREGON

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## Strategic Planning SETD's Strategic Planning Process



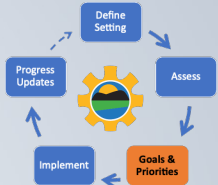
3. District Goals & Priorities – [Where Are We Going?](#)

- Goal Setting: What are the district's goals?
  - Goal: Aspirational statement of what we should accomplish (tactical) or what we want to be (visionary)
    - To provide direction, purpose, expectations
  - SMART Goals:
    - Specific, Measurable, Achievable, Relevant and Time-Bound
  - What do we want to accomplish in the next 3 to 5 years?
  - How will this goal ultimately benefit the district?

**SDAIO**  
SPECIAL DISTRICTS  
ASSOCIATION OF OREGON

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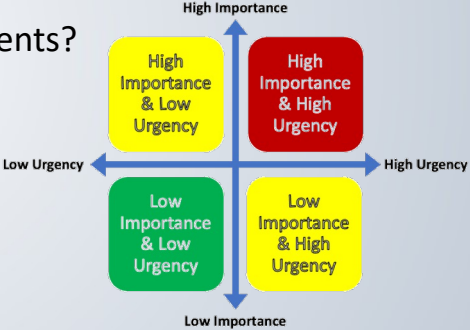
## Strategic Planning SETD's Strategic Planning Process



3. District Goals & Priorities – [Where Are We Going?](#)

- Goal Prioritization: What are our priorities?
  - Are there precursor activities and events?
  - What is the schedule?
  - Is this important, urgent or both?

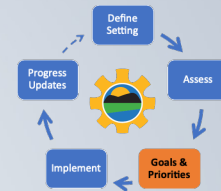
Dwight Eisenhower: *"I have two kinds of problems, the urgent and the important"* ... the urgent isn't always important and the important isn't always urgent.



**SDAIO**  
SPECIAL DISTRICTS  
ASSOCIATION OF OREGON

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## Strategic Planning SETD's Strategic Planning Process

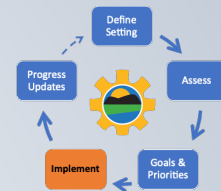


### 4. Summary of Findings – *Where Are We Going?*

- Updated Vision, Mission, Values
- SWOT Results
  - Identified strengths, weaknesses, opportunities & threats
- Summary of Board Goals & Priorities
- Board Recommendations
- Draft & final report

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## Strategic Planning SETD's Strategic Planning Process

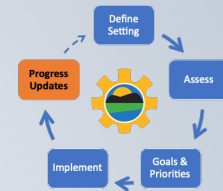


### 5. District Implementation Plan – *How Will We Get There?*

- District-prepared plan on how to achieve goals & priorities
  - Work plans for programs, projects policies need to achieve goals
  - Scope, schedule & budget for projects and activities
  - Staff-led with support from SDAO
- Final Plan
  - Board review and comments on draft plan; public input?
  - Board approval of final plan
- Implement – move forward with planned projects & activities

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## Strategic Planning SETD's Strategic Planning Process

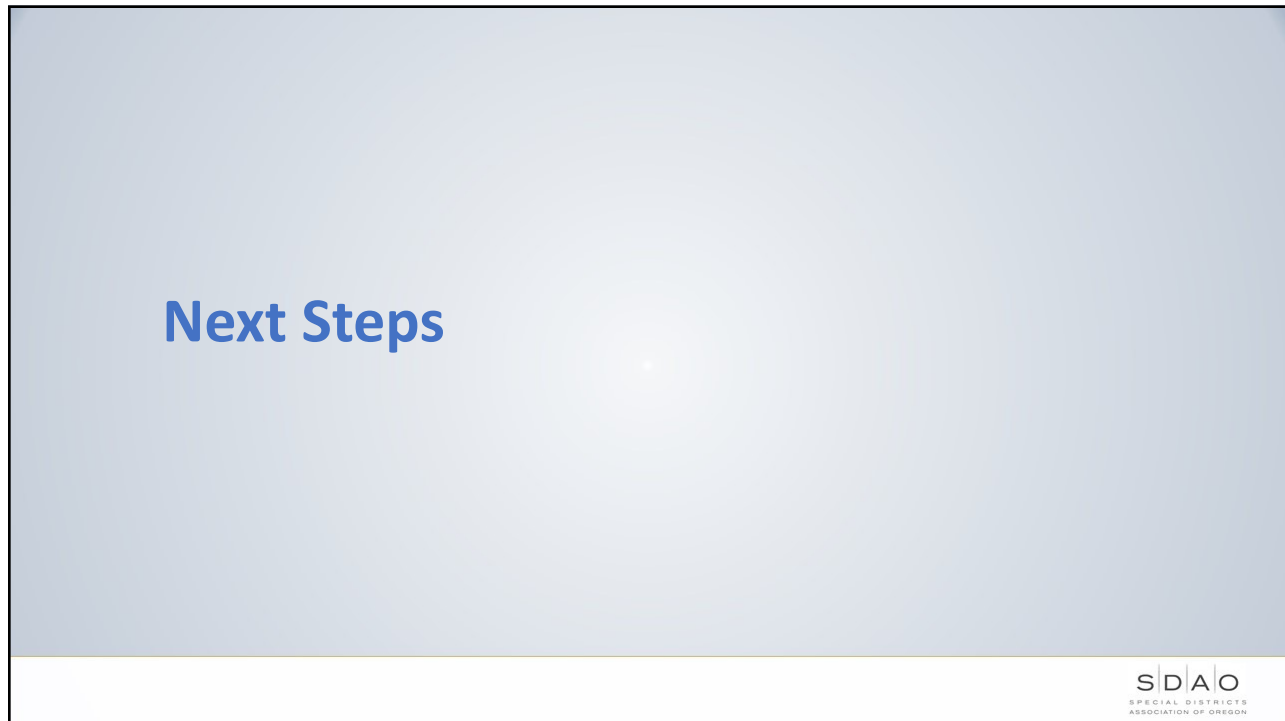


### 5. Routine Progress Reports – Are We There Yet?

- Periodic progress updates to Board
  - Demonstrate progress toward reaching goals & benchmarks
  - Activity & accomplishments; issues & concerns; next steps
  - Routine – part of Manager's Report every quarter?
  - Annual review of Implementation Plan (scope, schedule, budget)
  - Accountability – Part of public information strategy? Part of GM's performance evaluation process?

“Don't mistake activity  
for achievement.”

- John Wooden -



37



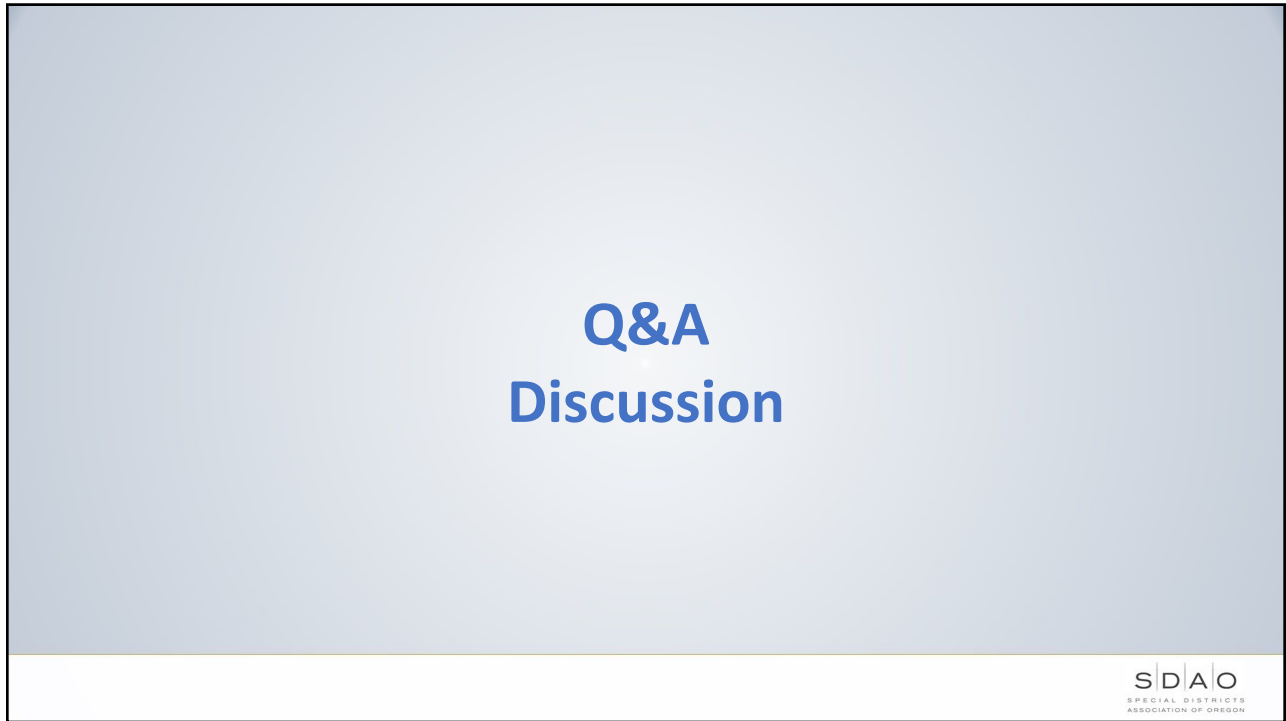
38

## Next Steps Homework Assignments

1. Review Vision, Mission & Values – Board & Staff
  - Review Vision, Mission & Values handout
  - Prepare initial comments & suggested input
2. SWOT Exercise – Board & Staff
  - Review SWOT Exercise handout
  - Prepare initial comments & suggested input
3. District Goal Setting – Board & Staff
  - Review District Goals assignment
  - What are your goals for the district?
  - For each goal, is there a deadline? Is it urgent, important, both?

“If you fail to plan,  
you are planning to fail!”

- Benjamin Franklin -



41

## Board & Staff Homework

January 22, 2026 - Page 1 of 4

### 1. Confirmation of Vision, Mission & Values (see attached worksheet, page 2)

- Vision: A statement of *Why* the organization exists and its future aspirations
- Mission: A statement of *What* services the organization provides
- Values: A list of guiding principles for *How* services are provided

Questions to Consider:

- a. Are these statements consistent with the needs of the community?
- b. Do these statements point us in the right direction?
- c. Do these statements accurately reflect the Board's expectations?
- d. What changes to existing statements are needed?

Assignment: Please come to the workshop prepared to discuss your comments and observations about the District's Vision, Mission & Values

### 2. Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) (see attached worksheet, page 3)

- Strengths: Advantages we have that support our continued success
- Weaknesses: Factors we control that are limiting our effectiveness
- Opportunities: External factors that could help us grow or improve
- Threats: External factors that could impede or derail our efforts

Questions to Consider:

- a. What's working? What's not working?
- b. What does the future hold for the District?
- c. What's holding us back? What obstacles are in our way?
- d. Who are our allies, our adversaries, and WHY?

Assignment: Please come to the workshop with your list of the District's Strengths, Weaknesses, Opportunities and Threats. These are often just one or two words but consider WHY these are important.

### 3. Suggested District Goals (see attached worksheet, page 4)

- Goal: An aspirational statement of what we should accomplish (tactical) or what we want to be (visionary) – to provide direction, purpose, expectations
- SMART Goal: A goal that is Specific, Measurable, Achievable, Relevant and Time-Bound

Questions to Consider:

- a. What do we want to accomplish in the next 3 to 5 years (or more)?
- b. How will this goal ultimately benefit the district?
- c. For each goal, is there a deadline? Is it urgent, important or both?

Assignment: Please come to the workshop with your list of Suggested Goals, how each goal will benefit the District, and the relative priority of each goal.

## Board & Staff Homework

January 22, 2026 - Page 2 of 4

### Vision, Mission & Values

#### Vision:

SETD currently does not have a vision statement. If it did, what are the Board's aspirations for what the district should become?

Examples of Vision Statements from other transit agencies:

- **Spokane Transit:** "Connecting everyone to opportunity."
- **TriMet (Portland):** To be the leader in delivering safe, convenient, sustainable, and integrated mobility options necessary for our region to be recognized as one of the world's most livable places.
- **The Rapid (Grand Rapids):** A future where citizens can live conveniently without owning a car, choosing transit for an easy, economical, and efficient way to get around, supporting sustainability and economic development.

#### Mission:

SETD's existing mission statement (circa 2013?) is:

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

Is this mission statement still current? What changes would you make?

Examples of Mission Statements from other transit agencies:

- **Spokane Transit:** "We provide safe, inclusive, convenient, and efficient public transportation services to Spokane area communities."
- **Metro Transit (Minneapolis/St. Paul):** "We connect people, strengthen communities, and improve lives by delivering high-quality public transportation."
- **Community Transit (Snohomish County):** "We help people get from where they are to where they want to be."

#### Values:

SETD currently does not have a list of organizational values. If it did, what values should the board use as guiding principles & guardrails for decisions?

Possible examples for your consideration:

- **Safety:** Ensuring the well-being of employees and customers.
- **Integrity/Trust:** Honesty, transparency, and responsible use of public resources.
- **Customer Service:** Exceeding expectations, being responsive, and providing a welcoming experience.
- **Innovation:** Embracing new technology and processes for better service.
- **Sustainability:** Focusing on long-term financial, environmental, and social benefits.
- **Community Focus:** Serving the diverse needs of the region.
- **Reliability:** Committed to consistently providing on-time service.

**Board & Staff Homework**

January 22, 2026 - Page 3 of 4

INTERNAL FACTORS		EXTERNAL FACTORS	
Strengths	Weaknesses	Opportunities	Threats

## Board & Staff Homework

January 22, 2026 - Page 4 of 4


### SUGGESTED GOALS

<b>Goal</b> – Summary Description (The What)	<b>Priority</b> – Is this goal Important, Urgent or Both? A deadline?	<b>Prerequisites</b> – What else is needed to achieve this goal?

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**9c. Strategic plan foundational report**

Report prepared by Executive Director David Carr and Chief Operation Officer Jennifer Geisler.

A photograph of two men in suits standing outdoors. The man on the left is seen in profile, wearing a light blue and white striped blazer over a light blue shirt. The man on the right is facing him, wearing a dark navy blue blazer over a blue button-down shirt. They appear to be in conversation. The background shows a stone building, trees, and a parking lot.

# EXECUTIVE DIRECTOR

David Carr

# Agenda

- Executive Director
- Creating a Culture
- Outreach
- Senior Management Team
- Fiscal Strategy
- Operations
- Planning
- Innovation
- Data Driven
  - Micro Transit
  - New Buses





# Executive Director

I chose to work in Clatsop County because I love the place I call home.

I am committed to being a responsible steward of SETD and to providing the highest quality transit services possible for our customers.

My focus is on building a strong team, enhancing operations, renewing assets, and strengthening our financial position—guided by honesty, accountability, respect, empowerment, safety, and compassion..

# BUILDING A NEW CULTURE

CULTURE



- Positive Attitude
- Words are important
- What we say resonates thru out the community
- Move away from the past and toward the future
- Train for the future
- Empower staff
- Be Better

# Public Outreach

## Community Outreach

- Council / Board Meetings
  - Astoria City Council
  - Cannon Beach City Council
  - Clatsop County Board
  - Gearhart City Council
  - Pacific Transit Board
  - Port of Astoria
  - Seaside City Council
  - Warrenton City Council



# Public Outreach



**Clatsop  
Community  
College**



**Tongue Point Job Corp  
Astoria, OR**



**ASTORIA  
WARRENTON  
CHAMBER OF  
COMMERCE**  
*The Spirit of the Columbia*

93  
2026

## Community Outreach

- Clatsop Community College
- Tongue Point Job Corp Center
- Chamber of Commerce
- Rotary
- Community Events
  - Fireworks
  - Parades
  - Mural unveiling
  - Christmas Tree Lighting
  - Many others!

# Public Outreach

## Media/Marketing & Interviews

- OPB
- KAST
- KRKZ
- News paper stories
- Microtransit Media
  - Multiple Radio Stations



## Social media / communications

- Postings on Facebook
- Integration with Website
- Communications and social media plan for 2026
- Public Notices and news releases
- Board Meetings



# Public Outreach

## Mobility Manager

- Clatsop County Health Coalition
- Warrenton Middle School, Astoria High School, and Seaside High School
- Veterans
  - Yearly Veterans Conference (Seaside)
  - Veterans Service Officer
  - Veterans Coffees'
- Seaside Chamber



# Senior Management Team

SEDT LEADERSHIP



**SARA  
SCHILLING**

Executive Assistant



**SAM  
BEDAIR**

Human Resources



**JASON  
JONES**

Mobility Manager



**JENNIFER  
GEISLER**

Chief Operations Officer



**KELLY SMITH**

Finance Officer

# Fiscal Strategy

## Grants

- 5310 and 5311 Federal funding
- STIF State of Oregon funding / amendment
- Tax revenue
  - Property
  - Timber
- Apply for grant opportunities

## Predictability

- Model against predicted and unpredicted scenarios
- Track spending and anticipate year end balances
- Keep informed of State and Federal legislative impacts on Funding

## Collaborative

- Board driven strategic planning
- TAC Committee participation in process
- Staff empowerment and participation in the budget / financial process

# Finance

**Sunset Empire Transportation District**  
 Cash Flow Projection - Updated 12/22/2025

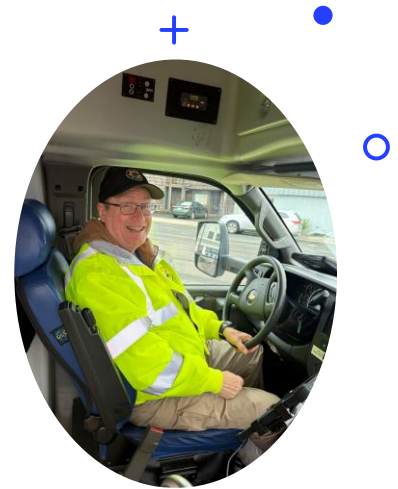
## Normal Expectation with Current Funding Issues

	Actual Jul 2025	Actual Aug 2025	Actual Sep 2025	Actual Oct 2025	Actual Nov 2025	Projected Dec 2025	Projected Jan 2026	Projected Feb 2026	Projected Mar 2026	Projected Apr 2026	Projected May 2026	Projected June 2026
<b>Beginning Cash</b>	1,135,575	1,038,692	1,004,256	1,097,455	1,103,631	2,210,682	1,983,062	1,675,462	1,688,200	1,451,905	1,390,232	1,385,765
<b>Sources of funds:</b>												
Fares	8,549	9,081	9,538	8,634	8,288	7,300	7,300	7,600	7,750	7,750	7,700	7,800
STIF Funding	168,555	213,695	-	217,929	-	-	-	218,683	-	-	218,683	-
ODOT Grant Reimbursements	-	-	308,500	578,927	224,373	-	-	-	-	257,652	-	257,652
Mass Transit Assessment	-	39,796	-	28,010	-	-	28,750	-	-	28,750	-	-
Property Taxes	11,703	6,205	4,462	158,745	1,033,122	50,000	50,000	50,000	42,000	25,000	25,000	25,000
Timber Revenue	-	75,957	-	-	37,686	-	-	38,500	-	-	38,500	-
Other	5,090	4,352	4,983	9,470	23,723	6,350	5,225	5,225	5,225	6,350	5,225	5,250
<b>Total Sources</b>	193,898	349,087	327,483	1,001,715	1,327,192	63,650	91,275	320,008	54,975	325,502	295,108	295,702
<b>Uses of funds:</b>												
Wages/Taxes/Benefits	215,344	269,958	189,116	167,491	183,515	233,770	233,770	233,770	233,770	233,770	233,770	233,736
Materials & Services	75,437	50,194	45,167	95,331	36,626	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	-	-	-	-	-	-	-	-
<b>Total Uses</b>	290,782	383,522	234,284	995,540	220,141	291,270	398,875	307,270	291,270	387,175	299,575	355,929
<b>Ending Cash</b>	1,038,692	1,004,256	1,097,455	1,103,631	2,210,682	1,983,062	1,675,462	1,688,200	1,451,905	1,390,232	1,385,765	1,325,538

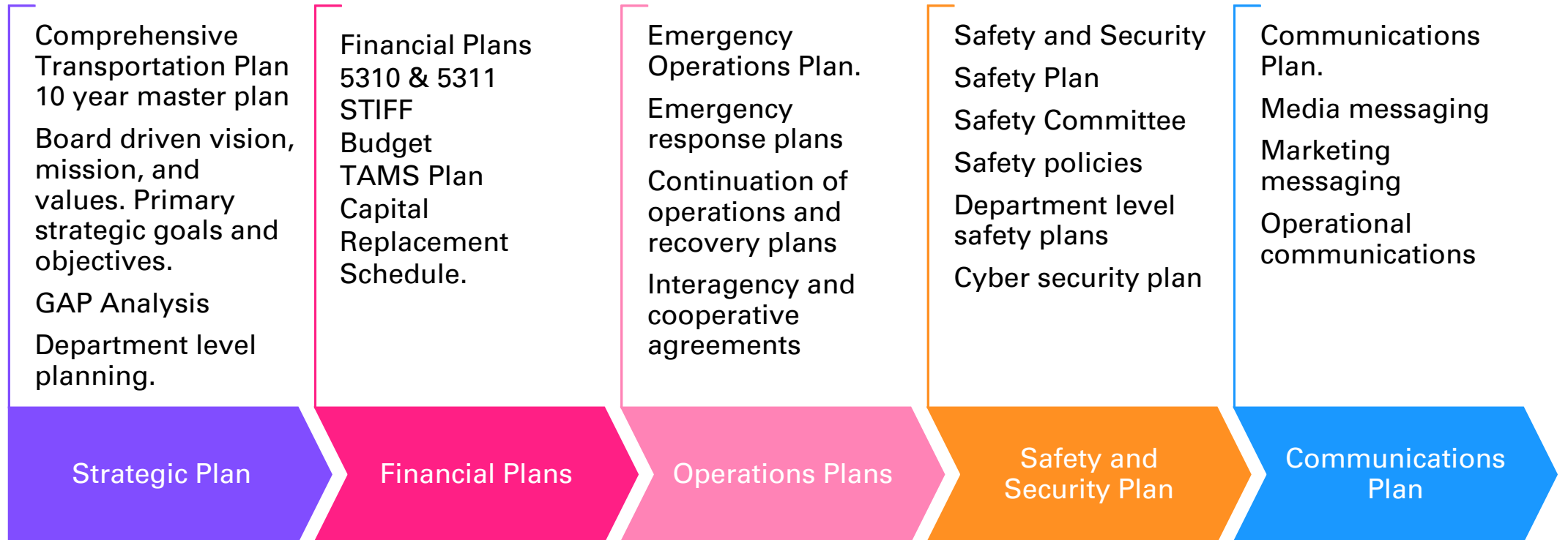


# Operations.

# Operations Staff / Drivers



# Planning



# Innovation

- Data Driven Decision Making
- Micro Transit
- Technological advances
  - Safety and Security
  - ITS
  - Parking
- Zero Emissions Vehicles
- Social Media
- Grants and contracting
- Other

# MicroTransit Ridership

**MORE RIDERS  
MORE FLEXIBILITY  
MORE FREEDOM.**



**SETD's MICRO TRANSIT  
PILOT PROGRAM**  
in Seaside & Cannon Beach

...demand rides that complement P...  
...all pilot participin...

- Next Model for Transit

# Data Driven Decision Making

## Develop Key Performance Indicators (KPI's)

- Operations
  - NTD Data
  - Ridership
  - Mileage
  - Roadcalls
- Finance
  - Budget
  - AP
  - Payroll

# Summary

We are small and we are passionate, motivated and driven for success.

We are compassionate and care for our passengers.

We are striving to enhance and improve the rider experience.

We serve as stewards for our community with fiscal responsibility and transparency.

We are the Sunset Empire Transportation District.





# THANK YOU

David Carr

David@ridethebus.org





Sunset Empire  
Transportation District  
Operations Department



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

# Sunset Empire Transportation District Operations Department

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



## OPERATIONS OVERVIEW

# The Foundation of Transit Service Delivery

## Core Operational Functions

The Operations Department serves as the backbone of SETD, ensuring safe and compliant daily operations across all service areas. Our responsibilities encompass fleet and facility maintenance, district communications systems, and the upkeep of bus shelter infrastructure throughout Clatsop County.

## Our Dedicated Team

We maintain operations through a coordinated team including three driver supervisors, a skilled mechanic, lot attendant, professional bus operators, and three dispatchers who work together to deliver seamless service to our community.

# Service Portfolio: Meeting Diverse Community Needs

## Fixed Route Service

Scheduled bus routes connecting major destinations across Clatsop County on predictable timetables, serving the core transportation needs of residents, workers, and visitors.

## RideAssist Program

Demand-responsive, curb-to-curb service providing essential transportation for older adults, people with disabilities, and general public riders requiring scheduled pickup and drop-off.

These complementary services work together to ensure comprehensive transportation access throughout our service area, meeting federal ADA requirements while extending mobility options to all county residents.

# Organizational Structure: Collaboration Drives Success

01

---

## Cross-Department Coordination

Operations works closely with Maintenance, Human Resources, and Finance departments to ensure efficiency, proper efficiency, proper staffing, budget management, and equipment readiness.

02

---

## Team-Driven Service Delivery

Our collaborative approach encompasses safety management, comprehensive training programs, service delivery excellence, and strategic future planning initiatives.

03

---

## Mobility Manager Partnership

We coordinate on route structure optimization, vehicle and route accessibility improvements, and collaborative collaborative planning for future projects and service expansions.

04

---

## Stakeholder Engagement

Through MOUs and IGAs, we partner with county and city governments to address service needs and maintain maintain coordinated emergency response plans.



# Safety and Compliance Framework

## Comprehensive Safety Program

Safety is our highest priority. We conduct regular staff safety trainings and meetings to ensure every team member is prepared to handle any situation. Our rigorous incident and accident tracking system enables thorough accident reviews, helping us learn from every event and continuously improve our safety protocols.

## Regulatory Compliance

We maintain full compliance with Federal Transit Administration (FTA) regulations, Oregon regulations, Oregon Department of Transportation (ODOT) requirements, Americans with Disabilities Act (ADA) standards, and FTA Drug & Alcohol testing requirements.

## Safety Initiatives

- Advanced vehicle camera systems
- Operator safety incentive programs
- Updated ADA Paratransit Plan
- Comprehensive Maintenance Plan
- Facility Maintenance Management Plan
- Emergency Response Plan
- Active Safety Committee

# Technology Integration: Tools That Drive Performance



## Ecolane Auto Scheduling

Advanced software system for efficient curb-to-curb ride scheduling and dispatch, optimizing RideAssist service delivery and reducing wait times for passengers.



## Swiftly Data Platform

Comprehensive monitoring system for supervisors and dispatchers tracking vehicle and route locations. On-Board App for drivers ensures accurate on-time performance measurement.



## Real-Time Tracking Suite

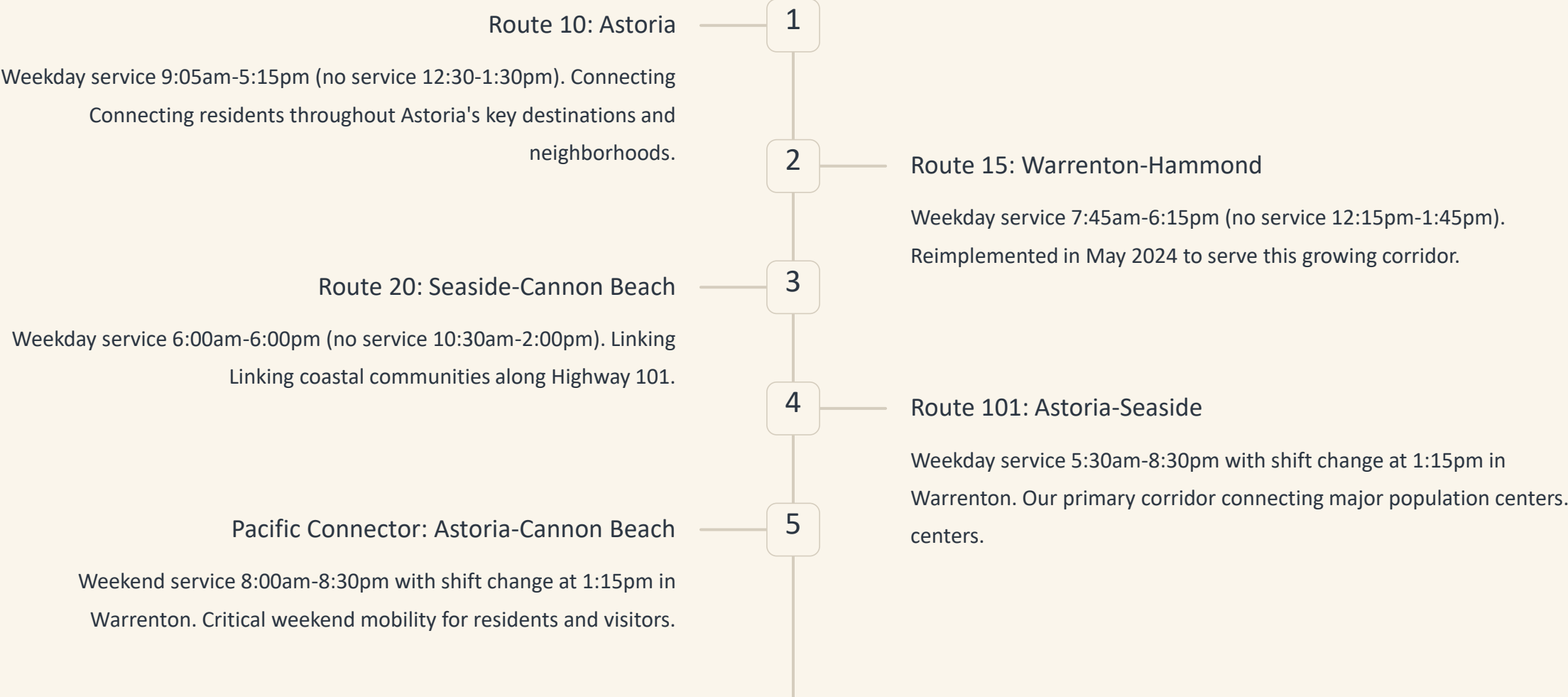
Remix, GTFS, GTFS-Flex, and Transit App provide real-time route location information for riders, improving transparency and trip planning capabilities.



## AngelTrax/MotoTrax System

Integrated fleet management and camera system enhancing safety, security, safety, security, and operational oversight across our entire vehicle fleet.

# Five Routes Connecting Clatsop County



# Fixed Route Ridership Trends

Our monthly ridership data provides critical insights into service utilization patterns and helps inform operational decisions. The graphs below compare current year performance (solid colors) against the previous year (gray), showing strong recovery and growth across most routes.



## **Route 10, 15, 20 & 101:**

**101:** Weekday service showing consistent ridership patterns.

## **Route 15:**

Reimplemented in May 2024, demonstrating strong initial adoption.

## **Pacific Connector:**

Weekend service meeting recreational and essential travel needs.

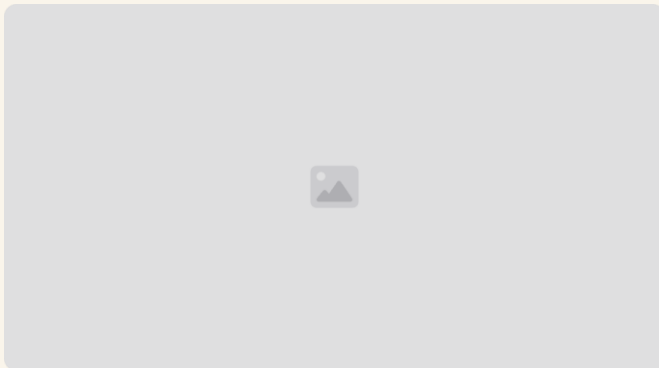


Detailed ridership data is provided in monthly board packets for transparent performance tracking.

# Demand-Response Transportation

## Curb-to-Curb Scheduled Rides

RideAssist provides essential demand-response service using Ecolane auto-dispatching software to optimize routes and schedules. This service ensures mobility access for our most vulnerable residents while offering convenient scheduled transportation for all community members.



## Service Categories

**ADA Paratransit** Specialized service for older adults and people with disabilities. Requires application with 21-day processing timeline. Self-pay service at \$2 per ride.

**Dial-a-Ride** Available to anyone scheduling rides within service areas:

- Knappa-Svensen-John Day: Tuesdays & Thursdays 8am-5pm
- Warrenton-Hammond-Miles Crossing-Jeffers Gardens: Monday-Friday 8am-5pm
- Pricing: 0-10 miles \$8, 11-20 miles \$12

**NorthWest Rides Provider** Medicaid brokerage service for Clatsop, Columbia, and Tillamook Counties. Rides billed and paid by NWR.

# Exciting Development: MicroTransit MicroTransit Pilot Program

## Innovation in Rural Transit

SETD is launching a MicroTransit pilot program in 2025, representing a significant evolution in how we serve Clatsop County. This innovative service model will provide more flexible, on-demand transportation options that adapt to real-time rider needs.

MicroTransit combines the convenience of on-demand ride services with the affordability and accessibility of public transportation. The pilot will help us test new service delivery models, gather data on effectiveness, and explore ways to expand access in underserved areas of our district.



# Fleet Assets: The Vehicles That Move Our Community

16

## Fixed Route Buses

Revenue vehicles providing scheduled service across all five routes throughout Clatsop County.

8

## On-Demand Vehicles

Specialized fleet serving RideAssist, ADA Paratransit, and Dial-a-Ride programs.

3

## Admin Vehicles

Non-revenue vehicles supporting supporting supervisory functions, functions, maintenance operations, operations, and administrative needs.

1

## Flat Bed Trailer

Essential equipment for vehicle recovery, parts transport, and maintenance operations.



Total fleet of 28 vehicles serving a diverse range of operational needs across the district.

# Facility Management: Our Operational Home Base

## Astoria Transit Center

Primary passenger facility serving as the central hub for customer service and administrative offices. This critical infrastructure supports daily operations and provides essential amenities for riders.

## Operations Office & Maintenance Shop

Combined facility housing administrative functions and full-service maintenance operations. This integrated approach enables efficient coordination between operations staff and maintenance personnel.

## Vehicle Storage Facility

Dedicated space for secure fleet storage and tire inventory management, protecting our valuable assets and ensuring organized parts management.

# Critical Equipment Supporting Daily Operations

## Maintenance & Safety Equipment

- **Hydraulic Lift:** Essential for vehicle maintenance and safety inspections inspections
- **Portable Bus Washer:** Mobile exterior cleaning for fleet appearance
- **ADA Tie-Down Equipment:** Wheelchair securement systems for passenger safety
- **Germ Fogger:** EPA-approved sanitizing solution dispersion for health safety
- **Air Compressor Shed:** Pneumatic tools and tire inflation support

## Facility Infrastructure

- **OPS Fencing/Paving:** Protective barriers safeguarding equipment and equipment and vehicles
- **Kohler Backup Generator:** Emergency power for critical Warrenton Warrenton operations

## Technology Systems

- **AngelTrax Camera System:** Onboard fleet surveillance and monitoring
- **Hanover Passenger Information:** Exterior headsigns, annunciators, and interior signage
- **Camera System:** Facility and fleet security monitoring
- **Phone System:** District-wide communications network
- **IT Computers/Servers:** Core technology infrastructure for data management

## Communications

- **Naselle Ridge Communication Tower:** Two-way radio antenna hosting for clear vehicle-dispatch communication

# Communications Infrastructure: Keeping Everyone Connected



## Phone Lines

Dedicated communication system supporting customer service, administrative functions, and inter-departmental coordination.



## Two-Way Radio Network

Critical real-time communication between dispatchers, supervisors, drivers, and maintenance shop personnel.



## Website & Digital Presence

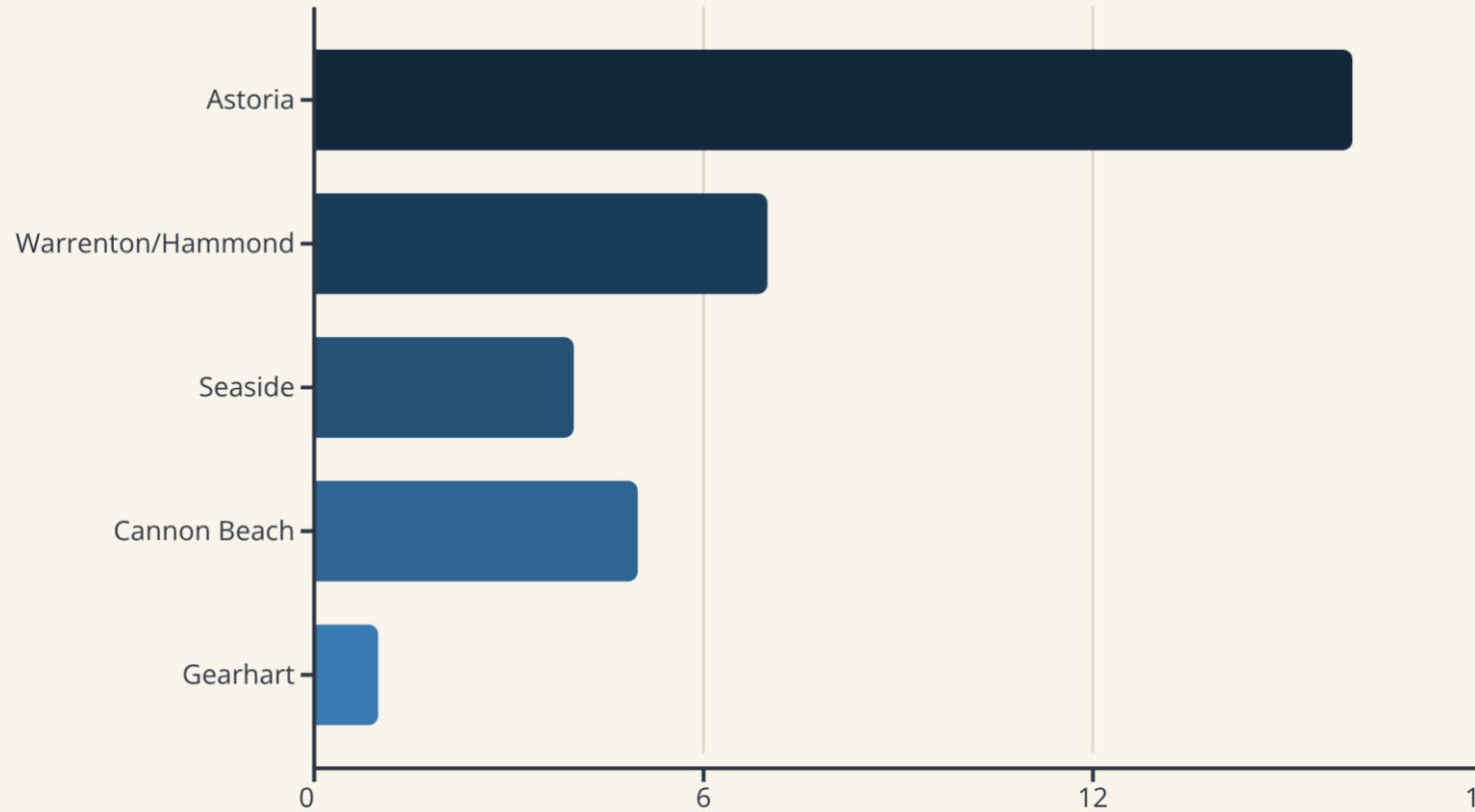
Public-facing information platform providing schedules, service updates, updates, and rider resources.



## Driver Tablets

Multi-functional devices supporting Swiftly On-Board App, Ecolane Ecolane dispatching, timekeeping, and navigation with maps for detours for detours.

# Bus Shelters: Protecting Riders Across the District



SETD manages 33 bus shelters district-wide, with 24 maintained directly by SETD staff and 9 maintained through partnerships. In Astoria, three shelters are maintained by Emerald Heights, with two receiving annual maintenance. Cannon Beach shelters are maintained by the City of Cannon Beach.

☐ In addition to shelters, SETD maintains approximately 150 bus stop signs throughout the district, many needing updates due to route changes and changes and logo redesigns over 30 years.

# Performance Metrics: Measuring What Matters

1

## On-Time Performance

Tracking adherence to scheduled departure departure and arrival times across all routes routes and services.

2

## Ridership Trends

Monthly and annual passenger counts revealing service utilization patterns and growth opportunities.

3

## Vehicle Downtime

Monitoring out-of-service hours to optimize optimize fleet availability and maintenance maintenance scheduling.

4

## Preventive Maintenance Compliance

Ensuring scheduled maintenance completion to prevent breakdowns breakdowns and extend vehicle life.

5

## Cost per Service Hour/Mile

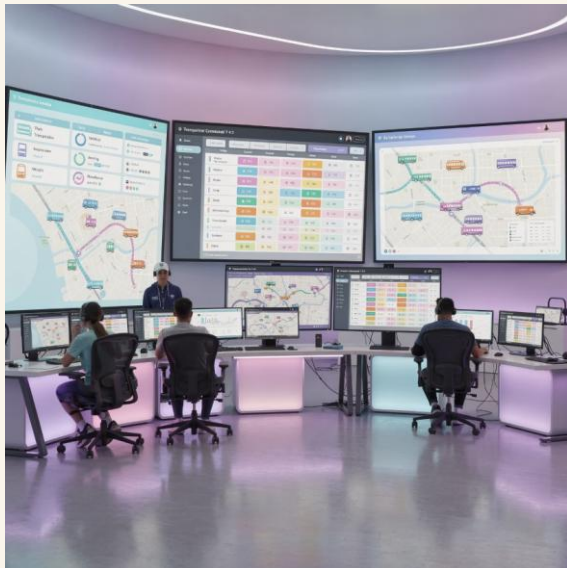
Financial efficiency metrics guiding budget planning and resource resource allocation decisions.

**Data Sources:** Dispatch software, telematics systems, and automated ridership counters provide comprehensive operational intelligence.

# Tools Needed for Enhanced Performance Measurement

## Technology Upgrades

To achieve world-class performance tracking, SETD needs to implement or upgrade scheduling and Automatic Vehicle Location (AVL) software. Integration of maintenance tracking systems will provide real-time data visibility, enabling proactive decision-making.



## Capacity Building

Staff training on data dashboards and analytics tools will empower our team to leverage performance data effectively. We're developing standardized performance reporting templates to ensure consistent, actionable insights for decision-makers.

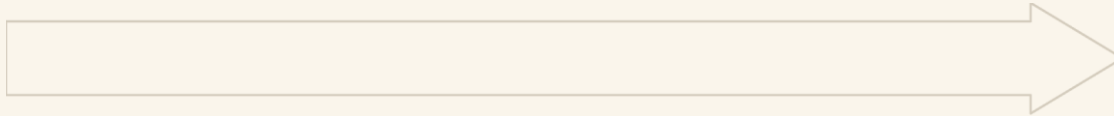
These investments will transform raw data into strategic intelligence, supporting continuous improvement across all operational areas.

# Current Projects and Strategic Goals

## Active Initiatives

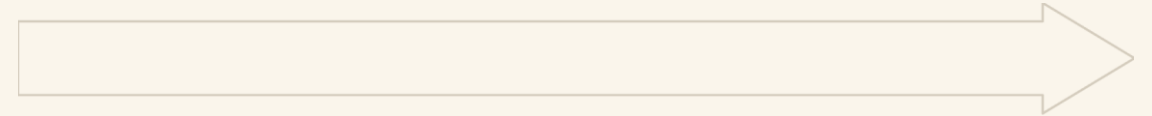
- **Fleet/Asset Management Enhancement**  
Implementing comprehensive tracking and optimization systems for better resource utilization.
- **Two-Way Radio and Tower Reliability**  
Critical communications infrastructure upgrades to ensure uninterrupted dispatcher-driver contact.
- **Facility Roof Repairs and Replacement**  
Essential maintenance protecting buildings and equipment from weather damage.
- **New Shelters: Sunset Beach and Ensign Lane**  
Expanding rider amenities at high-ridership locations identified in our long-range plan.
- **Safety and Security Enhancement**  
Protecting staff and riders through improved protocols, equipment, and training.
- **Reliability and Customer Satisfaction Improvements**  
Continuous focus on service quality and rider experience excellence.

# Long-Term Strategic Initiatives



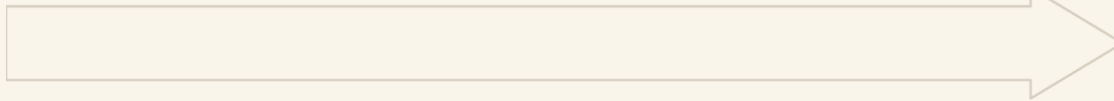
## Fleet Replacement Program

Systematic vehicle replacement addressing aging fleet and reducing reducing maintenance costs while improving reliability.



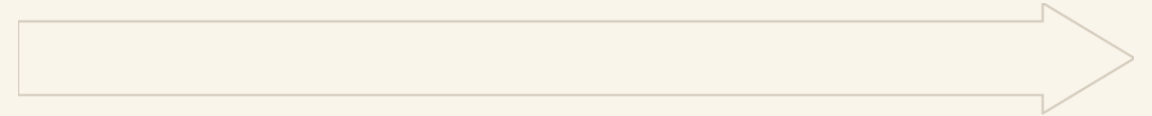
## Performance Benchmarking

Establishing industry-standard metrics to compare SETD performance performance against peer transit agencies nationwide.



## Sustainability Initiatives

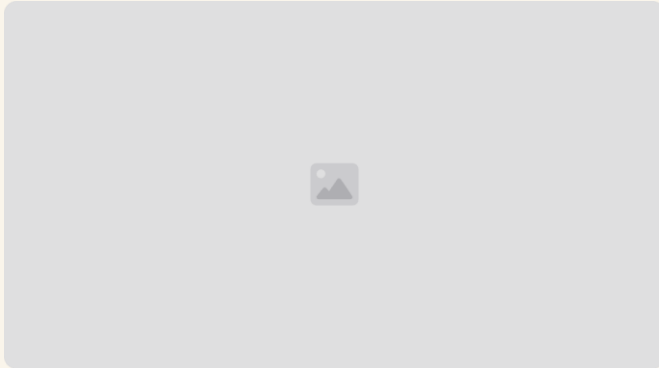
Exploring alternative fuel options and green technologies to reduce reduce environmental impact and operating costs.



## Service Expansion

Developing Routes 11 & 12, seasonal summer routes, weekend service weekend service expansion, and extended daily service hours to meet to meet growing community needs.

# Addressing Deferred Maintenance: Facilities



## Critical Facility Needs

Both the Transit Center and Operations facility roofs require repair or replacement. These essential infrastructure components protect our buildings, equipment, and personnel from weather damage.

## Impact of Deferred Maintenance

The backlog of facility maintenance needs affects daily operations and creates safety concerns. Delayed roof repairs risk water damage to expensive equipment, vehicles, equipment, vehicles, and IT infrastructure. The longer we defer these critical repairs, the more costly and disruptive they become.

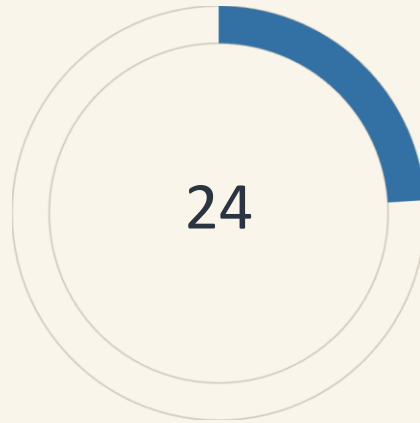
## Path Forward

We've developed a prioritized plan to reduce the maintenance backlog through strategic funding requests and systematic scheduling. This approach balances immediate operational needs with long-term infrastructure protection.



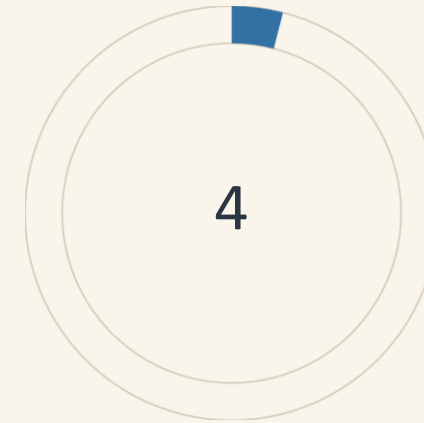
Estimated costs and detailed prioritization matrices guide our investment decisions and funding requests.

# Addressing Deferred Maintenance: Fleet



Revenue Vehicles

Significant percentage exceeding Useful Life Benchmark, requiring replacement or major overhaul overhaul



Non-Revenue Vehicles

Administrative and support vehicles also requiring attention and potential replacement

## Operational and Safety Impacts

An aging fleet increases breakdown frequency, reduces service reliability, and raises safety concerns. Vehicles exceeding their useful life require more frequent repairs, increasing maintenance costs and vehicle maintenance costs and vehicle downtime. This directly impacts our ability to provide reliable service to Clatsop County residents.

## Financial Implications

Older vehicles cost more to maintain and operate. Parts become harder to source, and fuel efficiency declines. The total cost of ownership increases significantly once vehicles exceed their useful life benchmarks.

## Strategic Response

Our fleet replacement plan prioritizes vehicles based on age, mileage, condition, and criticality to criticality to operations. We're pursuing multiple funding sources including FTA grants to to systematically modernize our fleet.



# Shelter Expansion: Meeting Rider Needs

## Strategic Placement at High-Ridership Locations

### Locations

Our long-range plan identifies Ensign Lane and Sunset Beach as priority locations for new shelter installation based on ridership data and data and community feedback. These high-traffic stops currently lack weather protection for waiting passengers.

## Enhancing the Rider Experience

Bus shelters provide essential weather protection, especially critical in Clatsop County's rainy climate. They demonstrate SETD's commitment to rider comfort and make transit more attractive to choice riders. Installation at these key locations will improve service perception and potentially increase ridership.

# Communications Infrastructure Investment



## Two-Way Radio System Upgrade

Our radio communication system requires modernization to ensure reliable dispatcher-driver contact. Current equipment experiences intermittent failures that compromise safety and operational coordination.



## Tower Reliability Enhancement

The Naselle Ridge Communication Tower needs maintenance and potential upgrades to maintain signal strength and coverage across our service area. This infrastructure is critical for emergency communications.

## Maintenance Shop Modernization

### Tools and Training Investment

Our rural location limits access to specialized repair facilities. We must acquire advanced tools and provide comprehensive training for our maintenance team to handle increasingly complex vehicle systems, especially as we transition to alternative fuel technologies.

### Building Capacity

Strategic investments in equipment like tire machines and diagnostic tools will reduce our reliance on distant service providers, minimize vehicle downtime, and lower long-term maintenance costs. Skilled, well-equipped technicians are essential for fleet reliability.

# Planning for the Next Cycle: Our Priorities

1

## Safety Excellence

- Focused and routine training programs for all staff
- Comprehensive incident and accident tracking systems
- Proactive safety culture development
- Regular safety committee meetings and initiatives

2

## Performance Tracking

- Implementation of advanced analytics platforms
- Real-time operational dashboards for decision-makers
- Benchmarking against industry standards
- Data-driven continuous improvement processes

3

## Maintenance Investment

- Critical roof repairs and replacements
- Increased staffing for maintenance operations
- Training for alternative fuel vehicle systems
- Equipment acquisition: tire machine, radio/tower upgrades

4

## Technology Alignment

- Updated annunciator systems for all buses
- Electronic fare collection implementation
- Automated passenger counting systems
- Integrated technology platforms for efficiency

# Moving Forward Together

## Our Commitment to Clatsop Clatsop County

The Operations Department remains dedicated to providing safe, reliable, and and sustainable transportation services. Through strategic investments in infrastructure, technology, technology, and our most valuable asset—our people—we will continue continue meeting the evolving mobility mobility needs of our community.

---

## Partnership and Progress

Success requires collaboration with county officials, city partners, funding agencies, and most importantly, the residents we serve. Together, we're building a transit system that connects communities, enables economic opportunity, and enhances quality of life throughout Clatsop County.

Thank You

Questions and Discussion



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10a. Potential impact of Oregon Senate Bill 179**

A copy of Senate Bill 179 is included.

**Enrolled**  
**Senate Bill 179**

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with pre-session filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Senate Interim Committee on Judiciary)

CHAPTER .....

AN ACT

Relating to landowner immunity; creating new provisions; amending ORS 105.668, 105.672 and 105.688; and repealing section 11, chapter 64, Oregon Laws 2024.

**Be It Enacted by the People of the State of Oregon:**

**SECTION 1.** ORS 105.668, as amended by sections 5 and 8, chapter 64, Oregon Laws 2024, is amended to read:

105.668. (1) As used in this section:

(a) "Local government" [*means a city or county*] **has the meaning given that term in ORS 174.116.**

(b) "Structures" means improvements in a trail, including, but not limited to, stairs and bridges, that are accessible by a user on foot, on [*a horse*] **an equine** or on a bicycle or other nonmotorized vehicle or conveyance.

(c) "Unimproved right of way" means a platted or dedicated public right of way over which a street, road or highway has not been constructed to the standards and specifications of the local government with jurisdiction over the public right of way and for which the local government has not expressly accepted responsibility for maintenance.

(2) In a city with a population of 500,000 or greater, a personal injury or property damage resulting from use of a trail that is in a public easement or in an unimproved right of way, or from use of structures in the public easement or unimproved right of way, by a user on foot, on [*a horse*] **an equine** or on a bicycle or other nonmotorized vehicle or conveyance does not give rise to a private claim or right of action based on negligence against:

(a) The city;

(b) The officers, employees or agents of the city to the extent the officers, employees or agents are entitled to defense and indemnification under ORS 30.285;

(c) The owner of land abutting the public easement or unimproved right of way in the city; or

(d) A nonprofit corporation and its volunteers for the construction and maintenance of the trail or the structures in a public easement or unimproved right of way in the city.

(3) A local government to which subsection (2) of this section does not apply may opt to limit liability in the manner established by subsection (2) of this section by ordinance, resolution, rule, order or other regulation for:

(a) The local government;

(b) The officers, employees or agents of the local government to the extent the officers, employees or agents are entitled to defense and indemnification under ORS 30.285;

(c) The owner of land abutting the public easement or unimproved right of way in the local government; or

(d) A nonprofit corporation and its volunteers for the construction and maintenance of the trail or the structures in a public easement or unimproved right of way in the local government.

(4) This section does not grant immunity from liability:

(a) Except as provided in subsection (2)(b) or (3)(b) of this section, to a person that receives compensation for providing assistance, services or advice in relation to conduct that leads to a personal injury or property damage.

(b) For gross negligence or reckless, wanton or intentional misconduct.

(c) For an activity for which a person is strictly liable without regard to fault.

**SECTION 2.** ORS 105.672, as amended by sections 6 and 9, chapter 64, Oregon Laws 2024, is amended to read:

105.672. As used in ORS 105.672 to 105.696:

(1) "Charge":

(a) Means the admission price or fee requested or expected by an owner in return for granting permission for a person to enter or go upon the owner's land.

(b) Does not mean any amount received from a public body in return for granting permission for the public to enter or go upon the owner's land.

(c) Does not include the fee for a winter recreation parking permit or any other parking fee of \$15 or less per day.

(2) "Harvest" has that meaning given in ORS 164.813.

(3) "Land" includes all real property, whether publicly or privately owned.

(4) "Owner" means:

(a) The possessor of any interest in any land, including but not limited to the holder of any legal or equitable title, a tenant, a lessee, an occupant, the holder of an easement, the holder of a right of way or a person in possession of the land;

(b) An officer, employee, volunteer or agent of a person described in paragraph (a) of this subsection, while acting within the scope of assigned duties; and

(c) A director, partner, general partner, shareholder, limited liability company member, limited liability partner or limited partner of a person described in paragraph (a) of this subsection.

(5) "Recreational purposes" includes, but is not limited to, outdoor activities such as hunting, fishing, swimming, boating, camping, picnicking, hiking, **walking, running, bicycling**, nature study, outdoor educational activities, waterskiing, winter sports, viewing or enjoying historical, archaeological, scenic or scientific sites or volunteering for any public purpose project.

(6) "Special forest products" has that meaning given in ORS 164.813.

(7) "Woodcutting" means the cutting or removal of wood from land by an individual who has obtained permission from the owner of the land to cut or remove wood.

**SECTION 3.** ORS 105.688, as amended by sections 7 and 10, chapter 64, Oregon Laws 2024, is amended to read:

105.688. (1) Except as specifically provided in ORS 105.672 to 105.696, the immunities provided by ORS 105.682 apply to:

(a) All land, including but not limited to land adjacent or contiguous to any bodies of water, watercourses or the ocean shore as defined by ORS 390.605;

(b) All roads, bodies of water, watercourses, rights of way, buildings, fixtures and structures on the land described in paragraph (a) of this subsection;

(c) All paths, trails, roads, watercourses and other rights of way, while being used by a person to reach land for recreational purposes, gardening, woodcutting or the harvest of special forest products, that are on land adjacent to the land that the person intends to use for recreational purposes, gardening, woodcutting or the harvest of special forest products, provided that:

(A) The right of way has not been improved, designed or maintained for the specific purpose of providing access for recreational purposes, gardening, woodcutting or the harvest of special forest products; *[and]* **or**

**(B)(i) The right of way has been improved, designed or maintained to provide access for recreational purposes, gardening, woodcutting or the harvest of special forest products;**

**(ii) The right of way is not a highway under the jurisdiction of a road authority under ORS 810.010; and**

**(iii) The improvement, design or maintenance was completed in a manner that does not constitute:**

**(I) Gross negligence or reckless, wanton or intentional misconduct; or**

**(II) An activity for which the actor is strictly liable without regard to fault; and**

(d) All machinery or equipment on the land described in paragraph (a) of this subsection.

(2) The immunities provided by ORS 105.682 apply to land if the owner transfers an easement to a public body to use the land.

(3) Except as provided in subsections (4) to (7) of this section, the immunities provided by ORS 105.682 do not apply if the owner makes any charge for permission to use the land for recreational purposes, gardening, woodcutting or the harvest of special forest products.

(4) If the owner charges for permission to use the owner's land for one or more specific recreational purposes and the owner provides notice in the manner provided by subsection (8) of this section, the immunities provided by ORS 105.682 apply to any use of the land other than the activities for which the charge is imposed. If the owner charges for permission to use a specified part of the owner's land for recreational purposes and the owner provides notice in the manner provided by subsection (8) of this section, the immunities provided by ORS 105.682 apply to the remainder of the owner's land.

(5) The immunities provided by ORS 105.682 for gardening do not apply if the owner charges more than \$25 per year for the use of the land for gardening. If the owner charges more than \$25 per year for the use of the land for gardening, the immunities provided by ORS 105.682 apply to any use of the land other than gardening. If the owner charges more than \$25 per year for permission to use a specific part of the owner's land for gardening and the owner provides notice in the manner provided by subsection (8) of this section, the immunities provided by ORS 105.682 apply to the remainder of the owner's land.

(6) The immunities provided by ORS 105.682 for woodcutting do not apply if the owner charges more than \$75 per cord for permission to use the land for woodcutting. If the owner charges more than \$75 per cord for the use of the land for woodcutting, the immunities provided by ORS 105.682 apply to any use of the land other than woodcutting. If the owner charges more than \$75 per cord for permission to use a specific part of the owner's land for woodcutting and the owner provides notice in the manner provided by subsection (8) of this section, the immunities provided by ORS 105.682 apply to the remainder of the owner's land.

(7) The immunities provided by ORS 105.682 for the harvest of special forest products do not apply if the owner makes any charge for permission to use the land for the harvest of special forest products. If the owner charges for permission to use the owner's land for the harvest of special forest products, the immunities provided by ORS 105.682 apply to any use of the land other than the harvest of special forest products. If the owner charges for permission to use a specific part of the owner's land for harvesting special forest products and the owner provides notice in the manner provided by subsection (8) of this section, the immunities provided by ORS 105.682 apply to the remainder of the owner's land.

(8) Notices under subsections (4) to (7) of this section may be given by posting, as part of a receipt, or by such other means as may be reasonably calculated to apprise a person of:

(a) The limited uses of the land for which the charge is made, and the immunities provided under ORS 105.682 for other uses of the land; or

(b) The portion of the land the use of which is subject to the charge, and the immunities provided under ORS 105.682 for the remainder of the land.

**SECTION 4. Section 11, chapter 64, Oregon Laws 2024, is repealed.**

**SECTION 5. The amendments to ORS 105.668, 105.672 and 105.688 by sections 1 to 3 of this 2025 Act apply to actions for personal injury, death or property damage filed on or after the effective date of this 2025 Act.**

**Passed by Senate March 13, 2025**

.....  
Obadiah Rutledge, Secretary of Senate

.....  
Rob Wagner, President of Senate

**Passed by House May 19, 2025**

.....  
Julie Fahey, Speaker of House

**Received by Governor:**

.....M,....., 2025

**Approved:**

.....M,....., 2025

.....  
Tina Kotek, Governor

**Filed in Office of Secretary of State:**

.....M,....., 2025

.....  
Tobias Read, Secretary of State

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10.b Urban renewal plan response**

Position letter.

1. We are opposed to the **loss of funding opportunity** to us (approximately \$39,000 over eight years, with the expectation that we would reach the funding cap by that time, so no impact beyond that period).
2. The projects being added — Copeland Commons and Darigold Housing — are low-income or working-income housing projects within the renewal area. I do not believe we are opposed to these projects themselves, but rather to the funding impact associated with adding them.

My assumption is that our position should be framed as:

- Supportive of the housing projects in concept, and
- Objecting specifically to the reduction in our funding allocation, while seeking possible mitigation or alternatives.



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**900 Marine Drive Astoria, Oregon 97103**

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Jan. 22, 2026

Ryan Quigley  
Assistant to the City Manager  
1095 Duane St.  
Astoria, Or 97103

**DRAFT**

**RE: Summary of Impact and Opposition to Loss of Funding – Astor-East Urban Renewal Area Amendment**

The Sunset Empire Transportation District has reviewed the proposed amendment to the Astor-East Urban Renewal Area and offers the following comments regarding its fiscal impact.

The use of tax increment financing (TIF) within the Astor-East Urban Renewal Area results in foregone permanent-rate property tax revenues to the Sunset Empire Transportation District that would otherwise be generated by growth in assessed value within the renewal area. While these impacts do not increase significantly as a result of this amendment, they nevertheless represent a loss of funding opportunity to the district. This loss of funding is coupled with an assumed increase in demand when adding housing capacity within the URA.

From FY 2026 through FY 2034, projected annual foregone revenues to the Sunset Empire Transportation District range from approximately \$4,052 to \$5,126 per year, with a lower amount of \$3,228 in FY 2034 as the district approaches the end of the forecast period. The total projected impact over this period is approximately \$39,776 in foregone permanent-rate property tax revenues. This amount represents the district's proportional share of tax increment revenues allocated to the urban renewal area during the forecast period. While seemingly a small dollar amount that in addition to potential funding cuts from the state and increased service demands could impact the district's ability to provide services.

The amendment would add properties to the Astor-East Urban Renewal Area in order to allow urban renewal funds to be used in support of the Copeland Commons and Darigold housing projects. The district recognizes that these projects are intended to provide low-income and working-income housing and acknowledges the potential benefits of additional housing development to support Astoria's downtown core, including increased residential presence and associated economic activity.

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The Sunset Empire Transportation District's concern is not with the housing projects themselves, but with the resulting loss of funding capacity to the district. As a transit provider serving the same community and population, the district relies on permanent-rate property tax revenues to sustain and enhance essential transportation services. The projected foregone revenues, though finite, represent resources that would otherwise directly support public transit operations.

Accordingly, the Sunset Empire Transportation District respectfully objects to the loss of funding opportunity associated with the amendment and requests consideration of measures that would mitigate or offset the fiscal impact to the district while allowing the proposed housing projects to proceed.

Sincerely,

David Carr  
Executive Director  
Sunset Empire Transportation District  
Clatsop County, Oregon  
david@ridethebus.org

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10.c Board committee appointments**

Committee assignments to discuss include:

- NWACT
- TAC liaison
- Policy Committee
- Executive Director Evaluation Committee
- Budget Committee (ensuring current members would like to continue)

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10d Setting the schedule for FY 2027 budget sessions**

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10.e STIF Amendment**

The Oregon Department of Transportation (ODOT) has opened an amendment period allowing STIF agencies to amend the spending plans. The SETD is proposing to reallocate unspent carryover funds and allocate additional funding to existing projects within the current STIF plan.

As a result, Sunset Empire Transportation District has \$410,927.00 in carryover funds and \$27,834.00 in additional STIF funding available.



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**900 Marine Drive Astoria, Oregon 97103**

Jan. 15, 2026

To: Board of Commissioners  
 Re: Amending FY 25-27 STIF plan

Dear Board Members,

The Oregon Department of Transportation (ODOT) has opened an amendment period allowing STIF agencies to reallocate unspent carryover funds and allocate additional funding to existing projects within the current STIF plan. As a result, Sunset Empire Transportation District has \$410,927.00 in carryover funds and \$27,834.00 in additional STIF funding available.

In order to increase our plan maximum and ensure these funds may be used during the FY 2025–2027 biennium, the additional funding must be allocated among existing STIF projects. I recommend the following allocation:

**Project #3 Operations**

- Task #1 Operations: \$129,680.00
- Task #2 Paratransit: \$86,453.00

**Project #4 Admin**

- Task #1: \$92,628.00

**Project #5 OTIB Debt Services**

- Task #1: \$130,000.00

	Carryover Listed on STIF Application	Amended Carryover & Additional Funds	Change
Match for 5310	\$7,320 MM	\$0.00	(\$7,320)
	\$10,543 PM	\$0.00	(\$10,543)
Match for 5311	\$117,066 Ops	\$0.00	(\$117,066)
	\$0.00 Admin	\$0.00	\$0.00
	\$8,729 PM	\$0.00	(\$8,729)
Operations	\$0.00 Operations	\$129,680 Operations	\$129,680
	\$0.00 Paratransit	\$86,453 Paratransit	\$86,453
Administration	\$45,133 Admin	\$92,628 Admin	\$47,495

OTIB Debt Services	\$296,801 OTIB	\$130,000 OTIB	(\$166,801)
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Funding allocated to **Projects #3 and #4** will support ongoing administrative and operational activities necessary to carry out STIF-funded services during the current biennium.

Funding allocated to **Project #5** will be used to fully pay off an existing loan obligation. Applying STIF funds in this manner will eliminate the remaining debt associated with this project and reduce future financial obligations of the District.

ODOT requires Governing Board approval for this reallocation of funds among current STIF projects. In addition, we must submit an updated STIF plan, including revised outcome measures, by March 2, 2026.

Approval of this amendment will allow the District to fully utilize available STIF funds in support of our approved projects during the current biennium.

Thank you for your consideration.

David Carr

Executive Director  
Sunset Empire Transportation District



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
900 Marine Drive Astoria, Oregon 97103

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
Board of Commissioners  
Resolution 2026-01

MOTION OF ADOPTION:

NOW, THEREFORE IT BE RESOLVED BY THE BOARD OF COMMISSIONERS OF THE SUNSET EMPIRE TRANSPORTATION DISTRICT:

Approves the Statewide Transportation Improvement Fund (STIF) amendment to reallocate unspent carryover funds and allocate additional funding to existing projects within the current STIF plan.

MOTION OF ADOPTION

<b>Name</b>	<b>Aye</b>	<b>No</b>	<b>Absent</b>
Commissioner York			
Commissioner Montero			
Commissioner Kleczek			
Commissioner Alegria			
Commissioner Stolberg			
Commissioner Romero			
Commissioner Teeple			

PASSED BY A MAJORITY OF THE BOARD OF COMMISSIONERS WITH A QUORUM IN ATTENDANCE THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ 2026.

SUNSET EMPIRE TRANSPORTATION DISTRICT, CLATSTOP COUNTY, OREGON

By \_\_\_\_\_

Title: Board Chair Kathy Kleczek

ATTEST:

By: \_\_\_\_\_

Title: Secretary/Treasurer Tita Montero

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10.f. Executive Director Employment Agreement – Compensation Amendment**

The executive director’s employment agreement includes two compensation provisions that have not yet been implemented and require clarification:

**1. Retirement Contribution Clarification:**

The agreement provides for a two percent (2%) employer contribution to the Executive Director’s retirement account. This amendment clarifies that the contribution shall be paid directly into the Executive Director’s retirement account.

**2. Reallocation of Health Savings Account Contribution:**

The agreement also includes a provision for a One Thousand Five Hundred Dollar (\$1,500) employer contribution to a Health Savings Account (HSA). Because the District does not offer an HSA, this contribution could not be implemented. This amendment requests that the same dollar amount be contributed directly into the Executive Director’s retirement account. The HSA was originally requested because funds carry over year to year, unlike a Flexible Spending Account (FSA).

This amendment does not alter the structure, terms, or compliance of the District’s existing retirement contribution program. It solely reallocates the annual One Thousand Five Hundred Dollar (\$1,500) benefit from a Health Savings Account to a direct employer retirement contribution.

# FIRST AMENDMENT TO EMPLOYMENT AGREEMENT

This First Amendment to the Employment Agreement (the "Amendment") is entered into by and between the District ("District") and David Carr ("Executive Director"), and amends that certain Employment Agreement previously executed by the parties (the "Agreement").

## 1. Amendment to Section F – Retirement.

Section F of the Agreement is hereby deleted in its entirety and replaced with the following:

### F. Retirement.

The District shall contribute two percent (2%) of the Executive Director's base salary to the District's qualified retirement plan. In addition, the District shall contribute an annual amount of One Thousand Five Hundred Dollars (\$1,500) directly to the Executive Director's qualified retirement account, subject to and in accordance with applicable federal and state law. At his election, the Executive Director may contribute individually to such retirement plan as allowed by law.

## 2. Deletion of Section I – Health Savings Account.

Section I of the Agreement, titled "Health Savings Account," is hereby deleted in its entirety and shall be of no further force or effect.

## 3. Effect of Amendment.

Except as expressly amended herein, all other terms, conditions, benefits, sections, numbering, and provisions of the Agreement shall remain unchanged and in full force and effect. This Amendment does not alter the structure or compliance of the District's existing retirement contribution, and solely reallocates the annual One Thousand Five Hundred Dollar (\$1,500) benefit from a Health Savings Account to a direct employer retirement contribution.

## 4. Ratification.

The Agreement, as amended by this Amendment, is hereby ratified and confirmed in all respects.

IN WITNESS WHEREOF, the parties have executed this Amendment as of the dates set forth below.

DISTRICT:

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

EXECUTIVE DIRECTOR:

\_\_\_\_\_  
David Carr  
Date: \_\_\_\_\_

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**EMPLOYMENT AGREEMENT**

THIS EMPLOYMENT AGREEMENT (the “Agreement”) is made and entered into on this 7th day of May, 2025 by and between Sunset Empire Transportation District, Clatsop County, Oregon as a duly formed Transportation District under ORS Chapter 267, hereinafter referred to as (“District”), and David Carr, Executive Director/Executive Officer, hereinafter referred to as (“Executive Director”).

It is hereby agreed as follows:

**SECTION I           EMPLOYMENT**

The District hereby employs the Executive Director, and the Executive Director accepts employment pursuant to the terms and conditions of this Agreement.

**SECTION II           TERM/NON-RENEWAL**

The initial term of this Agreement shall begin on July 1, 2025, and shall expire on June 30, 2026. Unless the District or the Executive Director terminates Executive Director’s employment, or issues notice of non-renewal at least ninety (90) days prior to the expiration date, this Agreement will automatically renew for an additional one-year term subject to any salary, goals, or other adjustments, as their parties may agree in writing. The parties shall negotiate in good faith regarding any adjustments.

In the event of a non-renewal, the Executive Director shall continue performing their duties at regular pay and benefits until the expiration date, at which time the Executive Director shall be entitled to all earned but unused vacation and accrued holiday pay, subject to the general guidelines of the District.

**SECTION III           DUTIES**

Employee’s title is Executive Director and in consideration of the compensation and benefits to be paid by the District, Executive Director hereby agrees:

- A. To initiate, administer and supervise all services, functions and programs of the District.
- B. To supervise the maintenance and upkeep of any facilities and equipment owned or maintained by the District, and to recommend to the District the acquisition of new or sale of used equipment and facilities.
- C. To administer the District's finances within the Governmental Accounting Standards Board (GASB) generally accepted practices and prepare an annual budget in a timely manner.
- D. To hire, oversee and/or terminate the employment of all personnel necessary to carry out the business of the District.
- E. To perform all other functions necessary to completely and fully administer the business of the District in accordance with the directives and policies of the District and the Board of Commissioners.
- F. The Executive Director shall be bound by all rules, regulations, and policies now in existence or hereinafter adopted by the Board of Commissioners and shall administer the affairs of the District in accordance therewith and pursuant to the laws of the State of Oregon.

#### SECTION IV EVALUATION

The Executive Director, in carrying out their responsibilities, shall demonstrate the following:

- A. Ability to cooperate with the District Board of Commissioners, community citizens and leaders, peer organizations, and neighboring cities, districts and Clatsop County;
- B. Ability to effectively communicate;
- C. Ability to effectively lead District employees and volunteers;
- D. Good work habits as an example to members/employees;
- E. Full and efficient utilization of all facilities and services;
- F. Management skills necessary to maximize the services made available to the patrons and minimize the cost to the taxpayers;
- G. Development of Goals and a Strategic Plan for the District.

The Board of Commissioners ("Board") shall complete an annual review of the Executive Director based upon the above criteria and overall performance of job duties, on or before April 30<sup>th</sup> of each year that this agreement is in effect. Upon such annual performance review, the parties will agree to any compensation adjustments and any other adjustments that will go into effect for the next year of

this Agreement, unless either party notifies the other of its intention not to renew this Agreement, as outlined in Section II.

Additionally, Executive Director shall complete a written report on the performance of the organization as of June 30<sup>th</sup> of each year and make a presentation to the Board at the September Board Meeting of each year.

It is the duty of the Executive Director to coordinate with the Board Chair to ensure that timely performance reviews and self-evaluations are completed. The procedures for evaluation will be adopted by the District in accordance with the open meeting laws of the State of Oregon, District policies, or combination thereof, as applicable.

This provision does not prevent the Board of Commissioners from administering additional evaluations, either formal or informal, as the Board determines are in the best interest of the District.

## SECTION V                      COMPENSATION

The District shall compensate the Executive Director as set forth below:

- A. Salary: Executive Director's base annual salary shall begin at \$110,000 on July 1, 2025, through June 30, 2026. Thereafter, the salary will be evaluated each year and be effective from July 1 to June 30 of each fiscal year for the duration of the contract. The Executive Director shall be paid bi-weekly, in accordance with the District payroll schedule.
- B. The Executive Director shall be reimbursed for all reasonable and necessary business expenses incurred within the course and scope of employment providing the expenses are within budget and upon presentation of detailed statements and receipts for such expenses as per District policy. Expenditures for conferences or seminars other than those sponsored by the Community Transportation Association, Oregon Transit Association or Special Districts Association of Oregon must be approved in advance by the District Board of Commissioners or its designee.

## SECTION VI                      BENEFITS

The following items A through J are hereby identified as benefits for the purposes of this Agreement. Each benefit is further defined in Addendum A.

- A. Holidays
- B. Vacation
- C. Sick Leave
- D. Bereavement Leave
- E. Insurances – personal liability, medical, dental, vision
- F. Retirement Plan, IRS 457 Plans
- G. Long Term and Short-Term Disability Insurance Programs
- H. Use of District Property as per District Policy
- I. Any other benefits offered by the District to employees, including but not limited to a Flexible Spending Account and Health Reimbursement Account.
- J. Life Insurance
- K. Moving Expenses

## SECTION VII        OUTSIDE EMPLOYMENT

It is understood that the uniqueness of the work to be performed by the Executive Director requires that the District define the limits of “Outside Employment,” and what this contractual Agreement will allow. It is expected that the Executive Director, as the District’s Executive Officer, shall devote his entire attention and energies to the successful fulfillment of his duties. Employment outside the scope of this Agreement for another employer, or the operation of any self-owned/operated business, shall only be allowed with the advance express written permission of the District.

## SECTION VIII        AT WILL EMPLOYMENT

The Executive Director serves at the pleasure of the Board.

- A. At Will Status: The Executive Director is, at all times, an “at will” employee who can be terminated at any time, with or without cause. Nothing in this Agreement is to be interpreted as changing the Executive Director’s status as an “at will” employee. The Executive Director is in the highest operational and administrative position in the organization and is, therefore, held to a higher standard of performance, attitude, and personal conduct than other

employees. The district has the authority to discipline the Executive Director or terminate this Agreement in its sole discretion.

B. Discipline: The District's general disciplinary policies do not apply to the Executive Director. In the event the District deems it necessary to issue discipline to the Executive Director, the discipline may include, but is not limited to, performance improvement and/or corrective action plans, reprimands, suspensions, (only in conformance with the Fair Labor Standards Act relating to the exempt position), or prospective reduction in pay. The Executive Director shall have the choice of public or confidential disciplinary proceedings. All discipline processes will be conducted in accordance with the Oregon Open Meetings Law, as applicable.

C. Termination: this agreement may be terminated by the District as follows;

1. By the Executive Director's death or incapacity preventing him from continuing his employment. If termination occurs in this manner, the Executive Director or his estate shall be entitled to (90) days additional salary.
2. If the Executive Director should be charged with a felony or charged with a misdemeanor involving fraud or dishonesty, or material breach of any obligation under this agreement, the District may terminate him immediately and no severance will be paid.
3. At any time, with or without cause or reason, upon fifteen (15) days written notice to the Executive Director. In such an event, the Executive Director, if requested by the District, shall continue to render their services up to the date specified in termination.

The Executive Director shall be paid their regular salary up to the date of termination.

In addition, the Executive Director shall be entitled to compensation for all earned but unused vacation, accrued holiday and personal time, subject to the general guidelines of the District.

The Executive Director acknowledges that this contract provision cannot be changed or modified by any statement of the District or a member of the Board of Commissioners that would indicate, either expressly or implicitly, that the Executive Director may not be dismissed without cause, or that the Executive Director's employment is anything other than an "at will".

Unless Termination occurs as a result of items 1 or 2 above, the Executive Director shall be entitled to severance pay in an amount of three month's pay for every full year worked up to a maximum of 50% of annual contract salary. Compensation includes continued enrollment under the benefit program given to management employees for up to three (3) months from the date when written notice of termination was given.

Acceptance of severance pay by the Executive Director shall constitute a waiver and release of all claims of the Executive Director against the District, its Commissioners, Employees, volunteers, agents, or representatives, whether known or unknown to the Executive Director at the time such severance pay is accepted which shall be memorialized in a separately executed severance Agreement.

Nothing in this Agreement shall be construed to include any special rights of the Executive Director, nor obligations on the part of the District, if the Agreement is not renewed pursuant to the terms set forth in Section II.

- D. Termination By Executive Director: The Executive Director shall have the right to terminate this Agreement at any time by giving thirty (30) days written notice to the District. The Executive Director should give as much advance notice as possible. The District would prefer ninety (90) days' notice in order to be able to begin the hiring process. In such an event, the Executive Director shall continue to render services and be paid regular compensation and benefits up to the date of termination. The Executive Director shall receive compensation for any accrued but unused vacation time, holiday and personal, no compensation is received for unused sick leave.

## SECTION IX            WAIVER OF BREACH

Waiver by the District of any breach of any provision of this Agreement shall not operate or be construed as either a waiver of any subsequent breach or a waiver of this provision.

## SECTION X            AMENDMENTS

Neither amendment nor variation of the terms and conditions of this Employment are valid unless the same is in writing, references the Agreement, and is signed by both parties.

**SECTION XI            CONTRACT FOR PARTIES ONLY – NON ASSISGNMENT**

The provisions of this Agreement are for the benefit of the parties solely, and not for the benefit of third person(s) or legal entities. Neither this Agreement nor any rights hereunder may be assigned by either party.

**SECTION XII           SEVERABILITY/SCOPE**

If any provision of this Agreement is determined to be illegal, invalid, or unenforceable, all other provisions shall remain in full force and effect. If any provision is found to be over broad in scope or duration, the breadth of the provision shall be reduced to the maximum allowable by law.

**SECTION XIII         REPRESENTATION**

At all times, the District has been represented by its attorney. The Executive Director acknowledges the Executive Director, at all times, has the right to an independent counsel of the Executive Director's choosing in regard to this Agreement, whether or not Executive Director chose to exercise that right. The Executive Director acknowledges the opportunity to consult independent counsel prior to execution of this Agreement.

**SECTION XIV            PARAGRAPH HEADINGS**

Headings are used solely for convenience and are not to be used in construing or interpreting the Agreement.

**SECTION XV            GOVERNING LAWS**

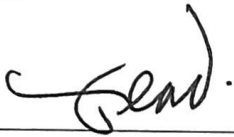
Interpretation and enforcement of this Agreement shall be governed by the law of the State of Oregon, with venue of Clatsop County.

**SECTION XVI            ENTIRE AGREEMENT**

The parties agree that this instrument represents the entire Agreement between the parties, and that all representations, promises or statements merge with the written Agreement and, unless specifically set out herein are not enforceable.

IN WITNESS WHEREOF, the District, acting through its Board of Commissioners has authorized this Agreement to be signed and executed on this \_\_\_\_ day of \_\_\_\_\_, 2025. The Executive Director has executed this Agreement on the date entered below. Each party acknowledges receipt by their signature of a signed copy of the Agreement.

DISTRICT:

  
\_\_\_\_\_

Rebecca Read  
Title: Chairperson Board of Commissioners

Date: 6/26/25

EXECUTIVE DIRECTOR:

  
\_\_\_\_\_

David Carr  
Title: Executive Director

Date: 6/11/25

Sunset Empire Transportation District

**ADDENDUM A**

Wages and Benefits

For

DAVID CARR

EXECUTIVE DIRECTOR

May 2025

The following items are hereby identified as benefits for the purposes of this Agreement. Each benefit is further defined below.

A. Holidays:

The holidays recognized and observed as paid holidays will be the same as all other district employees.

B. Vacation:

The Executive Director shall accrue 160 hours of vacation annually. The Board requires the Executive Director to use a minimum of eighty (80) hours of vacation time annually. Unused vacation may be accrued up to a maximum of 320 hours.

C. Sick leave:

The Executive Director shall accrue sick leave at the rate of 8 hours a month, in accordance with the accrual policies set by the Human Resources department for the entire organization.

D. Bereavement Leave:

The Board grants the Executive Director a leave of absence with pay up to four (4) days when a death in the Executive Director's immediate family (as defined in ORS859A.150(3)) requires his absence. Additional days, if

needed beyond the four (4) days will be permitted with approval, however, vacation or sick leave will be used.

E. Insurance:

Personal liability on Executive Director and 100% of premium cost for employee and spouse medical, dental and vision identified in the District's plan as offered through Special Districts Association of Oregon (SDAO).

F. Retirement:

The District shall contribute 2% to the district's qualified retirement plan. At his election, Executive Director may contribute individually to such retirement plan as allowed by law.

G. Long-Term Disability and Short-Term Disability benefits.

H. Use of District property as per District policy. It is a District policy to allow the Executive Director use of District vehicle for travel. The District will also reimburse the Executive Director for mileage incurred on his personal vehicle while performing District business.

I. The District will provide the Executive Director with \$1,500 per year for a Health Savings Account.

J. Life Insurance \$20,000.

K. Moving Expenses:

The District will pay moving expenses for the Executive Director's move from Texas to Oregon/Washington for a lump sum of \$20,000.

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**10g LC 257 letter of support**

For review and approval. This is a draft letter of support for LC 257, which is the legislative concept (LC) that will ultimately be presented to the entire legislature for a vote during the session. If/when it's passed, it will allow for the establishment of the Transit Funding Task Force for sustained investment in rural public transportation across Oregon, particularly as it relates to transportation access for seniors and the need for long-term, stable transit funding.

Copies are prepared for the House Interim Committee on Transportation, Senate Interim Committee on Transportation, and the Joint Committee on Transportation.



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**900 Marine Drive Astoria, Oregon 97103**

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Jan. 22, 2026

Dear Chair and Members of the Senate Interim Committee on Transportation,

I am writing to express my strong support for the goals of LC 257 and for sustained investment in rural public transportation across Oregon, particularly as it relates to transportation access for seniors and the need for long-term, stable transit funding.

Rural transit systems such as the Sunset Empire Transportation District rely heavily on state and federal funding and remain vulnerable without predictable, reliable ongoing support. Working in coordination with neighboring transit providers, we help maintain a regional transportation network that connects people to jobs, commerce, healthcare, and family. The proposed Transit Funding Task Force represents a critical step toward identifying continued stable funding solutions that will allow rural transit systems to continue meeting essential community needs.

In rural Oregon, public transportation is vital to healthcare access. Seniors and others depend on transit services to reach medical appointments, dialysis, pharmacies, and preventative care—often over long distances. Without reliable transportation, missed appointments increase, health outcomes decline, and healthcare costs rise. Rural transit enables seniors to age in place safely, independently, and with dignity. Without stable transit options economic impacts will be felt by both employees and business, through a shrinking pool of applicants with ability to reach employment opportunities outside of their walkable neighborhoods.

Stable, diversified funding is essential for rural transit providers to maintain service levels, retain qualified drivers, and respond to growing demand from aging populations, and those seeking housing and work opportunities in our region. Even modest service reductions can leave rural residents with no transportation alternatives.

LC 257 presents an important opportunity to work together to ensure rural transit systems remain viable and responsive to the needs of Oregon’s communities. I respectfully urge your support for this committee and for long-term funding solutions that recognize the essential role of rural public transportation.

Thank you for your time and consideration.

Sincerely,

David Carr

---

Executive Director  
Sunset Empire Transportation District  
Clatsop County, Oregon  
[david@ridethebus.org](mailto:david@ridethebus.org)

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**11. Correspondence**

Correspondence includes thank you letters from:

- George Onderdonk
- Dorothy Flynn

RECEIVED  
12/26/25

Hello & Merry CHRISTMAS OF HAWAII



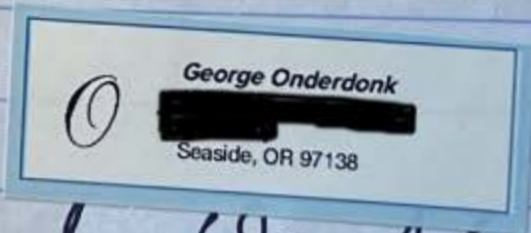
TO THE WHOLE TEAM!

YOU'VE LIFTED A HUGE BURDEN!

& EVERYONE ON YOUR TEAM

IS EXCELLENT!!!

THANKS



George Onderdonk  
Seaside, OR 97138

P.S. ENCLOSED IS MY DD 214  
FOR VETERAN STATUS



12-23-2025

Dear Friends,

I hope this small remembrance will show my appreciation for all you have done for me in the past year and your unending patience!

My wish for you all now and in the new is that you are treated as kindly as you have me.

Sincerely.

*Donna Ely F. Lyons*

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD MEETING COVER INFORMATION**  
Jan. 22, 2026

**12. Executive director report**

Executive Director David Carr's report to the board.



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD OF COMMISSIONERS MEETING**  
**January 22, 2026 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**

- STIF amendment preparation
- • Hired new senior staff
  - o Sam Bedair – Human Resource Manager
  - o Sara Schilling – Executive Assistant / Marketing Coordinator

### **2. Leading People**

- Conducted senior staff meetings and one-on-one check-ins to address priorities and provide guidance and feedback.
- • Conducted budget review meetings

### **3. Improving the Organization**

- Registered team and board members for SDAO Conference
- • Emails for all team members

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### **4. Service Delivery and Operations**

- Procurement documents completed and added to PO
- Washington State Department of Transportation Joint Group (JOG) presentation
- • Lamar billboard

### **5. Outreach and Social Media**

- Project Homeless Connect – free ride day
- Providence Year End check in
- CEDR Meeting

- NWOTA Meeting
- Clatsop Community College follow up meeting on UPASS and marketing cooperation
- Met with ATU president Bruce Hansen

**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 MEETING COVER INFORMATION**  
Jan. 22, 2026

**13. Team reports**

Team reports include:

- a. Jennifer Geisler, operations
- b. Kelly Smith, finance
- c. Sem Bedair, human resources
- d. Jason Jones, mobility
- e. Sara Schilling, executive assistant



**SUNSET EMPIRE TRANSPORTATION DISTRICT  
BOARD OF COMMISSIONERS MEETING  
JANUARY 2026 TEAM REPORTS  
Jennifer Geisler – Chief Operation Officer**

During the month of January, Operations continued to focus on collaboration, technology improvements, community support, and preparation for the new year. Key highlights are outlined below:

**Leadership & Coordination**

Continued regular meetings with the Executive Director and senior staff to coordinate priorities, align operational goals, and support agency-wide initiatives.

**Training & Conferences**

Registered staff and commissioners for the upcoming SDAO Conference in Seaside, ensuring continued professional development, risk management education, and governance support.

**Technology & Cost Savings**

Successfully updated all driver tablets to TAB 10 devices with 5G capability.

Operators have responded positively to the larger screen size and improved system responsiveness, which enhances daily operations and communication.

**Community Support & Service Adjustments**

Supporting Clatsop Community Action’s Homeless Connect event on Tuesday, January 27, 2026.

The district will provide a Free Ride Day to assist community access. A modified Route 20 will operate from 10:00 a.m. to 2:00 p.m.

**Operations & Safety Preparedness**

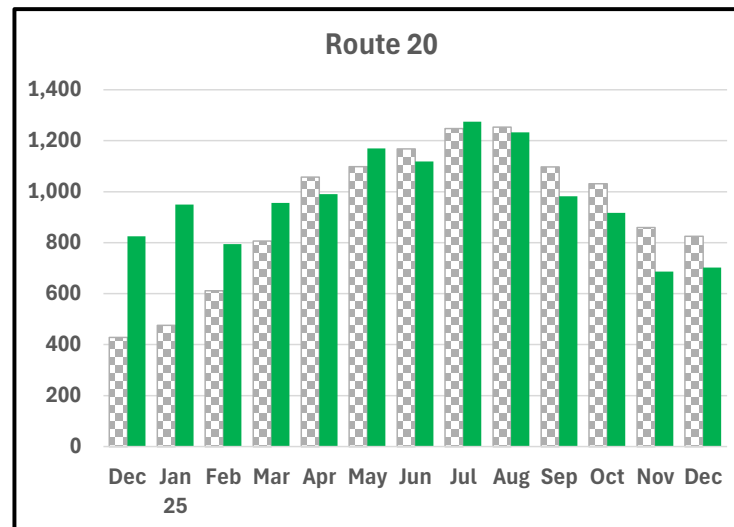
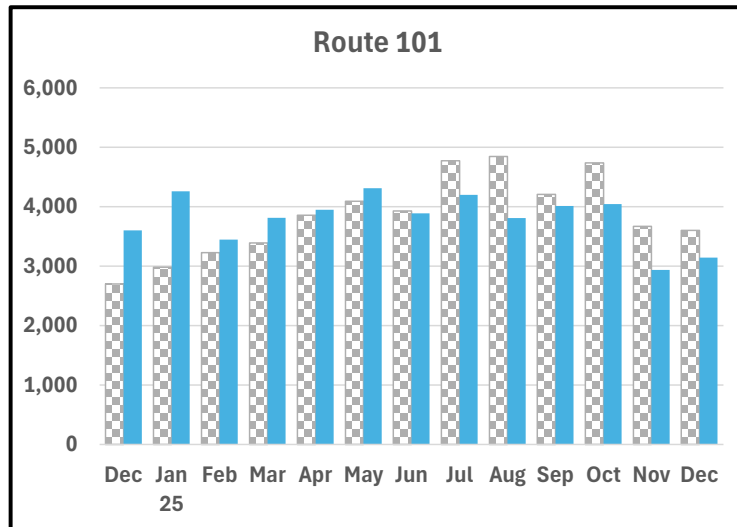
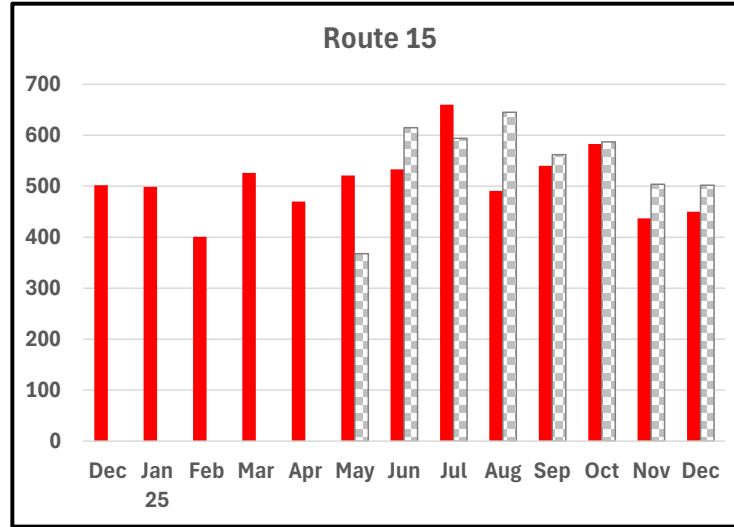
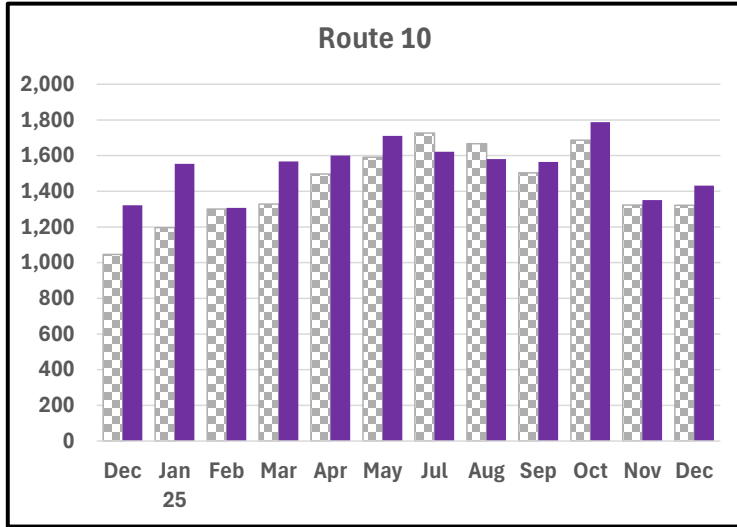
Preparing for New Year operational inspections, including: Fleet vehicles, Equipment, Facilities. These inspections help ensure safety compliance, operational readiness, and proactive maintenance planning.

Paratransit received 29 applications since December 1, 2025. One applicant unfortunately passed away and another required service from a different entity. 27 applications were processed with the 21 day requirement and all applicants received an approval letter and information about the service.

**Employee Recognition**

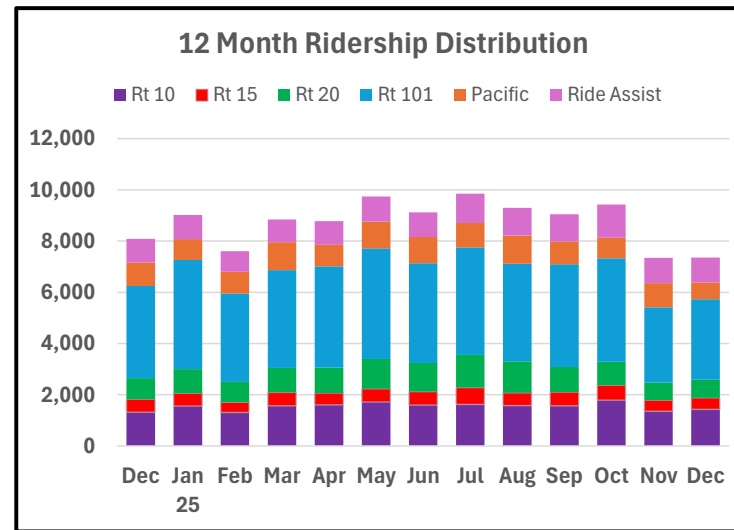
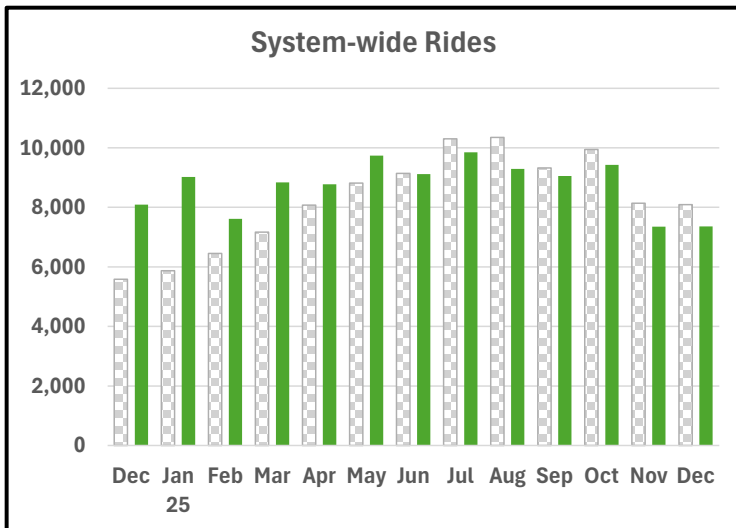
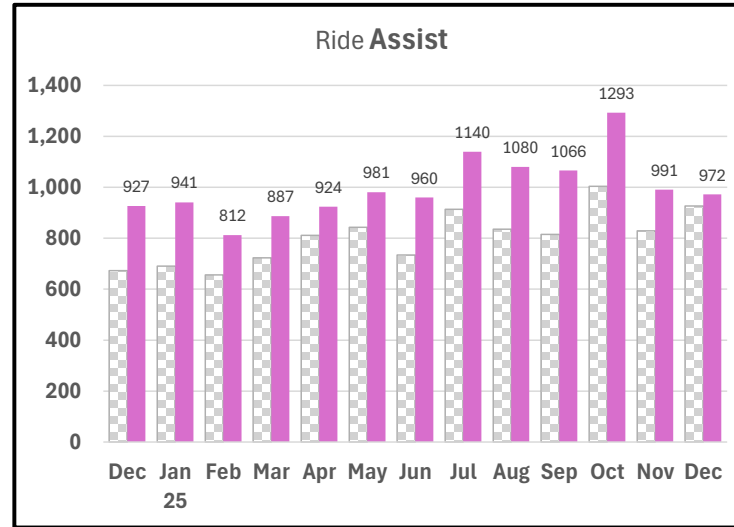
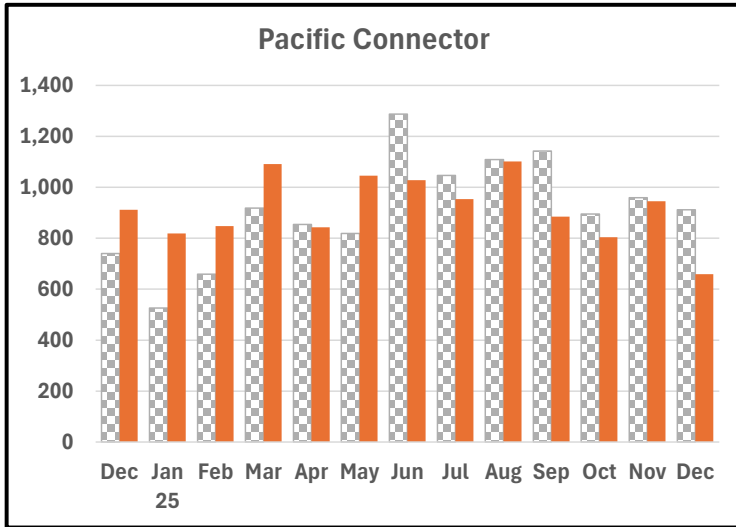
Honored the Employee of Quarter Four and Employee of the Year, acknowledging exceptional contributions and commitment to the district’s mission. I would also like to take this time to acknowledge that a number of staff have taken on additional duties, projects, and responsibilities over the past several months to help support operations, maintain service levels, and ensure continuity during this period of transition.

# SUNSET EMPIRE TRANSIT MONTHLY RIDERSHIP REPORT



Gray bars = Previous Year

# SUNSET EMPIRE TRANSIT MONTHLY RIDERSHIP REPORT



Gray bars = Previous Year



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD OF COMMISSIONERS MEETING**  
**January 2026 TEAM REPORTS**  
**Kelly Smith – Finance Officer**

1. ACTIONS

2. MEETINGS AND TRAININGS

- A. Annual Insurance Renewal
- B. Weekly 1 on 1 with David
- C. Weekly Team Meetings

3. IMPROVING THE ORGANIZATION

- A. Working with US Bank to get new credit cards with cash back
- B. Changed Contingency account to higher interest-bearing account
- C. Working on changing ODOT Loan account for higher interest as well



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD OF COMMISSIONERS MEETING**  
**January 2026 TEAM REPORTS**  
**Sam Bedair – Human Resources Manager**

**1. ACTIONS**

- A new organizational policy has been drafted and distributed to managers for formal review and approval, with feedback currently being collected to ensure alignment with operational, supervisory, and compliance requirements prior to final adoption.
- Negotiations are ongoing regarding the addition of dependent coverage to the employee health insurance plan at no cost to employees, with discussions focused on benefit enhancement, cost impact, and long-term sustainability.
- Job descriptions for all employees are under active review to ensure accuracy, consistency, and compliance with current job duties and operational needs, and revised descriptions will be submitted for approval in the near future.
- Workplace demographic information has been compiled and is available for internal use, with careful safeguards in place to protect confidentiality and restrict access to sensitive employee data.
- E-Verify has been fully incorporated into the hiring process to ensure compliance with federal employment eligibility verification requirements and to strengthen lawful hiring practices.
- The HR department is transitioning from paper-based employee files to secure digital employee profiles, improving record accuracy, accessibility, document retention, and confidentiality while reducing reliance on physical paperwork.

**2. MEETINGS AND TRAININGS**

- Meetings will be conducted with each manager to identify operational challenges, review staffing needs

**3. IMPROVING THE ORGANIZATION**

- Employee survey

**4. SERVICE DELIVERY AND OPERATIONS**

## Sunset Empire Transportation District

### Workforce Demographic Snapshot

**Reporting Date:** January 12, 2026

This workforce demographic handout provides a detailed, board-ready overview of employee tenure and workforce stability. The analysis is designed for public-sector reporting and intentionally excludes age and other protected demographic characteristics to ensure compliance, audit safety, and transparency.

#### Workforce Overview

The District currently employs 34 active employees. The average employee tenure is 5.2 years, with a median tenure of 3.5 years. This indicates a stable workforce supported by both long-serving staff and recent hires.

#### Tenure Distribution Analysis

Employee tenure spans more than two decades, reflecting strong retention and institutional knowledge. Long-tenured employees provide operational continuity, while newer employees represent workforce renewal and succession planning.

Tenure Band	Number of Employees
0-2 years	15
3-5 years	7
6-10 years	6
11-20 years	4
20+ years	2

#### Workforce Stability Indicators

The distribution of employees across tenure bands demonstrates sustained retention, predictable hiring patterns, and the absence of volatility typically associated with workforce instability. The presence of employees with more than 10 and 20 years of service reflects long-term organizational commitment.

#### Compliance & Reporting Notes

- Age, gender, race, and other protected demographic characteristics are excluded from this report.
- Tenure is used as the primary workforce maturity indicator.
- The information presented is suitable for Board packets, public meetings, audits, and

grant documentation.

- Sensitive EEO data, if required, should be maintained separately in secure HR systems.

#### **Board-Level Interpretation**

Overall, the District workforce reflects a mature and balanced employee population. The mix of long-tenured and newer staff supports operational resilience, knowledge transfer, and continuity of service delivery. This demographic profile positions the District well for future workforce planning and succession efforts.

**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD OF COMMISSIONERS MEETING**  
**January 2026 TEAM REPORTS**  
**Jason Jones – MOBILITY MANAGEMENT**

**1. PROMOTE ACCESSIBILITY**

- a. Held 2 travel training sessions (Astoria & Seaside) for seniors and people with disabilities. The 2 participants learned to use fixed-route buses more confidently.
- b. Completed 3 Fixed route audits and added clean up two Warrenton stops and ensured schedules and flyers were up in 3 shelters on the route 101.
- c. Increased outreach about ADA paratransit (RideAssist) with updated Facebook resources, simplified applications for three individuals, and provided assistance to 3 new riders learn how to use fixed route bus before Christmas break.

**2. FOCUSING ON THE INDIVIDUAL**

- a. In December, I assisted a senior rider in Seaside with trip planning and a 1 on 1 orientation to our Microtransit pilot. This helped her to confidently reach medical appointments during the holidays without relying on friends or family.
- b. Worked with a new Paratransit rider to gain confidence in calling into the TSS group.
- c. I connected with a Cannon Beach resident facing some seasonal transportation barriers; provided options combining fixed routes, microtransit and even a taxi service so he could get around and enjoy his family that lives in North County.

**3. EDUCATING AND BRINGING AWARENESS TO THE COMMUNITY**

- a. In December, I hosted a quick pop-up event at the Seaside library to chat with community members about our routes, RideAssist and Microtransit. I interacted with 25 people.
- b. I was able to end up the year sharing travel training tips on Facebook and 2 short YouTube videos. I was also able to provide some last-minute help to a couple who had car problems and didn't know anything about transit.

**4. TRAVEL TRAINING AND ENGAGEMENT**

- a. Due to the holiday season, I was only able to travel train 5 times. All travel training sessions were in Seaside.
- b. I also completed 7 route assessments.
- c. I completed 14 ADA applications before the end of the year.



**SUNSET EMPIRE TRANSPORTATION DISTRICT  
BOARD OF COMMISSIONERS MEETING  
JANUARY 2026 TEAM REPORTS**

**Sara Schilling – Executive Assistant and Marketing Coordinator**

**1. ACTIONS**

- My first day was Monday, Jan. 5. Thank you for the warm welcome!
- Prepared minutes for the Dec. 18, 2025, board meeting and worked on some revisions to the August and October board meeting minutes.
- Prepared a flyer and news release to be posted and shared ahead of Project Homeless Connect on Jan. 27. (See attached)

**2. MEETINGS AND TRAININGS**

- One-one-one meetings with Executive Director David Carr
- Weekly team meetings
- Weekly media team meetings

**3. IMPROVING THE ORGANIZATION**

- Plans include creating a marketing plan and social media schedule, examining and potentially expanding the district's social media use and reach, and creating a marketing asset library.



**Sunset Empire Transportation District**

900 Marine Drive, Astoria, OR 97103

Phone: 503-861-5370

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

**FOR IMMEDIATE RELEASE**

**Sunset Empire Transportation District to offer free bus service on Jan. 27**

ASTORIA, OREGON – Sunset Empire Transportation District will offer free bus service on Tuesday, Jan. 27, 2026, on all routes within Clatsop County. The free service is in support of Clatsop Community Action’s Project Homeless Connect, which is planned for that day.

Project Homeless Connect aims to connect people with community services, ranging from medical screenings to haircuts, hot meals, clothing, housing and more. It’s scheduled to run from 10 a.m. to 2 p.m. at the Seaside Civic & Convention Center, 415 1st Ave., Seaside.

The free bus service on Jan. 27 is open to all and will be available throughout the day.

A modified Route 20 will operate in Seaside from 10 a.m. to 2 p.m. on Jan. 27, with service between Seaside Cinema, the Seaside Civic & Convention Center and Providence Seaside Hospital.

For more information, call 503-861-5370 or email [sara@ridethebus.org](mailto:sara@ridethebus.org).

###



# FREE BUS SERVICE

SUNSET EMPIRE TRANSPORTATION DISTRICT WILL PROVIDE FREE BUS SERVICE ON **TUESDAY, JAN. 27**, ON ALL ROUTES WITHIN CLATSOP COUNTY.

Modified Route 20 will run from 10 a.m. to 2 p.m. on Jan. 27, with service between Seaside Cinema, Seaside Civic & Convention Center and Providence Seaside Hospital.

The day of free bus service coincides with Clatsop Community Action's Project Homeless Connect, which runs 10 a.m. to 2 p.m. at the Seaside convention center.

# SERVICIO DE AUTOBÚS GRATUITO

EL DISTRITO DE TRANSPORTE SUNSET EMPIRE PROPORCIONARÁ SERVICIO DE AUTOBÚS GRATUITO **EL MARTES 27 DE ENERO** EN TODAS LAS RUTAS DENTRO DEL CONDADO DE CLATSOP.

La Ruta 20 modificada funcionará de 10 a.m. a 2 p.m. el 27 de enero, con servicio entre Seaside Cinema, Seaside Civic & Convention Center y Providence Seaside Hospital.

El día del servicio de autobús gratuito coincide con el Proyecto Conectar a Personas Sin Hogar de Clatsop Community Action, que se lleva a cabo de 10 a.m. a 2 p.m. en el Seaside Civic & Convention Center.