



Sunset Empire Transportation District BOARD OF COMMISSIONERS

Board Strategic Planning Workshop

Feb. 16, 2026 | 9 a.m. to 3 p.m.

Meeting location: Holiday Inn Express & Suites, 204 W. Marine Drive, Astoria, OR 97103

Meeting link: <https://bit.ly/4bKvztk> | **Meeting ID:** 287 265 586 436 87 | **Passcode:** Tp3yb3B7

Dial in by phone: 1-872-333-9477 | **Phone conference ID:** 150 452 821#

Agenda

1. CALL TO ORDER
2. ROLL CALL
3. CHANGES TO AGENDA
4. STRATEGIC PLANNING WORKSHOP
5. ADJOURNMENT

This meeting location is accessible to people with disabilities. Upon request, Sunset Empire Transportation District will make reasonable accommodation, including assistive listening devices, sign language interpreters, large print materials, or other auxiliary aids. Please contact Sara Schilling at (503) 861-5370 or sara@ridethebus.org at least 48 hours before the meeting to request accommodation.



Sunset Empire Transportation District BOARD OF COMMISSIONERS

Board Agenda Coversheet

Item number: 4

Date: Feb. 16, 2026

Item type: Informational

Subject: Strategic Planning Workshop

Department: Board of Commissioners

Summary: Mark Knudson, consultant with the Special Districts Association of Oregon, will lead commissioners in a strategic planning workshop.

Attachments:

- Overview of the process from Mark Knudson
- Copy of the board homework assignment

Sunset Empire Transportation District



Strategic Planning Workshop

February 16, 2026

SDAO
SPECIAL DISTRICTS
ASSOCIATION OF OREGON

Today's Agenda



<u>Time</u>	<u>Activity</u>	<u>Who</u>
9:00 – 9:15	Convene, Roll Call, Introductions	Chair, All
9:15– 9:30	Agenda, Process Overview & Ground Rules	SDAO
9:30 – 10:30	Vision, Mission & Values Update	All
10:30 – 10:40	Break	All
10:40 – 11:45	Strengths, Weaknesses, Opportunities & Threats	All
11:45– 12:15	Lunch	All
12:15 – 1:45	Goal Identification & Definition	All
1:45 – 2:00	Goal Prioritization – Part 1	All
2:00 – 2:15	Break	All
2:15 – 2:45	Goal Prioritization – Part 2	All
2:45 – 3:00	Recap, Next Steps & Meeting Evaluation	SDAO, All
3:00	Adjourn	Chair

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SETD Strategic Planning Workshop Objectives for the Strategic Plan



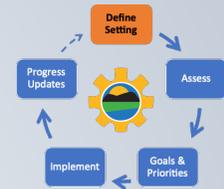
- **Provide Future Focus** ... build on past successes and prepare for future challenges
- **Define Organizational Direction** ... identify board-established goals
- **Increase Internal Alignment** ... identify policy and resource requirements
- **Increase Efficiency** ... focus limited resources to achieve highest priorities
- **Grow Culture** ... identify and support expectations for the organization, board and staff
- **Increase Accountability** ... identify tools to measure progress toward achieving goals
- **This is a First Step** ... improvement & refinements as part of future updates to the plan

SETD Strategic Planning Workshop Meeting Ground Rules



1. **Everyone participates and contributes**
 - This is a collaborative team effort / give everyone an opportunity to comment
 - Differences in expectations for Board Members, TAC and Staff participation?
2. **Ideas and suggestions are for the benefit of the District and community**
 - No personal agendas or “axes to grind”
 - Assume positive intent; suggestions & comments are not personal or targeted
3. **Judgement-free zone**
 - Free thinking is encouraged ... no bad or crazy ideas
 - Avoid initial evaluation of ideas ... details & evaluation will follow
4. **Don't Let Perfect Be The Enemy of Good**
 - This is first step; improvements & refinements will be part of future updates
5. **Be focused – be mindful of the clock and agenda**
6. **Other Proposed Ground Rules??**

SETD Strategic Planning Workshop Vision, Mission & Values Update



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

SETD's Existing Mission Statement:

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

Your suggestions & comments on Vision, Mission & Values

SETD Strategic Planning Workshop SWOT Exercise



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?

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



SETD Strategic Planning Workshop SWOT Exercise

INTERNAL FACTORS		EXTERNAL FACTORS	
Strengths	Weaknesses	Opportunities	Threats

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SETD Strategic Planning Workshop Goal Identification & Definition



Goal Setting: What are the District's goals?

- Goal: Aspirational statement of what we should accomplish (tactical) or what we want to be (visionary)
- What do we want to accomplish in the next 3 to 5 years?
- How will this goal ultimately benefit the District & community?

1. **Brainstorming** – just get the idea on paper; no judgement
2. **Collaboration** – listen to other ideas and synergize
3. **Refinement** – clean up the list of goals to provide focus
4. **Definition** – clarification of each goal so everyone understands intent

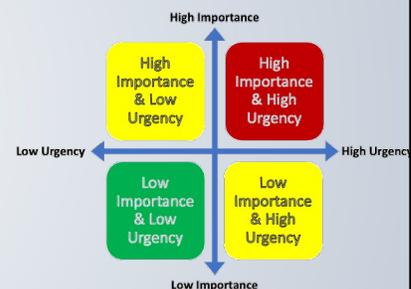
SETD Strategic Planning Workshop Goal Prioritization



Goal Prioritization: What are the District's priorities?

For each goal, consider:

- Are there precursor activities and events?
- Is there a deadline? What is the schedule?
- Is this important, urgent or both?



1. **Review Goals** – confirm understanding
2. **Dot Voting** – first pass to identify priorities
3. **Review & Refine** – discuss voting results, refine priorities
4. **Confirmation** – confirm shared understanding of priorities

SETD Strategic Planning Workshop Next Steps

1. Prepare Workshop Report – SDAO & Staff
 - Summary of vision, mission, values; SWOT; goal setting & priorities
 - Draft & final report
2. District Implementation Plan – Staff led with SDAO support
 - Identify policies, projects & activities needed to realize goals
 - Draft & final plan
3. District Strategic Plan – Board & Staff
 - Staff compiles workshop report & implementation plan into District Strategic Plan document; Board review and adoption
4. Implementation & Periodic Progress Reports – Board & Staff

Board & Staff Homework

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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

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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

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SUGGESTED GOALS

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