



# Sunset Empire Transportation District BOARD OF COMMISSIONERS

Board Meeting

March 26, 2026 | 8:30 a.m.

**Meeting location:** Astoria Transit Center, 900 Marine Drive, Astoria, OR 97103

**Meeting link:** <https://bit.ly/4bgmlis> | **Meeting ID:** 284 717 664 123 60 | **Passcode:** jN347Z5U

**Dial in by phone:** 1-872-333-9477 | **Phone conference ID:** 176 605 52#

## Agenda

		Action	Responsible
<b>Item 1</b> 8:30 a.m.	<b>Call to Order</b>		Chair Kleczek
<b>Item 2</b> 8:31 a.m.	<b>Pledge of Allegiance</b>		Chair Kleczek
<b>Item 3</b> 8:33 a.m.	<b>Roll Call</b>		Chair Kleczek
<b>Item 4</b> 8:35 a.m.	<b>Changes to Agenda</b>	Review/Approval	Chair Kleczek
<b>Item 5</b> 8:40 a.m.	<b>Public Comment</b> (3-minute limit per person)		Public
<b>Item 6</b> 8:45 a.m.	<b>Approval of Minutes   pg. 3-14</b> a. Workshop on Feb. 16, 2026	Review/Approval	Chair Kleczek
8:50 a.m.	b. Regular meeting on Feb. 26, 2026	Review/Approval	Chair Kleczek
<b>Item 7</b> 8:55 a.m.	<b>Reports from Chair and Commissioners</b>	Information/ Discussion	Commissioners
<b>Item 8</b> 9 a.m.	<b>Executive Session</b> pursuant to ORS 192.660(2)(h) To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.		Chair Kleczek
<b>Item 9</b> 9:45 a.m.	<b>Committee Reports   pg. 15-19</b> a. Board Policy Committee b. Executive Director Evaluation Committee c. NWACT d. TAC	Information/ Discussion	Commissioners
<b>Item 10</b> 10 a.m.	<b>Financial Report   pg. 20-39</b>	Review/Accept	Executive Director Carr

<b>Item 11</b> 10:10 a.m.	<b>Continued Business</b> a. Budget Committee appointment   <b>pg. 40</b>	Review/Approval	Chair Kleczek
10:20 a.m.	b. RVHT grant application update   <b>pg. 41-43</b>	Information/ Discussion	Executive Director Carr
10:25 a.m.	c. Strategic planning workshop summary report   <b>pg. 44-76</b>	Informational/ Discussion	Chair Kleczek
10:40 a.m.	d. SDAO agreement update  <b>pg. 77-83</b>	Review/Approval	Chair Kleczek
10:55 a.m.	e. Budget officer contractor RFP update   <b>pg. 84-92</b> • Discuss not-to-exceed amount	Review/Approval	Chair Kleczek
11:10 a.m.	f. Forensic audit/RLS reports update   <b>pg. 93</b>	Information/ Discussion	Executive Director Carr
<b>Item 12</b> 11:15 a.m.	<b>New Business</b> a. Ticket bank program   <b>pg. 94-97</b>	Information/ Discussion	Chair Kleczek
11:30 a.m.	b. 5339 grant application   <b>pg. 98-102</b>	Review/ Approval	Executive Director Carr
11:45 a.m.	c. Proclamation regarding Ridership Appreciation Day   <b>pg. 103-104</b>	Review/ Approval	Chair Kleczek
11:55 p.m.	d. Date for April board meeting   <b>pg. 105</b>	Information/ Discussion	Chair Kleczek
<b>Item 13</b> 12 p.m.	<b>Correspondence</b> a. None	Information/ Discussion	Chair Kleczek
<b>Item 14</b> 12:01 p.m.	<b>Executive Director Report  </b> <b>pg. 106-108</b>	Information/ Discussion	Executive Director Carr
<b>Item 15</b> 12:05 p.m.	<b>Team Reports   pg. 109-114</b>	Information/ Discussion	Staff
<b>Item 16</b> 12:10 p.m.	<b>Adjournment</b>		Chair Kleczek

Times are approximate guidelines and may change.

*This meeting location is accessible to people with disabilities. Upon request, SETD 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

### **Item 6 Approval of Minutes**

**Date:** March 26, 2026

**Summary:** Minutes from the strategic planning workshop on Feb. 16, 2026, and the regular board meeting on Feb. 26, 2026, are ready for board review.

**Attachments:**

- Minutes from the strategic planning workshop on Feb. 16, 2026
- Minutes from the regular board meeting on Feb. 26, 2026



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Board of Commissioners**  
**Feb. 16, 2026 | 9 a.m.**  
**Strategic Planning Workshop**  
***DRAFT***

*Link to meeting video: <https://bit.ly/4svVzhh>*

**1. CALL TO ORDER**

Chair Kathy Kleczek welcomed commissioners, staff and visitors to the strategic planning workshop at 9 a.m.

**2. ROLL CALL**

Commissioners present: Penny York, Pamela Alegria, Tita Montero, Kathy Kleczek, Kathleen Teeple, Matthew Stolberg

Staff present: David Carr, Jennifer Geisler, Kelly Smith, Sam Bedair, Jason Jones, Sara Schilling

Visitors present: Mark Knudson, Butch McConnell, Leah Griffith, Mitra Vazeen, Melvin Johnson

**3. CHANGES TO AGENDA**

None

**4. STRATEGIC PLANNING WORKSHOP**

Mark Knudson, consultant with the Special Districts Association of Oregon, or SDAO, facilitated a strategic planning workshop.

Attendees discussed:

- Objectives for the strategic plan, including that it provides future focus, defines the organizational direction, increases internal alignment, increases efficiency, grows the culture and increases accountability.
- Meeting ground rules
- Vision, mission and values of the district

Attendees took part in a SWOT exercise in which they assessed the district's strengths, weaknesses, opportunities and threats (or external factors that could derail efforts).

Attendees brainstormed goals for the district and participated in an exercise where they identified priorities by placing dots on their top goals.

Mr. Knudson and attendees discussed next steps in the strategic planning process. Mr. Knudson recommended the following course of action: he'll prepare a workshop summary report, then staff will develop an implementation plan. Those documents are combined into a strategic plan for board review and adoption.

Mr. Knudson said the process could take multiple months. Commissioners asked to receive a copy of the workshop summary report to help in the budget process, which is underway and will wrap up by June.

## **5. ADJOURNMENT**

Meeting was adjourned at 2:45 p.m.

Minutes prepared by Sara Schilling, executive assistant

Minutes approved by:

---

Tita Montero, board secretary-treasurer

### **Action items from the workshop**

- Commissioners will receive a copy of the workshop summary report to help in the budget process



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Board of Commissioners**  
**Feb. 26, 2026 | 9 a.m.**  
**Board Meeting Minutes**  
**DRAFT**

*Link to meeting video: <https://www.youtube.com/watch?v=0JXTWK6E-M4>*

**1. CALL TO ORDER**

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

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL (0:43)**

Commissioners present: Penny York, Pamela Alegria, Tita Montero, Kathy Kleczek, Kathleen Teeple, Matthew Stolberg. Guillermo Romero was excused.

Staff present: Jennifer Geisler, Kelly Smith, Jason Jones, Sam Bedair, Sara Schilling

Visitors present: Johnathan Niebuhr, James Ferry, Craig Holt

Staff present virtually: David Carr, Stephanie Halverson, Lauren Hedrick, Victoria Davis

Visitors present virtually: DC Lewis

**4. CHANGES TO AGENDA (1:05)**

Commissioner Teeple moved to approve the agenda as presented.

Commissioner Alegria seconded the motion.

	<b>York</b>	<b>Alegria</b>	<b>Montero</b>	<b>Kleczek</b>	<b>Romero</b>	<b>Teeple</b>	<b>Stolberg</b>
Aye	X	X	X	X		X	X
Nay							
Excused					X		

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**5. PUBLIC COMMENT (2:38)**

None

**6. APPROVAL OF MINUTES (2:52)**

**a. Board Meeting on Jan. 22, 2026**

Commissioner Montero moved to approve the minutes from Jan. 22, 2026.

Commissioner Stolberg seconded the motion.

Discussion: Commissioner Montero asked whether commissioners liked the addition to the minutes highlighting action items/to-do items. Chair Kleczek and Commissioner Stolberg both said they were in favor.

Commissioner Alegria asked to have the minutes reflect that commissioners gave her permission to make a presentation about special districts. Chair Kleczek said the minutes could reflect that the board had no objections to her presentation.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**b. Special Board Meeting on Jan. 27, 2026**

Commissioner Montero moved to approve the minutes from Jan. 27, 2026.

Commissioner Teeple seconded the motion.

Discussion: Commissioner Alegria asked to add a header with the date on the minutes.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**7. REPORTS FROM CHAIR AND COMMISSIONERS (8:27)**

Commissioner Stolberg: nothing to report.

Commissioner Teeple: nothing to report.

Commissioner York: nothing to report.

Commissioner Alegria: nothing to report.

Commissioner Montero: nothing to report.

Chair Kleczek noted that changes have been made to the agenda and packet to better facilitate recordkeeping and for ease of use. She reported that more changes are coming and asked commissioners to reach out if they have concerns or ideas for improvement. Chair Kleczek asked Executive Assistant Sara Schilling to work on coordinating the first TAC meeting and the first Executive Director Evaluation Committee meeting, and to help the Board Policy Committee set a regular meeting schedule.

**8. FINANCIAL REPORT (11:34)**

Financial Officer Kelly Smith presented the financial report covering Jan. 1 through Feb. 12, 2026. Ms. Smith noted that 5310 Q1 and 5311 Q2 were received after the financial report was generated and will be reflected in the next financial report. She also noted that 5310 Q2 has been approved and should be processing soon, per ODOT.

Ms. Smith noted that the district received more property taxes in November than anticipated and will likely see less than expected for the rest of the year as a result.

Commissioner Alegria asked for an employee count to be included in the report.

Commissioners discussed CTA and other membership/dues/subscription costs. Staff will provide a breakdown of the specific membership and subscription costs.

Commissioner Montero asked that the ledger code explainer document be included in the financial report each month.

Chair Kleczek asked how 5310, 5311 and 5399 expenditures are tracked. Ms. Smith said she tracks them in a spreadsheet and they're tracked in AccuFund. Chair Kleczek said the board should be able to see expenditures, and commissioners agreed by consensus.

Commissioner York noted that she hasn't seen an analysis of the district's financial difficulties from a couple years ago and how they've been addressed, and she'd like to.

Chair Kleczek noted there was an ODOT audit and a report from RLS, and the board hasn't seen those. Ms. Smith said she would compile the 2023 forensic audit and the RLS reports for distribution to the board. Commissioner York said she'd also like a verbal report from staff on how the issues identified have been addressed, and Chair Kleczek said that could happen at the board meeting following distribution of the documents.

Ms. Smith announced her resignation, effective March 12, 2026.

Commissioner Teeple moved to accept the financial report.

Commissioner York seconded the motion.

Discussion: Chair Kleczek said she's grateful for all the work Ms. Smith put into the financial reports, providing all the information the board requested. Commissioner Alegria added that Ms. Smith took the district through a difficult time and she's grateful.

	<b>York</b>	<b>Alegria</b>	<b>Montero</b>	<b>Kleczek</b>	<b>Romero</b>	<b>Teeple</b>	<b>Stolberg</b>
Aye	X	X	X	X		X	X
Nay							
Excused					X		

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**9. CONTINUED BUSINESS**

**a. Resolution 2026-02 Recreational Immunity Opt-In (30:20)**

Chair Kleczek explained that the board previously authorized the district to opt in to recreational immunity. An opt-in resolution was presented for consideration. Commissioner Montero moved to adopt Resolution 2026-02 and authorize the chair to sign. Commissioner Stolberg seconded the motion.

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

Aye: 6  
 Nay: 0  
 Excused: 1  
 Motion passed unanimously

**b. Astoria Urban Renewal Annual Report for FY 2025-25 (33:27)**

Executive Director David Carr noted that the Astoria Urban Renewal Annual Report was shared with the board for informational purposes. He also reported that the Astor-East Urban Renewal Area amendment is moving forward as planned. Commissioner Montero said she believes SETD’s letter was noted when city officials discussed the amendment. She reiterated to a city council member that the district is concerned about impact, and the city is aware of the concern, she said. She proposed that the district keep track of any impact. Mr. Carr said he’s met with city officials, and they’re open to working with the district on passenger infrastructure in the future. Commissioner Montero said she’s glad the city is open to discussion and hopes it’s also open to investing money. Chair Kleczek asked that the district’s amendment letter be shared with the board. She noted that some urban renewal funds haven’t yet been spent, and creating public amenities is a goal. SETD should request investment in public transit amenities, she said.

**c. Clatsop Community College MOU (39:37)**

Mr. Carr presented a memorandum of understanding with Clatsop Community College providing students and staff with fare-free rides and the district with marketing assistance. Commissioner Montero asked whether the district’s attorney had reviewed the agreement, and Mr. Carr confirmed that was the case. Commissioner Montero also pointed out that the effective date of the agreement needs to change as it would be retroactive. Commissioners discussed other points they’d like to see in the agreement, including:

- The responsibilities of and benefits to each party clearly spelled out

- The name and contact information of each group’s responsible party, plus a timeline for dealing with problems that arise
- More detail about expectations
- More detail about the purpose/intent of the MOU. That purpose/intent includes increased ridership for SETD and serving the community and college
- Clarity about insurance coverage and its limits

Commissioner Montero moved to direct Mr. Carr to rework the MOU with Clatsop Community College and bring back something that addresses the concerns raised. Commissioner Stolberg seconded the motion.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**d. Microtransit pilot program report (1:11:19)**

Mobility Manager Jason Jones and Chief Operations Officer Jennifer Geisler presented information on the district’s microtransit pilot program. Program participant James Ferry was in attendance and shared his positive experience.

**e. Budget Committee vacancies (1:42:56)**

Chair Kleczek explained that three Budget Committee members from last year are willing to serve again, which leaves four vacant positions.

Commissioner Montero reported that she spoke with two people – Leah Griffith from the district’s TAC, and Zach Fleck, Seaside’s director of finance – who are willing to serve.

Commissioner Montero moved to appoint Leah Griffith and Zach Fleck to the committee. Commissioner Teeple seconded the motion.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**10. NEW BUSINESS**

**a. Appointment of a Budget Officer (1:57:04)**

The budget officer appointment discussion was tabled.

Commissioner Stolberg asked to reopen the Budget Committee item. He moved to appoint Johnathan Niebhur, a member of TAC, to the Budget Committee. Commissioner Montero seconded the motion. Discussion: Commissioner York said she spoke with a citizen who’s interested in being part of the committee, but she thought the board would recruit applicants rather than bring forward nominations. She asked that the final committee slot not be filled until she can talk with the citizen who expressed interest. The board had no objections.

	<b>York</b>	<b>Alegria</b>	<b>Montero</b>	<b>Kleczek</b>	<b>Romero</b>	<b>Teeple</b>	<b>Stolberg</b>
Aye	X	X	X	X		X	X
Nay							
Excused					X		

Aye: 6  
 Nay: 0  
 Excused: 1  
 Motion passed unanimously

**b. Legislative advocacy policy/resolution (2:00:50)**

Chair Kleczek explained that it became apparent after the SDAO conference that a legislative advocacy policy/resolution would be good to revisit. She noted that the board approved a similar resolution in the past, but in order for the current board to fall back on it, discussion is needed. Commissioners agreed by consensus that the Board Policy Committee will review the model policy and be prepared with a recommendation at the March meeting. Mr. Carr reported that he sent a letter to the Oregon House Committee on Transportation in support of HB 4008 dealing with rural transportation funding. He will provide a copy of the letter to the board.

**c. Declaration of Surplus Buses and Reclassification of Fleet Asset (2:20:50)**

Ms. Geisler reported that SETD has three buses that have exceeded their life expectancy, are no longer functional and are out of service. She recommended declaring them as surplus and authorizing them to be sold or scrapped. She also recommended reclassifying Van 22 as an administrative (equipment) vehicle. Commissioner York moved to approve declaring the three buses as surplus and authorizing them to be scraped or sold and reclassifying Van 22 as an administrative vehicle. Commissioner Alegria seconded the motion.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**d. RVHT Grant Application (2:25:14)**

Mr. Carr explained that the district applied for a Rural Veterans Healthcare Transportation grant through ODOT and the state Department of Veterans’ Affairs. If awarded, the grant would provide SETD with funding for a new microtransit project serving veterans.

Mr. Carr said the application was made without board approval, citing time constraints. Commissioner York said the program seems useful and she’s supportive of the application, but fine tuning is needed to ensure the board is informed and supportive in instances like this before community support is sought and an application is submitted.

Commissioner Alegria said the executive director should have leeway under time constraints.

Commissioner Montero said she doesn’t want to see the district lose out on funding, but the board has fiduciary responsibility and must ensure the district can meet all obligations. She expressed disappointment in how the application process proceeded.

Chair Kleczek said she’s supportive of veterans transportation. She noted that the board should have been consulted before the letter of interest was submitted.

She also noted that the district has gotten in trouble in the past for serving one part of the population and excluding others. She wants to ensure that SETD can use district equipment and staff to serve one part of the population and not others. Before the district accepts any grant funding, it would need to answer that question.

Commissioner York moved to approve the grant application contingent on receiving information that the program wouldn’t be legally discriminatory.

Commissioner Alegria seconded the motion.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**e. ODOT Gap Funding Response (2:47:58)**

Ms. Smith explained that ODOT is making a shift from the state fiscal year to the federal fiscal year, which will create a funding gap between the current biennium and the next. The district must complete a form to secure funding to cover the gap.

Commissioner Montero moved to authorize the chair to sign the ODOT gap funding response.

Commissioner Teeple seconded the motion.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

**f. Reports on SDAO Conference from Attendees (2:52:10)**

Commissioners York, Alegria, Montero, Teeple, Stolberg and Kleczek reported on their experiences at the SDAO annual conference, and so did Mr. Carr, Ms. Geisler, Ms. Smith, Mr. Jones, Mr. Bedair and Ms. Schilling from the SETD staff.

**11. CORRESPONDENCE (3:11:20)**

a. Commissioners reviewed thank-you notes from Avamere at Seaside and Debbie Saylor.

**12. EXECUTIVE DIRECTOR REPORT (3:12:14)**

Executive Director Carr reported on his work activities in January and February.

**13. TEAM REPORTS (3:19:10)**

Ms. Geisler, Ms. Smith, Mr. Bedair, Mr. Jason Jones and Ms. Schilling provided reports on their work activities in January and February.

**15. ADJOURNMENT (3:32:48)**

Commissioner York moved to adjourn the meeting.

Commissioner Alegria seconded the motion.

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

Aye: 6

Nay: 0

Excused: 1

Motion passed unanimously

The meeting was adjourned at 12:34 p.m.

Minutes prepared by Sara Schilling, executive assistant

Minutes approved by:

---

Tita Montero, board secretary-treasurer

**Action items from the board meeting:**

- Ms. Schilling will coordinate the first TAC meeting and the first Executive Director Evaluation Committee meeting, and she will help the Board Policy Committee set a regular meeting schedule
- The ledger code explainer document will be included in the financial report each month
- Copies of the ODOT audit and RLS reports discussed will be provided to the board and staff will prepare to report on progress of addressing issues
- Copies of the Astor-East Urban Renewal Area amendment letter and Mr. Carr's HB 4008 letter will be shared with the board
- Copies of the presentation materials from the SDAO conference downloaded by Commissioner Montero will be shared with the board
- Mr. Carr will rework the MOU with Clatsop Community College and bring back something that addresses the concerns raised by the board
- Commissioner York will speak with her Budget Committee candidate ahead of the March meeting
- Staff will check with ODOT on the discrimination question related to the RVHT grant
- The Board Policy Committee will review the model legislative advocacy policy and bring back a recommendation to the board

**Items in progress:**

- Clatsop Community College MOU
- Budget Committee appointments
- RVHT grant application
- Legislative advocacy policy
- Report on audit/RLS progress



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 9 Committee Reports

**Date:** March 26, 2026

**Summary:** Committee chairs and liaisons will provide an update on the work of their committees, including:

- Board Policy Committee
- Executive Director Evaluation Committee
- NWACT
- TAC

**Attachments:**

- Approved minutes from the Board Policy Committee meetings on Feb. 13, 2026, and Feb. 26, 2026



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Board of Commissioners**  
**Feb. 13, 2026 | 1 p.m.**  
**Board Policy Committee Meeting Minutes**  
**APPROVED**

**1. CALL TO ORDER**

Commissioner Tita Montero called the meeting to order at 1:06 p.m.

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

Commissioners present: Tita Montero, Penny York, Matthew Stolberg  
 Staff present: Jason Jones, Sara Schilling

**4. PUBLIC COMMENT**

None

**5. NEW BUSINESS**

**a. Select chair**

Commissioner York nominated Commissioner Montero to be committee chair.  
 Commissioner Stolberg seconded the motion.  
 Discussion: Commissioner Montero said she’s willing to serve on a short-term basis.

	<b>Montero</b>	<b>York</b>	<b>Stolberg</b>
Aye	X	X	X
Nay			
Excused			

Aye: 3  
 Nay: 0  
 Excused: 0  
 Motion passed unanimously

**b. Set mission**

Commissioners agreed that the committee should be a standing committee.  
 Commissioners discussed setting a mission, or charge, for the committee. They agreed by consensus that the following ideas should be included in the charge:

- The committee will draft, review, revise and recommend policies

- The committee's work will be timely and done periodically
- The committee's work is needed so that the agency and board can operate with consistency and transparency, according to law and in the public interest

Commissioner Montero will create a draft with help from AI and bring it back to the committee at the next meeting for more discussion and editing.

**c. Bylaw work**

Commissioner Montero will reach out to her contact at the Special Districts Association of Oregon, or SDAO, for board policy-related resources.

Commissioners discussed how they'll go about their policy work, and they agreed by consensus on principles for board policies:

- They should be written at a fifth-grade level, in simple language
- Policies will have a standard formatting
- Changes will be recorded
- The committee will work efficiently and in a timely manner
- The committee will assume every policy needs to be reviewed and re-signed
- The committee will start with a complete review that will end with recommendations for changes. They'll check that policies reflect current reality.

**d. Policy priorities**

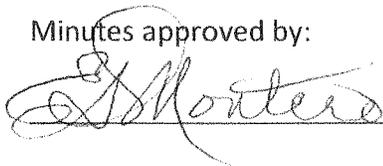
Commissioners discussed how they'll prioritize review of policies and the formatting they'd like to see used in policies. They provided direction to staff on desired formatting changes, including reworking the heading and adding a section dealing with each policy's purpose.

Commissioners set the next meeting for 12:30 to 2:15 p.m. on Thursday, Feb. 19.

The meeting was adjourned at 3:02 p.m.

Minutes prepared by Sara Schilling, executive assistant

Minutes approved by:



Tita Montero, committee chair

Future outstanding actions:

- Commissioner Montero will reach out to SDAO for board policy resources
- Ms. Schilling will create a table of contents, provide information on APA and MLA citation styles, and create a policy formatting template



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**Board of Commissioners**  
**Feb. 26, 2026 | 1 p.m.**  
**Board Policy Committee Meeting Minutes**  
*Approved*

**1. CALL TO ORDER**

Commissioner Tita Montero called the meeting to order at 1:01 p.m.

**2. ROLL CALL**

Commissioners present: Tita Montero, Penny York, Matthew Stolberg  
Staff present: Jason Jones, Sara Schilling

**3. PUBLIC COMMENT**

None

**4. CHANGES TO AGENDA**

Commissioner Montero added discussion of a legislative advocacy policy to the agenda.  
Commissioner York added discussion of Board Policy B-312 to the agenda.

**5. NEW BUSINESS**

**a. Review SDAO input**

Commissioner Montero reported that she's working to arrange a time to talk with the manager of SDAO's consulting services.

**b. Set mission**

Commissioner Montero presented several AI-assisted draft mission statement options, and commissioners discussed and refined the wording.

They liked the following combined option but noted it still needed some wordsmithing:

“To develop, review, evaluate and recommend policies that promote consistent, transparent and effective governance for the SETD board's actions and processes, supporting effective oversight as well as optimal district operations.”

Commissioner Montero will bring a clean draft back for consideration.

**c. Board Policy B-312**

Commissioners discussed Board Policy B-312, which deals with board committees, and made several suggested revisions and additions throughout. Ms. Schilling will capture the changes in a new draft for discussion at a future committee meeting.

**d. Legislative Advocacy Policy**

Commissioner Montero requested that staff use assistance from AI to modify the Legislative Advocacy Policy template from SDAO into SETD’s voice for review and discussion at a future committee meeting.

Ms. Schilling also was asked to use AI assistance to create a draft board policy manual table of contents for review and discussion at a future meeting.

**e. Minutes**

Commissioner York moved to accept the minutes from the Feb. 13 meeting  
Commissioner Stolberg seconded

	<b>Montero</b>	<b>Stolberg</b>	<b>York</b>
Aye	X	X	X
Nay			
Excused			

Motion passed unanimously

**6. ADJOURNMENT**

The meeting was adjourned at 2:28 p.m.

The next meeting is 11 a.m. to 1 p.m. on Thursday, March 12. Future meetings are set for the second Thursday of the month, from 11 a.m. to 1 p.m.

Minutes prepared by Sara Schilling, executive assistant

Minutes approved by:

\_\_\_\_\_

Tita Montero, committee chair

Future outstanding actions:

- Commissioner Montero will continue trying to connect with SDAO for resources
- Ms. Schilling will capture changes to B-312 in a draft
- Ms. Schilling will use AI assistance to modify the Legislative Advocacy Policy template from SDAO into SETD’s voice
- Ms. Schilling will use AI assistance to create a draft board policy manual table of contents



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 10 Financial Report

**Date:** March 26, 2026

**Summary:** In the absence of a financial officer, SETD staff did its best to prepare a report showing the district's finances for Feb. 1 through March 19, 2026, for the Board of Commissioners.

Staff aimed to include all the information the board typically receives but wasn't able to replicate the previous formatting style.

Staff will work to more closely match previous board financial reports in the future. Staff also has reached out to AccuFund for training.

**Attachments:**

- Financial report for board meeting on March 26, 2026

# Sunset Empire Transportation District

Financial Report — 900 Marine Drive, Astoria, Oregon 97103

## EXECUTIVE FINANCIAL REPORT

**\$2.98M**

**Total Funds Available**

Strong reserve position across all accounts

**\$777K**

**Net Position YTD**

Surplus ahead of budget projection

**78.4%**

**Revenue vs Budget**

Ahead of annual budget pace

**58.1%**

**Expense vs Budget**

Controlled spending below budget

The District remains financially stable with strong reserves, though operational liquidity requires ongoing monitoring due to reliance on grant reimbursements and restricted funding sources.

# Executive Financial Dashboard

Indicator	Status	Value
Total Funds Available	Strong	\$2,982,123
Net Position YTD	Positive	\$777,694 surplus
Revenue vs Budget	Ahead	78.4% of annual budget
Expense vs Budget	Controlled	58.1% of annual budget
Capital Budget Used	High	93% spent
Grant Funding Remaining	Strong	\$1.61M remaining

- ❏ The District remains financially stable with strong reserves, though operational liquidity requires ongoing monitoring due to reliance on grant reimbursements and restricted funding sources.

# Cash Position Overview

## Total Funds by Account

Account	Balance
General Checking	\$15,673
Payroll Account	\$3,714
LGIP Investment Fund	\$1,252,918
STIF Grant Funds	\$561,476
ODOT Loan Account	\$201,716
Contingency Reserve	\$946,625
<b>Total Available Funds</b>	<b>\$2,982,123</b>

## Operational Liquidity

Operational cash immediately available: **\$19,387**

Most district cash is held in investment accounts, grant-restricted accounts, and contingency reserves. Operational liquidity therefore depends on timely transfers and reimbursements.

# Cash Flow Projection

## Projected Ending Cash by Month

Month	Ending Cash
February	\$1,708,540
March	\$1,472,245
April	\$1,410,572
May	\$1,406,105
June	\$1,345,878

**Important:** Contingency reserves of \$946,625 are **not** included in this projection.

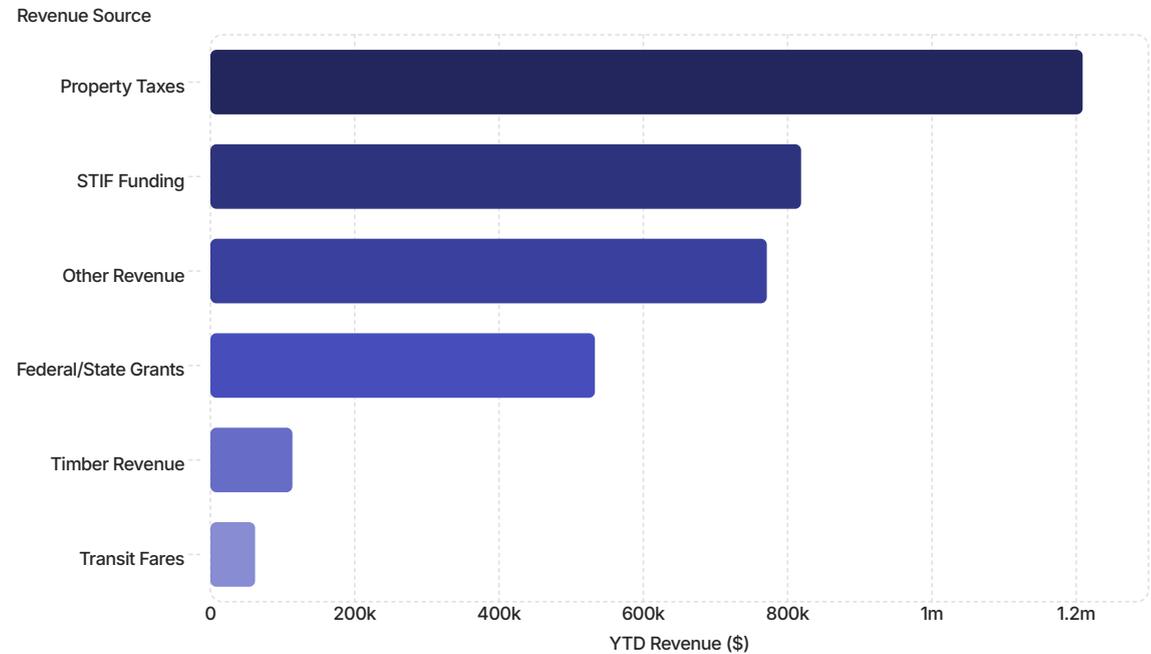


The cash balance shows a gradual declining trend from February through June, reflecting normal operational outflows. The District's contingency reserve of \$946,625 provides an additional buffer not reflected above.

# Revenue Performance

## Revenue Breakdown — YTD

Revenue Source	YTD Revenue
Property Taxes	\$1,208,840
STIF Funding	\$818,623
Federal / State Grants	\$532,873
Other Revenue	\$771,142
Timber Revenue	\$113,643
Transit Fares	\$61,949
<b>Total Revenue</b>	<b>\$3,507,070</b>



Annual Budget	\$4,471,340
Revenue YTD	\$3,507,070
<b>Completion</b>	<b>78.4%</b>

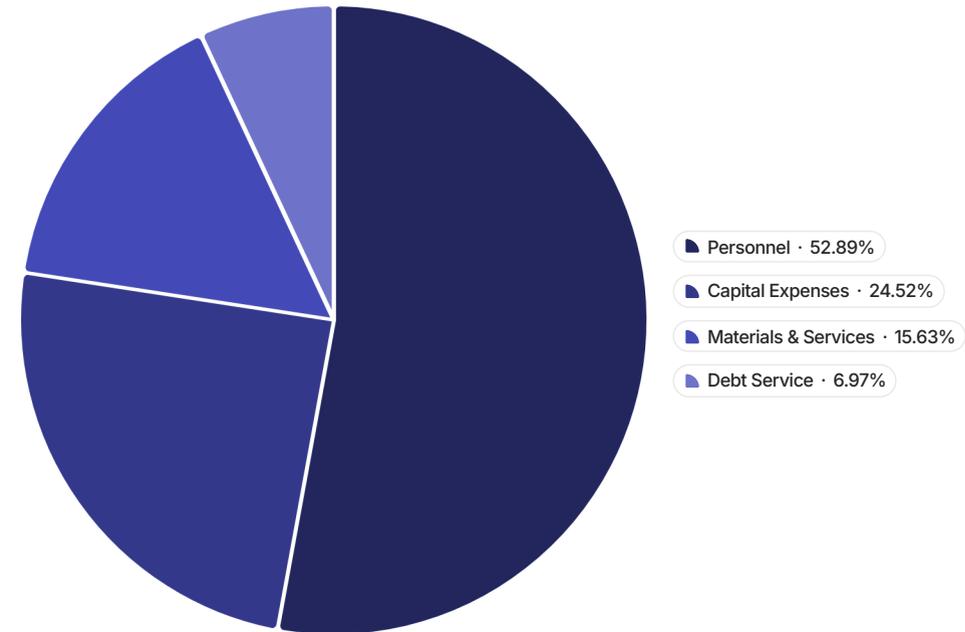
Revenue performance is strong, driven by STIF funding stability, timber revenue above projections, and gradual recovery in fare revenue. The District is tracking at 78.4% of its annual budget with months remaining in the fiscal year.

# Expense Performance

## Expense Breakdown — YTD

Category	YTD Expense
Personnel (Wages/Taxes/Benefits)	\$1,443,451
Materials & Services	\$426,466
Capital Expenses	\$669,348
Debt Service	\$190,110
<b>Total Expenses</b>	<b>\$2,729,376</b>

Budget	\$3,023,912
Actual	\$2,729,376
<b>Budget Used</b>	<b>58.08%</b>



Personnel costs remain the largest expense driver, representing more than half of operating costs. Total expenses are tracking at 58.08% of budget, indicating controlled spending across all categories.

# Budget Variance

## Net Financial Position

Metric	Amount
Actual Net Position	\$777,694 surplus
Budget Projection	(\$228,184) deficit

**Positive Variance:  $\approx$  \$374,000 ahead of budget**

## Primary Drivers of Positive Variance

### → Capital Expenditure Timing

Phasing of capital projects has deferred some spending into later periods.

### → Grant Reimbursements

Pending reimbursements of \$228K will further improve the position once received.

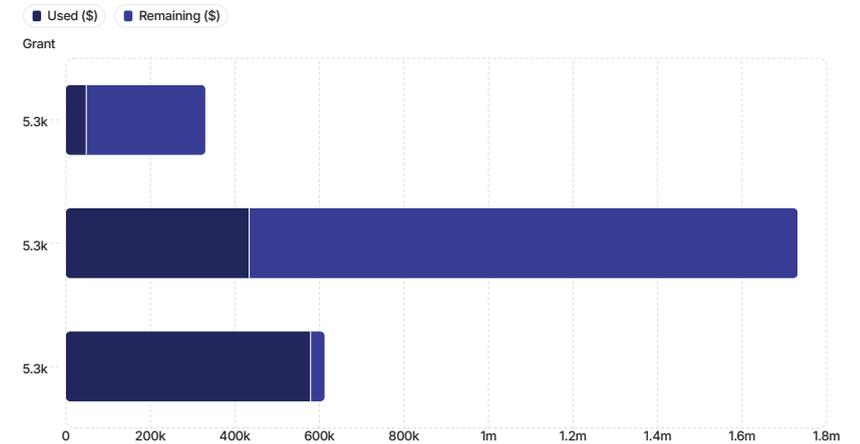
### → Property Tax Collection Timing

Favorable collection timing has boosted revenue recognition ahead of schedule.

# Grant Funding Overview

## Grant Funding Status

Grant	Total	Used	Remaining
5311	\$1,731,273	\$433,761	\$1,297,512
5310	\$329,945	\$48,303	\$281,642
5339	\$612,000	\$578,927	\$33,073



**Total Remaining Grant Capacity: \$1,612,227**

## Reimbursements Pending

Grant	Amount Requested	Status
5311	\$209,388	Pending
5310	\$18,878	Pending

**Total reimbursement pending: \$228,266**

- These reimbursements temporarily impact short-term cash flow until funds are received. Grant 5339 is nearly fully expended, while 5311 retains the largest remaining balance.

# Capital Investment

## Capital Spending Summary

Metric	Amount
Capital Budget	\$720,000
Capital Spent	\$669,348
<b>Budget Used</b>	<b>93%</b>

## Capital Investment Categories



### Fleet & Vehicles

Procurement and maintenance of transit vehicles and fleet equipment.



### Operational Infrastructure

Facilities, stops, and operational support structures.



### Technology Systems

Software, hardware, and digital systems supporting district operations.

At 93% of the capital budget expended, most capital spending has already occurred for the fiscal year. The remaining 7% (\$50,652) provides limited additional capital capacity through fiscal year end.

# Fuel Cost Trends

## Fuel Expense Summary

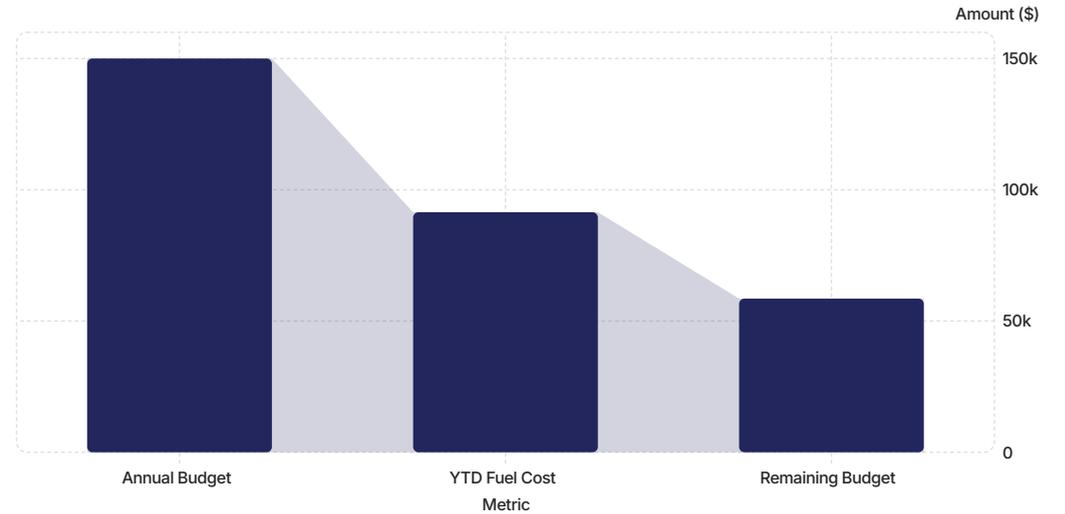
Metric	Amount
YTD Fuel Cost	\$91,456
Annual Budget	\$150,000
<b>Budget Used</b>	<b>60.97%</b>

Monthly fuel average: approximately **\$11,000 – \$13,000 per month**

Fuel costs are tracking slightly below budget, providing modest savings relative to projections.

**39.03%**

Total conversion rate



# Employee Benefit Costs

## Benefit Cost Summary

Metric	Amount
YTD Benefits	\$245,018
Annual Budget	\$503,590
<b>Budget Used</b>	<b>48.6%</b>

Monthly benefit average: **\$35,000 – \$45,000 per month**

## Drivers of Benefit Cost Increases

### New Employee Enrollment

Additional staff added to benefit plans, increasing total enrollment costs.

### Insurance Adjustments

Premium rate changes and plan adjustments affecting monthly costs.

### SDIS Benefit Payments

State-administered benefit payments contributing to overall benefit expenditure.

# Accounts Receivable & Payable

## Accounts Receivable

Total Outstanding Receivables: \$1,396

Party	Amount
Tillamook County Transportation District	\$880
Other receivables	\$516

Receivables consist primarily of parking lease payments, transit services, and bus token purchases. **Risk exposure remains minimal.**

## Accounts Payable

Total Outstanding Payables: \$37,626

Vendor	Amount
SDIS Benefits	\$17,126
Wilcox + Flegel Fuel	\$10,455
Government Ethics Commission	\$1,310
Jackson & Son Oil	\$650

No material overdue liabilities. All payables are current and within normal operating parameters.

# Major Disbursements Over \$5,000

## SDIS Benefits

**\$38,523**

Employee benefit plan payments administered through SDIS.

## SDIS Insurance

**\$27,518**

District insurance coverage premiums paid to SDIS.

## Wilcox + Flegel Fuel

**\$10,408**

Fuel supply for district fleet operations.

## Brown & Brown Insurance

**\$5,759**

Additional insurance coverage for district assets and operations.

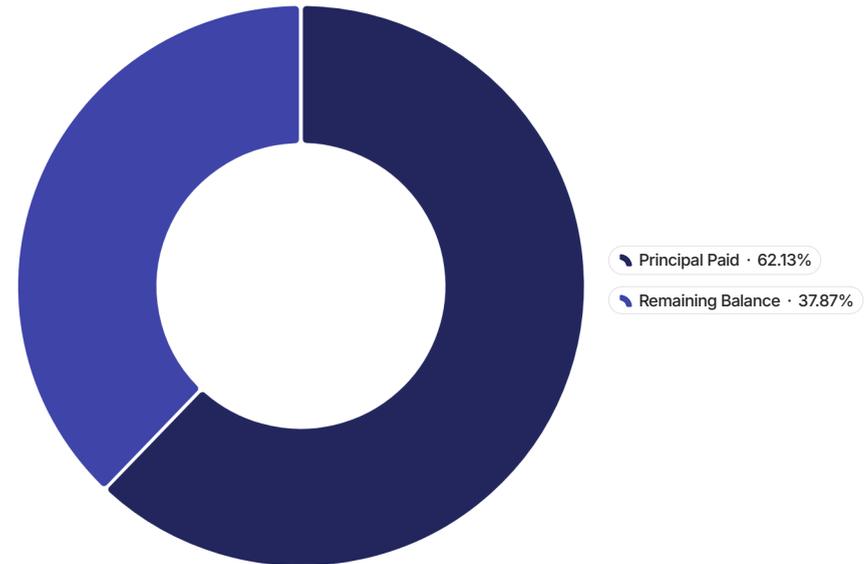
**Total Major Disbursements: \$82,209.** These represent the largest individual vendor payments during the reporting period, dominated by benefit and insurance obligations.

# Debt Position

## ODOT Loan Summary

Metric	Amount
Original Balance	\$1,055,794
Remaining Balance	\$379,206
Interest Payment	\$54,375
Principal Payment	\$622,211

- Debt payments remain current and budgeted. The District has paid down approximately 64% of the original ODOT loan balance.



# Key Financial Monitoring Areas

The Board should continue monitoring the following areas through the remainder of the fiscal year:

1

## Operational Liquidity

Checking balances remain low relative to monthly operating costs. Immediate operational cash stands at \$19,387, requiring careful management of transfer timing from investment and restricted accounts.

2

## Grant Reimbursement Timing

\$228,266 in reimbursements are pending across grants 5311 and 5310. Delays in receipt can create short-term cash flow pressure that must be managed proactively.

3

## Capital Spending Timing

At 93% of capital budget expended, large capital expenditures have already impacted cash flow. Any remaining capital activity should be closely tracked against available liquidity.

4

## Personnel Cost Growth

Personnel expenses remain the largest cost category, representing more than half of operating costs. New enrollment, insurance adjustments, and SDIS payments continue to drive incremental increases.

# Overall Financial Assessment

Despite temporary liquidity timing differences, the District remains financially sound. The following pillars underpin the District's strong financial position:

## \$2.79M Net Assets

Strong overall asset base supporting long-term financial health.



## \$946K Contingency Reserves

Dedicated reserve fund providing a critical buffer against unexpected costs.

## \$1.61M Grant Funding Remaining

Substantial remaining grant capacity to support ongoing operations and capital needs.



## Expenses Below Budget

Controlled spending at 58.1% of budget, with a \$777,694 surplus net position YTD.

The Sunset Empire Transportation District is well-positioned to close the fiscal year in a strong financial condition, provided that grant reimbursements are received on schedule and operational liquidity is actively managed.

Line Item Definitions  
RESOURCES

Budget Line Name (Resources)	When Received	Description/ Comments
Available Cash on Hand		Anticipated Cash Available as of July 1 of the budget year.
Previously Levied Taxes Estimated to be Received	Throughout the year	Property Taxes Paid late
Interest	Monthly	Interest Earned on all Bank checking Accounts
Fares	Daily/Monthly	Bus Fares
Rentals	Monthly	Parking Spaces
Commission/Proceeds	Quarterly/Annually	Vending Machines, Charging Station, Billboard
State Timber Revenue	Quarterly	Revenue from State Timber Sales
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.
Other	As Received	Laminating Fees, Scrap Metal sold to Astoria Auto Wrecking, Reimbursements
ODOT - \$5310 Mobility Mgmt/Preventive Maint	Quarterly	Reimbursement for Mobility Management & Preventive Maintenance
ODOT - \$5311 Operations	Quarterly	Reimbursement for Operations & Admin Costs
STIF Formula Fund	Quarterly	Statewide Transportation Improvement Fund
Taxes Estimated to be Received	Throughout the year	Current Year Property Taxes

Line Item Definitions  
REQUIREMENTS

Budget Line Name (Requirements)	General Ledger Codes	Description/ Examples
Salaries & Wages	6010	Hourly & Salary Wages, Overtime, Sick, Vacation, Holiday, Flex Holiday/Personal, Bereavement, Sick FMLA - Emergency
Payroll Expenses	6111	Taxes - Medicare, Social Security, SUTA, Paid Leave Oregon, Worker's Benefit Fund (WBF), Worker's Comp
Employee Benefits	6210	Retirement, Health/Dental Insurance, Life Insurance, Disability Insurance, Health Reimbursement Account Claims (HRA Claims), HRA Expense, Recruitment Referral
Provider Services	7010	Veteran Rides - Volunteer Driver Reimbursements
Audit	8000	Annual audit plus single audit
Advertising	8053	Employment
Bank Fees/Merchant Fees	8003	Bank fees, Square fees (Transit Center sales on iPad), Token Transit (Smart Phone Fares on Buses)
Building Grounds and Maintenance	8020	Garbage Service, Shelter Cleaning, Elevator Maintenance, Cleaning Supplies, Back Flow Testing (Required Certification by Plumber)
Building Lease	8023	Storage Unit (District Record Archives)
Computer Information Technology Services	8031, 8032	Ifocus (Computer & Network Support), Trillium (Website and GTFS Maintenance), AccuFund (Accounting Software), AngelTrax (Video on buses, bus tracking)
Conferences, Training, and Travel	8060	All training, conferences & travel for employees and board members
Drug and Alcohol Testing/Background Checks	8050	Drug tests (New Hires & DOT Random Tests) & Background Checks (New Hires)
Dues and Subscriptions	8090	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)
IGA Dues and Fees	8091	Northwest Oregon Transit Alliance (NWATA)
Comp/Furniture/Small tools	8015	Computers, Audio Software Licensing, Video Software Licensing, Parking Permits, Office Furniture
Equipment Lease	8010	Copy Leases (Astoria)

Line Item Definitions  
REQUIREMENTS

Budget Line Name (Requirements)	General Ledger Codes	Description/ Examples
Outreach	8080	Rural Transit Day, Rider Appreciation, Veteran's Standdown, Rosa Parks Day, Spanish Translation, Posters, Banners, Stickers
Employee Recognition	8054	Holiday Party, Gift Cards, Birthdays
Election Fees	8076	Election Fees - Board Member Elections
Fuel	8071	Fuel
Insurance	8100	Property, Liability, Auto (Bus Fleet), Cyber
Legal Ads	8110	Budget Meeting Notices Published
Legal Counsel	8002	Attorney Fees
Uninsured Loss	8105	Deductabl for accidents - up to \$5,000 per accident
Office Supplies	8116	Paper, Stamps, Pens, Folders, Paper Clips, etc.
Printing	8081	Copier Service Contract and per copy fees
Professional Services	8001	HR Answers, Interium Director, Stategic Planning
Taxes/Licenses/Interest	8092	Secretary of State, Late Fees, Registrations
Telecommunications/Internet	8040	Office Phones, Cell Phones, Tablets, District Internet
Uniforms	8052	Uniforms - Bus Drivers, Mechanic
Utilities	8041	Electric, Gas, Water/Sewer
Vehicle Maintenance and Repair	8171	Tires, Brakes, Lights, Fluids, Sensors, Oil Pumps, Windshields, Towing, Labor for Outside Repairs
Shop Supplies	8180	Gloves, WD40, Eye Protection, Shop Towels



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### **Item 11a Budget Committee Appointment**

**Date:** March 26, 2026

**Summary:**

Three previous Budget Committee members have agreed to continue serving (Karen Deeter, John Lansing and Lauren Wilson), and three more members were appointed at the regular board meeting on Feb. 26, 2026 (Zach Fleck, Leah Griffith and Johnathan Neibuhr). One seat remains vacant.

For reference, the Budget Committee meeting dates are:

- April 16, 12-2 p.m. | Budget Committee Training
- April 30, 1-4 p.m. | Budget Meeting #1
- May 15, 1:30-4:30 p.m. | Budget Meeting #2
- June 12, 9-11 a.m. | Budget Meeting #3 (if needed)

**Attachments:**

- None



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 11b RVHT Grant Application Update

**Date:** March 26, 2026

**Summary:** Commissioners at the regular board meeting on Feb. 26, 2026, approved SETD's application for a Rural Veterans Healthcare Transportation grant, contingent on determining that the district's proposed program would not be legally discriminatory. Executive Director David Carr discussed the discrimination question with Arla Miller, ODOT regional transit coordinator, and is prepared to make a report back to the board.

**Attachments:**

- Email from Arla Miller about discrimination question

## Sara Schilling

---

**From:** David Carr  
**Sent:** Wednesday, March 18, 2026 9:31 AM  
**To:** Sara Schilling  
**Subject:** FW: Clarification on non-discrimination

Clarification of non-discrimination for RVHT.  
Thanks!

---

**From:** MILLER Arla <Arla.MILLER@odot.oregon.gov>  
**Sent:** Wednesday, March 18, 2026 7:26 AM  
**To:** David Carr <david@ridethebus.org>  
**Subject:** RE: Clarification on non-discrimination

\*\*\*\*\*EXTERNAL SENDER\*\*\*\*\*

Hi David,

It is my understanding, correct me if I am wrong. This service will be on your demand response and will also be possible to be a shared ride with the general public as well. The only difference is the RVHT (Rural Veteran's Health Transportation) program will help defray some of the costs of veteran's riding free. If the general public can ride as well, I do not see anything that would be considered discriminatory.

Thank you

*Arla Miller*

Regional Transit Coordinator ~ 503-949-5415

ODOT Public Transportation Division

Confederated Tribes of the Grand Ronde Community of Oregon, Clatsop County, Columbia County, Marion County, Polk County, Tillamook County, Yamhill County

[Arla.Miller@ODOT.Oregon.gov](mailto:Arla.Miller@ODOT.Oregon.gov)

[Oregon Department of Transportation : Public Transportation Funding Opportunities : Public --Transportation : State of Oregon](#)

355 Capital Street NE, MS 43

Salem, Oregon 97301

Monday through Friday 7:00 am to 3:30 pm

---

**From:** David Carr <david@ridethebus.org>  
**Sent:** Tuesday, March 17, 2026 5:04 PM  
**To:** MILLER Arla <Arla.MILLER@odot.oregon.gov>  
**Subject:** Clarification on non-discrimination

This message was sent from outside the organization. Treat attachments, links and requests with caution. Be conscious of the information you share if you respond.

Hi Arla,

Just following up to document our conversation regarding the board's concern about discrimination in our Rural Veterans Health Care Transportation program application we recently submitted. I wanted to confirm our conversation that transporting only veterans in this program would not discriminate against the public. Please identify any provisions or additional considerations we may have to make to ensure non-discrimination. Appreciate your consideration.

Best Regards,

David Carr

Executive Director  
Sunset Empire Transportation District.  
900 Marine Drive Astoria Or.  
503 861-5399



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

# Item 11c Strategic Planning Workshop Summary Report

**Date:** March 26, 2026

**Summary:** Mark Knudson, facilitator of SETD's strategic planning workshop on Feb. 16, 2026, prepared a draft workshop summary report for review.

**Attachments:**

- Draft strategic planning workshop summary report
- Draft report appendices



# Sunset Empire Transit District

## Strategic Planning Workshop Summary Report

Workshop Date: February 16, 2026

**DRAFT V1**

Report Date: February 25, 2026

Prepared by



## Table of Contents

<b><u>BACKGROUND &amp; REPORT OVERVIEW .....</u></b>	<b><u>2</u></b>
<b><u>WORKSHOP ATTENDEES &amp; AGENDA.....</u></b>	<b><u>2</u></b>
<b><u>STRATEGIC PLAN OBJECTIVES.....</u></b>	<b><u>3</u></b>
<b><u>WORKSHOP GROUND RULES.....</u></b>	<b><u>3</u></b>
<b><u>VISION, MISSION &amp; VALUES.....</u></b>	<b><u>3</u></b>
<b><u>STRENGTHS, WEAKNESSES, OPPORTUNITIES &amp; THREATS (SWOT) .....</u></b>	<b><u>5</u></b>
<b><u>DISTRICT GOALS – IDENTIFICATION &amp; PRIORITIZATION.....</u></b>	<b><u>6</u></b>
<b><u>NEXT STEPS AND RECOMMENDATIONS.....</u></b>	<b><u>8</u></b>

### **Appendices**

- Appendix A – Homework Assignment
- Appendix B – Workshop Agenda
- Appendix C – SWOT Exercise Results
- Appendix D – Proposed District Goals

## Background & Report Overview

The Sunset Empire Transit District (SETD, the District) has experienced significant challenges during the past few years and has made notable changes during the past several months, including appointment of a new Executive Director. Given these events, SETD committed to prepare a strategic plan to identify District goals and prioritize near-term actions needed to establish the future direction of the District. To support the District in achieving these objectives, SETD contracted with the Special Districts Association of Oregon (SDAO) Consultant Services Program for Strategic Planning Facilitation and Support Services.

SDAO attended the District board meeting on January 22, 2026 and presented an overview of suggested objectives and an approach for preparation of a strategic plan. The Board expressed support for the planning process proposed by SDAO and, with the assistance of District staff, scheduled a day-long strategic planning workshop February 16, 2026. The Board also invited members of the newly appointed Technical Advisory Committee (TAC) and senior staff to attend the workshop. SDAO also provided a “Homework Assignment,” attached as Appendix A, to help workshop participants prepare for the workshop.

This Strategic Planning Workshop Summary Report summarizes the background, activities, and results of the strategic planning workshop. This report also summarizes the goals and priorities identified by the attendees and outlines suggested next steps to complete the strategic planning process and prepare a strategic plan.

## Workshop Attendees & Agenda

On February 16, 2026, the District Board of Directors held a public meeting to conduct the strategic planning workshop. Workshop attendees are listed below in Table 1. The agenda for the workshop is attached as Appendix B.

**Table 1: Strategic Planning Workshop Attendees**

Who	Role	Who	Role
Kathy Kleczek	Board Chair	David Carr	Executive Director
Matthew Stolberg	Board Member	Kelly Smith	Staff
Kathleen Teeple	Board Member	Jason Jones	Staff
Pamela Alegria	Board Member	Jennifer Geisler	Staff
Penny York	Board Member	Sam Bedair	Staff
Tita Montero	Board Member	Sara Schilling	Staff
Melvin Jasmin	TAC	Butch McConnell	Observer – Senior Center
Leah Griffith	TAC	Mark Knudson	SDAO Facilitator

One attendee left early although their input to the SWOT exercise and goal identification was captured after adjournment. This attendee did not vote in the goal prioritization process.

## Strategic Plan Objectives

SDAO's Senior Consultant reviewed the following suggested objectives for the District's strategic planning process:

- 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 with future updates to the plan

## Workshop Ground Rules

Participants identified and agreed to the following ground rules for the workshop:

1. Everyone participates and contributes
  - This is a collaborative team effort; everyone has an opportunity to comment
  - There are no differences in expectations for Board Members, TAC and Staff participation – participation by all attendees is encouraged
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. This is a 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. Speak clearly and loud enough for all to hear
  - Ask for comments to be repeated if needed
7. Listen for understanding
  - Ask for clarification as needed
8. Be polite
  - Raise your hand when you have something to add or have a question
  - Don't interrupt

## Vision, Mission & Values

SDAO's Senior Consultant provided an overview of typical statements of an organization's vision mission and values including:

- Vision: Why the organization exists and future aspirations
- Mission: What services the organization provides
- Values: Guiding principles for How services are provided

Together, the vision, mission and values can be used to guide the District in realizing its aspirations for the future as well as meeting the community's current needs for transit services and supporting the economic health and vitality of the community.

Participants reviewed and discussed the District's existing mission statement (circa 2013?):  
"Provide safe, reliable, relevant and sustainable transportation services to Clatsop County with professionalism, integrity and courtesy."

After discussion, drafting of options and further refinement, the participants agreed to the following ***preliminary statements*** of SETD's updated vision, mission and values.

**Vision:**

We aspire to be a trusted essential public service connecting people to destinations and opportunities.

**Mission:**

To provide sustainable, high-performing public transit services to destinations in Clatsop County and connections beyond.

**Values:**

As effective stewards of public resources, SETD is committed to:

- Ensuring the safety of riders, the community and employees
- Supporting ethical practices including transparency and honesty at all levels of the organization
- Demonstrating responsible use of public funds
- Providing high-quality customer service
- Providing reliable on-time performance
- Supporting continuous improvement and innovation to adapt to the evolving transit needs of the community
- Providing accessibility and inclusion for all users
- Being a reliable partner in the community economy
- Supporting employee engagement and development

These proposed statements of the District’s vision, mission and values should be considered as DRAFTS, and are subject to further review, refinement, and formal adoption by the SETD Board.

## Strengths, Weaknesses, Opportunities & Threats (SWOT)

SDAO’s Senior Consultant provided an overview and objectives of a SWOT exercise to help identify the District’s strengths, weaknesses, opportunities and threats. In general, terms were defined as:

- 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

Drawing from their homework, each participant used “yellow sticky notes” to list and organize their suggested topics into groups of strengths, weakness, opportunities and threats. A complete list of the SWOT results is attached as Appendix C. The SWOT topics most frequently identified by the participants are summarized below in Table 2.

**Table 2: Summary of Most Frequent SWOT Topics\***

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• SETD Staff (13)</li> <li>• Board (7)</li> <li>• Strong relationships with local partners (4)</li> <li>• Service diversity (3)</li> <li>• ODOT support, expectations (2)</li> <li>• Media support, collaborative media (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding (17)</li> <li>• Age of equipment &amp; systems (9)</li> <li>• Aging technology (5)</li> <li>• Staff (3)</li> <li>• Lack of community support, trust (2)</li> <li>• Website isn’t very helpful (2)</li> <li>• Layout of facilities (2)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Community awareness-appreciation (11)</li> <li>• Funding &amp; finances (6)</li> <li>• Shared services / partnerships (5)</li> <li>• Expand microtransit &amp; on-demand opportunities, Astoria Trolley (4)</li> <li>• Increase ridership (4)</li> <li>• Improve finance &amp; operations plans (3)</li> <li>• Students – CCC &amp; MERTS (2)</li> <li>• SDAO programs &amp; guidance (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of good staff, drivers (5)</li> <li>• Increasing operating costs (4)</li> <li>• Lack or loss of public trust (4)</li> <li>• Reduced, decreasing ridership (3)</li> <li>• Geography &amp; population distribution (2)</li> <li>• Unstable funding (2)</li> <li>• Bad publicity (2)</li> <li>• Cybersecurity / web presence (2)</li> </ul>

\* Table 2 includes only those SWOT topics identified more than once, with the number (XX) designating the number of times the topic was mentioned. Refer Appendix C for a complete list of all SWOT topics that were identified, including sub-topics and clarifying comments.

## District Goals – Identification & Prioritization

Participants used the following process to identify and prioritize potential District goals:

1. Brainstorming: Each participant was given an opportunity to identify proposed District goals for the next three to five years
2. Refinement: Proposed goals were further defined, refined and grouped with goals that had similar areas of focus or emphasis (several goals had multiple areas of emphasis)
3. Review: Participants reviewed the proposed goals to clarify and confirm their understanding of the goals
4. Dot Voting: Participants were given eight adhesive dots to vote for their highest priority goals
5. Review & Confirm: Results of the dot voting process were summarized by the facilitator and discussed by the participants to confirm a shared understanding of the goals and resulting priorities

Workshop participants identified a total of 36 proposed goals during the brainstorming process. In addition, two goals were suggested after the meeting had adjourned, which and were not considered by the group during the prioritization voting process. These two unscored goals are included in the list of proposed goals to document all the goals that were identified.

During the refinement process, each goal was assigned a Primary Focus Areas, including:

- Community Connections: goals intended to further enhance the District's relationship with the community
- Ridership: goals intended to help expand ridership and retain existing riders
- Internal Resources: goals intended to improvements to the District's existing resources and programs including but not limited to budgets, funding, technology and facilities
- Employees: goals pertaining to existing staff resources
- Other: goals that don't neatly fit into another category

Many the proposed goals provide benefits in more than one of the focus areas (e.g., a goal pertaining to facility improvements would apply to Internal Resources as well as benefiting Ridership and Community Connections). Therefore, the concept of a goal having a Primary Focus Area is just that; a primary focus but not a sole focus. For this reason, limited effort was made to further define the focus areas and refine goal assignments into a primary focus area.

The proposed goals and the resulting count of prioritization votes are included in Appendix D. The list of goals is presented as both an unranked list, with goals listed in the order in which they were identified during the brainstorming process, and as a ranked list with goals sorted by priority based on the number of priority votes (i.e., dots) each goal received.

A frequency distribution of the priority voting results was prepared and is also included in Appendix D for reference. This frequency distribution served as the basis for assigning priority ratings (e.g., high, medium and low) for each goal. This analysis showed that the six highest rated goals represent 17% of all the goals identified. These ‘top six’ highest rated goals were designated as high priority goals and are summarized below in Table 4.

**Table 4: High Priority Goals\***

Focus Area	Title	Description	Votes	Priority
Internal Resources	Technology for Efficiencies and Data-driven Decisions	Acquire and apply new technologies to obtain operational efficiencies and provide financial reports to support data-driven decision-making	9	High
Ridership	Update Passenger Infrastructure	Improvements to passenger infrastructure (e.g., shelters, signage, lighting, trash cans, fare box, etc.) to enhance passenger experience	9	High
Internal Resources	Financial Sustainability Plan	Establish plan to further improve financial stability of district, including taking advantage of funding opportunities & grants when available	8	High
Internal Resources	Planning Roadmap for Essential Functions	Establish roadmap for improvements to essential functions (e.g., technology & cybersecurity, safety, transit ops, communications, etc.) to enhance workforce, compliance, operations, and financial controls	8	High
Internal Resources	Website Update	Rebuild district website to comply with accessibility requirements by April 2027 and to improve customer accessibility and awareness	8	High
Community Connections	Enhanced Community Connections & Outreach	Strengthen connections with and expand outreach in community to increase trust, recognition and partnerships with community organizations (e.g., local government, businesses, schools, etc.) - includes "refresh" of district identity	8	High

\* This table lists only the six goals identified as high priority. Refer Appendix D for a complete list of all proposed goals and prioritization voting results.

While the participants identified these six goals as their highest priorities at this time, the Board and staff are encouraged to be flexible and responsive to emerging opportunities that could enhance services within the community and/or further stabilized the District’s financial

position. It is important to stay open to new opportunities, adapt to changing needs, and reprioritize efforts as circumstances evolve over time.

## Next Steps and Recommendations

During the workshop, Board members requested they receive a final draft of this Workshop Summary Report to assist the Board and Budget Committee during the upcoming budget development process.

After completion of this Workshop Summary Report, District staff will prepare an Implementation Plan for the highest priority goals. The Implementation Plan is intended to serve as an “Action Plan” to describe the specific activities – including policies, projects, plans, and improvements – needed to realize the District’s highest priority goals. The Action Plan should also identify the anticipated budget, resources, and schedule for the proposed activities to help serve as a work planning tool.

SDAO recommends that after development of the Action Plan, the District consolidate this Workshop Summary Report and the Action Plan into a draft Strategic Plan. Depending on the preference of the Board, it may be appropriate to make the draft Strategic Plan available for public review, Board member review and comments, and formal Board adoption of the resulting final Strategic Plan.

Finally, SDAO recommends that the District adopt a practice of providing periodic progress reports to the Board and public on the status of activities identified in Strategic Plan. This might include a standing Board meeting agenda item each quarter for status updates on activities identified in the Action Plan and notable progress toward achieving the District goals. It is suggested the progress reports include a summary of work accomplished since the previous report, challenges and issues that have been encountered, and work planned for the next reporting period.



Sunset Empire Transit District

Strategic Planning Workshop  
Summary Report

Appendix A – Homework Assignment

**This Page Intentionally Blank**

## 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 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 Transit District

Strategic Planning Workshop  
Summary Report

Appendix B – Workshop Agenda

**This Page Intentionally Blank**

## Sunset Empire Transit District

### Strategic Planning Workshop

February 16, 2026

#### 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
3:00	Adjourn	Chair

**This Page Intentionally Blank**



Sunset Empire Transit District

Strategic Planning Workshop  
Summary Report

Appendix C – SWOT Exercise Results

**This Page Intentionally Blank**

## SWOT Exercise Results

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• SETD Staff (13)               <ul style="list-style-type: none"> <li>○ Dedicated staff / drivers (5)</li> <li>○ Experienced new director (3)</li> <li>○ Committed, community oriented (2)</li> <li>○ Staff dedication to success</li> <li>○ Fabulous mechanic</li> <li>○ Professional staff</li> </ul> </li> <li>• Board (7)               <ul style="list-style-type: none"> <li>○ Revitalized board, engaged board (2)</li> <li>○ board leadership (2), enthusiastic members, dedicated to success</li> </ul> </li> <li>• Strong relationships with local partners (4) - other agencies, representatives, city, county, Northwest Connector</li> <li>• Service diversity (3) - combination of fixed-route and on-demand services to meet mobility needs, micro transit, dial-a-ride</li> <li>• ODOT support / clear state expectations (2)</li> <li>• Media support, collaborative media (2)</li> <li>• Strength of new TAC</li> <li>• Fully staffed – Board, TAC &amp; employees</li> <li>• Eagerness to look at how to improve</li> <li>• Diverse funding (multiple sources)</li> <li>• Good mix of historical &amp; new views</li> <li>• Focused route map – less chaos</li> <li>• Customer service; committed to safety &amp; reliability</li> <li>• High rider satisfaction</li> <li>• Local community support</li> <li>• Cost-efficient operations</li> <li>• Supports older adults and people with disabilities</li> <li>• Fixed routes are established and equipped (e.g., stops, benches, shelters)</li> <li>• Facilities are large enough</li> <li>• Some new vehicles</li> <li>• Little-to-no traffic congestion in community (seasonal)</li> <li>• Clean audit history past 3-4 years</li> <li>• Experienced finance &amp; compliance patterns (e.g., auditor)</li> <li>• SETD is “tested” (by past challenges)</li> <li>• Access to SDAO</li> </ul>	<ul style="list-style-type: none"> <li>• Funding (17)               <ul style="list-style-type: none"> <li>○ Funding, funding uncertainty, funding threats, unknown fed &amp; state future funding, ODOT funding instability, funding restrictions (10)</li> <li>○ Funding constraints (2)</li> <li>○ Financial instability (severe)</li> <li>○ Depend on grant funds &amp; reimburse</li> <li>○ Debt</li> <li>○ Effects from past financial instability</li> <li>○ Changing funding opportunities</li> </ul> </li> <li>• Age of equipment &amp; systems (9)               <ul style="list-style-type: none"> <li>○ Old systems &amp; processes (2)</li> <li>○ Old vehicles, fleet &amp; facilities (3)</li> </ul> </li> <li>• Aging technology (5)               <ul style="list-style-type: none"> <li>○ Technology gaps, changing tech</li> <li>○ Old laptops</li> <li>○ Dial-a-ride procedures / system</li> </ul> </li> <li>• Staff (3)               <ul style="list-style-type: none"> <li>○ Difficult to recruit staff &amp; drivers</li> <li>○ Difficult to get/keep CDL drivers</li> <li>○ Dependable staff (lack of)</li> <li>○ Leadership not familiar with OR laws</li> </ul> </li> <li>• Lack of community support, trust (2)</li> <li>• Website isn’t very helpful (2)</li> <li>• Layout of facilities; not purpose-built (2)</li> <li>• Bad publicity / past failures</li> <li>• Lack of financial plan</li> <li>• Limited internal funds for innovation</li> <li>• Budget structure limitations</li> <li>• Team cohesion (lack of)</li> <li>• No transportation to/from PDX Airport</li> <li>• Communication gaps internal &amp; external</li> <li>• Lack of experience with OR’s and laws</li> <li>• Some policies outdated / need update</li> <li>• Operating procedures (SOPs) outdated</li> <li>• Priorities not established</li> <li>• Board-staff relationship</li> <li>• Legacy of toxic behaviors might arise</li> <li>• Lack of board work sessions</li> <li>• Freshman (new) board members</li> <li>• Response plan for weather events</li> <li>• Operational challenges</li> <li>• Connectivity; shortage of stops</li> <li>• Low ridership</li> <li>• Size of the county (service area)</li> <li>• Ruts; reliance on past habits</li> </ul>

## SWOT Exercise Results

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Community awareness-appreciation (11)               <ul style="list-style-type: none"> <li>○ Increase community outreach (seniors, students/youth, reliant public, businesses, government)</li> <li>○ Increase public trust, perception (2)</li> <li>○ Repair past PR damage</li> <li>○ Increase public awareness</li> <li>○ Hope &amp; goodwill of community</li> <li>○ Importance &amp; value of transit</li> <li>○ Range of available methods for users</li> </ul> </li> <li>• Funding &amp; finances (6)               <ul style="list-style-type: none"> <li>○ Creative funding opportunities (STIF, FTA, MT, RUHT) + new opportunities</li> <li>○ Local revenue thru partnerships &amp; pass programs, new revenue sources</li> <li>○ Multi-year financial model &amp; solid contingency plan</li> <li>○ Funding task force</li> </ul> </li> <li>• Shared services / partnerships (5)               <ul style="list-style-type: none"> <li>○ Create new productive relationships</li> <li>○ Community partnerships</li> <li>○ Solidify partnerships</li> </ul> </li> <li>• Expand microtransit &amp; on-demand opportunities, Astoria Trolley (4)</li> <li>• Increase ridership (4)               <ul style="list-style-type: none"> <li>○ Providing safe, reliable service</li> <li>○ Regional connections, service quality</li> </ul> </li> <li>• Improve finance &amp; operations plans (3)               <ul style="list-style-type: none"> <li>○ Resources allocation</li> <li>○ Data-driven planning</li> <li>○ Systems / reports</li> </ul> </li> <li>• Students – CCC &amp; MERTS (2)</li> <li>• SDAO programs &amp; guidance (2)</li> <li>• Onboard/orient new board members faster</li> <li>• Document and apply dial-a-ride policy</li> <li>• Review policies of other providers</li> <li>• People can't afford vehicles, take transit</li> <li>• More low-income housing &amp; less parking</li> <li>• Growing tourism = more need for transit</li> <li>• 15% population growth from 2010-2024</li> <li>• Fleet modernization</li> <li>• New staff</li> <li>• Explore new methods</li> <li>• Cross-training / workforce development</li> <li>• Leverage new energy &amp; perspectives</li> <li>• Lease out space</li> <li>• Technology</li> <li>• Unlimited!</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage (hard to hire &amp; keep) good staff &amp; drivers (5)               <ul style="list-style-type: none"> <li>○ Local economy / pay / housing costs</li> <li>○ CDL requirements (2)</li> <li>○ Mechanic</li> <li>○ Lack of depth of staffing</li> <li>○ Lack of succession planning</li> </ul> </li> <li>• Increasing operating costs (4)               <ul style="list-style-type: none"> <li>○ Increasing fuel costs</li> <li>○ Costs to maintain safe, sound fleet</li> </ul> </li> <li>• Lack or loss of public trust (4)</li> <li>• Reduced / decreasing ridership (3)</li> <li>• Geography &amp; population distribution (2)</li> <li>• Unstable funding (2)               <ul style="list-style-type: none"> <li>○ Potential economic downturn</li> </ul> </li> <li>• Bad publicity (2)</li> <li>• Cybersecurity / web presence (2)</li> <li>• Loss of services / reduced routes</li> <li>• Weak policies</li> <li>• Hard for rural transit to be sustainable</li> <li>• Bad customer service</li> <li>• Lack of understanding / awareness by customers who "should" use transit</li> <li>• Residual effects of past financial mismanagement</li> <li>• Natural disasters; tsunamis, earthquake, floods (wildfire)</li> <li>• Volatile seasonal tourism stresses district plans</li> <li>• Congestion (on roads during summer)</li> <li>• Any rapid change to disability programs, legislation, regulatory/compliance, personnel, board makeup, organizational structure, operators, health regs/laws</li> </ul>



Sunset Empire Transit District

Strategic Planning Workshop  
Summary Report

#### Appendix D – Proposed District Goals

- Brainstorming, Unranked List
- Ranked List, Sorted by Priority

**This Page Intentionally Blank**

Sunset Empire Transit District  
**Strategic Planning Workshop - February 16, 2026**

**District Goals - Brainstorming Unranked List**

ID #	Focus Area	Title	Description	Votes
1	Community Connections	Community Involvement & Outreach	Increase engagement with community through outreach activities and education to increase community awareness of SETD and services	4
2	Ridership	Rider Education Program	Expand & modernize training information to help residents, tourist & disabled customers know how to ride the bus	6
3	Internal Resources	Capital Replacement Plan	Raise the standard of quality of facilities and equipment	3
4	Internal Resources	Financial Sustainability Plan	Establish plan to further improve financial stability of district, including taking advantage of funding opportunities & grants when available	8
5	Community Connections	Connectivity & Punctuality	Improve operations to further enhance connectivity and punctuality of service	0
6	Employees	Be an Employer of Choice	Make modifications to become recognized as an employer of choice	0
7	Internal Resources	Planning Roadmap for Essential Functions	Establish roadmap for improvements to essential functions (e.g., technology & cybersecurity, safety, transit ops, communications, etc.) to enhance workforce, compliance, operations, and financial controls	8
8	Internal Resources	Safety & Security	Identify a plan and make improvements to formalize and strengthen safety & security for customers and employees	5
9	Ridership	Service Optimization	Optimize services and schedules from passengers' perspective rather than just speed and efficiency	2
10	Internal Resources	Technology for Efficiencies and Data-driven Decisions	Acquire and apply new technologies to obtain operational efficiencies and provide financial reports to support data-driven decision-making	9
11	Employees	Employee Training & Succession	Establish comprehensive employee training program and succession plan to enhance workforce stability	4
12	Other	Microtransit Funding	Obtain at least two grants for microtransit	2
13	Other	Board Policy Manual	Review and update existing board policy manual by 1/1/27	0
14	Community Connections	Expanded Outreach	Provide broader outreach to include all economic classes and tourists	5

Sunset Empire Transit District  
**Strategic Planning Workshop - February 16, 2026**

**District Goals - Brainstorming Unranked List**

ID #	Focus Area	Title	Description	Votes
15	Ridership	Customer Approval Ratings	Increase ridership by having strong customer approval ratings	1
16	Employees	Employee Recognition Program	Establish employee recognition and incentive award program to support workforce retention, morale and culture	2
17	Internal Resources	Website Update	Rebuild district website to comply with accessibility requirements by April 2027 and to improve customer accessibility and awareness	8
18	Internal Resources	District URL	Obtain and implement new dot-gov URL for district website and emails	1
19	Community Connections	Astoria-Warrenton Area Chamber of Commerce	Efforts as needed to obtain a position on the Astoria-Warrenton Area Chamber of Commerce	2
20	Community Connections	Regional Business Connections	Become active participant in all chambers of commerce and business associations in Clatsop County (e.g., Cannon Beach, CEDR, ColPac, North Coast Tourism Management Network, Oregon Destination Assoc, etc.)	5
21	Ridership	Information Kiosks	Establish information kiosks at key destinations (e.g., hospital, hotels, shopping centers, etc.)	1
22	Ridership	Wait Time Information Boards	Establish real-time wait time information boards at key stops	0
23	Community Connections	Enhanced Community Connections & Outreach	Strengthen connections with and expand outreach in community to increase trust, recognition and partnerships with community organizations (e.g., local government, businesses, schools, etc.) - includes "refresh" of district identity	8
24	Ridership	Update Passenger Infrastructure	Improvements to passenger infrastructure (e.g., shelters, signage, lighting, trash cans, fare box, etc.) to enhance passenger experience	9
25	Other	Environmentally Sustainable Transit	Improvements as needed to demonstrate commitment to environmental sustainability of operations, equipment, and facilities	3
26	Other	US 30 Connectivity	Improvements to facilities and operations to improve connectivity with US Hwy 30 (e.g., park & ride lot(s), downtown circulator route(s))	2

Sunset Empire Transit District  
**Strategic Planning Workshop - February 16, 2026**

**District Goals - Brainstorming Unranked List**

ID #	Focus Area	Title	Description	Votes
27	Other	Downtown Streetcar	Reestablish downtown streetcars (e.g., equipment, routes, etc.)	1
28	Internal Resources	Transit Planner	Establish (fund, recruit and fill) and transit planner staff position	4
29	Community Connections	Partnership with Hotels	Establish partnership with hotels and lodging (e.g., hotels, motels, short-term rental services) to enhance outreach to tourists	3
30	Ridership	Focus on Current Riders	Maintain focus and support on existing riders	2
31	Community Connections	Commuter Benefits	Work with local businesses to identify options and benefits for commuters	0
32	Community Connections	Student Benefits	Work with local schools and institutions to increase visibility and awareness of benefits for students	1
33	Other	Rural Community Connections	Provide connections to rural communities (e.g., Jewel) for commuters and seasonal employment	1
34	Community Connections	Tongue Point Job Corps Center	Complete memorandum of understanding with Tongue Point JCC	0
35	Community Connections	City/County Elected Officials Meeting	Become a regular participant in the City/Countywide Elected Officials Meetings held by the Clatsop County Board of Commissioners	1
36	Other	Land Use & Development Coordination	Work as needed to assure transit becomes a partner in land use and development process (e.g., encourage bus stops become included in new developments)	7
37	Other	Daily Service *	Provide service seven days a week	0
38	Other	Adverse Event Notification *	Communicate adverse events in a timely manner	0

\* Goal identified after meeting adjourned; not voted on

Sunset Empire Transit District  
**Strategic Planning Workshop – February 16, 2026**

**Frequency Distribution of Priority Voting Results**

Number of Votes	Number of Goals With That Number of Votes	% of all Goals	Cumulative Frequency	Priority Rating
0	6*	17%	17%	Low
1	7	19%	36%	Low
2	6	17%	53%	Low
3	3	8%	61%	Medium
4	3	8%	69%	Medium
5	3	8%	78%	Medium
6	1	3%	81%	Medium
7	1	3%	83%	Medium
8	4	11%	94%	High
9	2	6%	100%	High

\* Does not include two goals identified after the workshop adjourned

**Strategic Planning Workshop - February 16, 2026**

**District Goals - Ranked List, Sorted by Priority**

ID #	Focus Area	Title	Description	Votes	Priority
10	Internal Resources	Technology for Efficiencies and Data-driven Decisions	Acquire and apply new technologies to obtain operational efficiencies and provide financial reports to support data-driven decision-making	9	High
24	Ridership	Update Passenger Infrastructure	Improvements to passenger infrastructure (e.g., shelters, signage, lighting, trash cans, fare box, etc.) to enhance passenger experience	9	High
4	Internal Resources	Financial Sustainability Plan	Establish plan to further improve financial stability of district, including taking advantage of funding opportunities & grants when available	8	High
7	Internal Resources	Planning Roadmap for Essential Functions	Establish roadmap for improvements to essential functions (e.g., technology & cybersecurity, safety, transit ops, communications, etc.) to enhance workforce, compliance, operations, and financial controls	8	High
17	Internal Resources	Website Update	Rebuild district website to comply with accessibility requirements by April 2027 and to improve customer accessibility and awareness	8	High
23	Community Connections	Enhanced Community Connections & Outreach	Strengthen connections with and expand outreach in community to increase trust, recognition and partnerships with community organizations (e.g., local government, businesses, schools, etc.) - includes "refresh" of district identity	8	High
36	Other	Land Use & Development Coordination	Work as needed to assure transit becomes a partner in land use and development process (e.g., encourage bus stops become included in new developments)	7	Medium
2	Ridership	Rider Education Program	Expand & modernize training information to help residents, tourist & disabled customers know how to ride the bus	6	Medium
8	Internal Resources	Safety & Security	Identify a plan and make improvements to formalize and strengthen safety & security for customers and employees	5	Medium
14	Community Connections	Expanded Outreach	Provide broader outreach to include all economic classes and tourists	5	Medium
20	Community Connections	Regional Business Connections	Become active participant in all chambers of commerce and business associations in Clatsop County (e.g., Cannon Beach, CEDR, ColPac, North Coast Tourism Management Network, Oregon Destination Assoc, etc.)	5	Medium

**Strategic Planning Workshop - February 16, 2026****District Goals - Ranked List, Sorted by Priority**

ID #	Focus Area	Title	Description	Votes	Priority
1	Community Connections	Community Involvement & Outreach	Increase engagement with community through outreach activities and education to increase community awareness of SETD and services	4	Medium
11	Employees	Employee Training & Succession	Establish comprehensive employee training program and succession plan to enhance workforce stability	4	Medium
28	Internal Resources	Transit Planner	Establish (fund, recruit and fill) and transit planner staff position	4	Medium
3	Internal Resources	Capital Replacement Plan	Raise the standard of quality of facilities and equipment	3	Medium
25	Other	Environmentally Sustainable Transit	Improvements as needed to demonstrate commitment to environmental sustainability of operations, equipment, and facilities	3	Medium
29	Community Connections	Partnership with Hotels	Establish partnership with hotels and lodging (e.g., hotels, motels, short-term rental services) to enhance outreach to tourists	3	Medium
9	Ridership	Service Optimization	Optimize services and schedules from passengers' perspective rather than just speed and efficiency	2	Low
12	Other	Microtransit Funding	Obtain at least two grants for microtransit	2	Low
16	Employees	Employee Recognition Program	Establish employee recognition and incentive award program to support workforce retention, morale and culture	2	Low
19	Community Connections	Astoria-Warrenton Area Chamber of Commerce	Efforts as needed to obtain a position on the Astoria-Warrenton Area Chamber of Commerce	2	Low
26	Other	US 30 Connectivity	Improvements to facilities and operations to improve connectivity with US Hwy 30 (e.g., park & ride lot(s), downtown circulator route(s))	2	Low
30	Ridership	Focus on Current Riders	Maintain focus and support on existing riders	2	Low
15	Ridership	Customer Approval Ratings	Increase ridership by having strong customer approval ratings	1	Low
18	Internal Resources	District URL	Obtain and implement new dot-gov URL for district website and emails	1	Low
21	Ridership	Information Kiosks	Establish information kiosks at key destinations (e.g., hospital, hotels, shopping centers, etc.)	1	Low

**Strategic Planning Workshop - February 16, 2026****District Goals - Ranked List, Sorted by Priority**

ID #	Focus Area	Title	Description	Votes	Priority
27	Other	Downtown Streetcar	Reestablish downtown streetcars (e.g., equipment, routes, etc.)	1	Low
32	Community Connections	Student Benefits	Work with local schools and institutions to increase visibility and awareness of benefits for students	1	Low
33	Other	Rural Community Connections	Provide connections to rural communities (e.g., Jewel) for commuters and seasonal employment	1	Low
35	Community Connections	City/County Elected Officials Meeting	Become a regular participant in the City/Countywide Elected Officials Meetings held by the Clatsop County Board of Commissioners	1	Low
5	Community Connections	Connectivity & Punctuality	Improve operations to further enhance connectivity and punctuality of service	0	Low
6	Employees	Be an Employer of Choice	Make modifications to become recognized as an employer of choice	0	Low
13	Other	Board Policy Manual	Review and update existing board policy manual by 1/1/27	0	Low
22	Ridership	Wait Time Information Boards	Establish real-time wait time information boards at key stops	0	Low
31	Community Connections	Commuter Benefits	Work with local businesses to identify options and benefits for commuters	0	Low
34	Community Connections	Tongue Point Job Corps Center	Complete memorandum of understanding with Tongue Point JCC	0	Low
37	Other	Daily Service *	Provide service seven days a week	0	Low
38	Other	Adverse Event Notification *	Communicate adverse events in a timely manner	0	Low

\* Goal identified after meeting adjourned; not voted on



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 11d SDAO Agreement Update

**Date:** March 26, 2026

**Summary:** Special Districts Association of Oregon, or SDAO, has agreed to provide SETD with budget support services.

Executive Director David Carr, per board direction, is working with SDAO to finalize and execute the agreement. The agreement wasn't finalized as of Friday, March 20, 2026, when the board packet was published, but Mr. Carr expects it to be finalized the week of March 23, 2026.

Mr. Carr will ensure the board receives a copy of the finalized agreement.

**Attachments:**

- SDAO consulting services agreement
- SDAO proposal for consulting services

## Special Districts Association of Oregon Consulting Services Agreement

This Agreement (“Agreement”) is made effective as of December 15, 2025, by and between the Special Districts Association of Oregon (SDAO), 727 Center St NE, Salem, Oregon 97301, and the Sunset Empire Transportation District (the District), 900 Marine Drive, Astoria, Oregon 97103 (hereinafter “the Parties”). In this Agreement, the party who is contracting to receive services will be referred to as the “District” and the party who will be providing the Services will be referred to as “SDAO”.

- 1. DESCRIPTION OF SERVICES.** Beginning on or about March 16, 2026, SDAO will provide to the District the following services (collectively, the “Services”) as part of SDAO’s Consulting Services Program:  
  
*Budget Review and FY27 Budget Development Support* to facilitate a budget review and support by confirming and reconciling the FY26 adopted budget, identifying areas of concern or adjustment, and assisting staff and the Board with development of a compliant FY27 budget for Board consideration and approval. A detailed proposal for the services, including a scope of work, is attached.
- 2. PAYMENT FOR SERVICES.** In exchange for Services, the District will pay compensation to SDAO in the amount not to exceed **\$5,000.00**. This will be payable upon completion of the project as described in the attached proposal.
- 3. TERM.** The specific term of the agreement will be outlined in the attached Proposal. If necessary, the parties can alter, by mutual agreement, the term of the project.
- 4. CONFIDENTIALITY.** SDAO, and its employees, agents, or representatives will not at any time or in any manner, either directly or indirectly, use for personal benefit of SDAO, or divulge, disclose, or communicate in any manner, any information that is proprietary to the District. SDAO and its employees, agents and representatives will protect such information and treat it as strictly confidential. This provision will continue to be effective after the termination of this agreement.  
  
Upon termination of this Agreement, SDAO will return to the District all records, notes, documentation, and other items that were used, created, or controlled by SDAO during the term of this Agreement.
- 5. LIMITATION OF LIABILITY.** Except for Consultant’s confidentiality, Consultant’s total liability to the District shall not exceed the total payment for services value regardless of whether any action or claim is based upon contract, tort (including negligence) or strict liability.

6. **ENTIRE AGREEMENT.** This Agreement contains the entire agreement of the parties, and there are no other promises or conditions in any other agreement whether oral or written concerning the subject matter of this Agreement. This Agreement superseded any prior written or oral agreements between the parties.
7. **SEVERABILITY.** If any provision of this Agreement will be held to be invalid or unenforceable for any reason, the remaining provisions will continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid enforceable, then such provision will be deemed to be written, construed, and enforced as so limited.
8. **TERMINATION.** Either party may, during the term of the Agreement, cancel the requested services with 30 days written notice. The parties will make a good faith effort to determine prorated costs, and a final invoice or payment shall be made within 30 days of the termination of the Agreement.
9. **AMENDMENT.** This Agreement may be modified or amended in writing, if the writing is signed by the party obligated under the amendment.
10. **GOVERNING LAW.** This Agreement shall be construed in accordance with the laws of the State of Oregon.
11. **NOTICE.** Any notice or communication required or permitted under this Agreement shall be sufficiently given if delivered in person or by email to David Carr, Executive Director, via certified mail, return receipt requested, to the address set forth in the opening paragraph or to such other address as one party may have furnished to the other in writing.
12. **SIGNATORIES.** This Agreement shall be signed on behalf of the District by David Carr, Executive Director and on behalf of SDAO by Frank Stratton, Executive Director, and effective as of the date first written above.

Sunset Empire Transportation District

By: \_\_\_\_\_ Date: \_\_\_\_\_  
David Carr  
Executive Director

Special Districts Association of Oregon

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Frank Stratton  
Executive Director

## **Proposal for Consulting Services**

**Project Title:** Budget Review and FY27 Budget Development Support

**Date:** March 12, 2026

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

Kathy Kleczek, Board Chair  
David Carr, Executive Director

**SDAO Representative:** Betty Nielsen, Senior Consultant  
[bn Nielsen@sdao.com](mailto:bn Nielsen@sdao.com)

### **Project Summary:**

The purpose of this engagement is to support the District during a period of budget transition by confirming the adopted FY26 budget, reconciling it to current financial information, and to facilitate staff and the Board with the development of a compliant and well-supported FY27 budget for adoption.

To support the District in achieving this objective, the Special Districts Association of Oregon (SDAO) Consultant Services Program has prepared the following proposal for Budget Review and FY27 Budget Development Support.

**Contract Term:** March 17, 2026 - June 1, 2026

### **Project Description, Scope of Work, Schedule & Deliverables:**

This project will consist of a budget review and support by confirming and reconciling the FY26 adopted budget, identifying areas of concern or adjustment, and facilitating staff and the Board with development of a compliant FY27 budget for Board consideration and approval

This scope is designed to provide continuity, transparency, and compliance with Oregon Local Budget Law while allowing flexibility as the District transitions budget staffing.

## **Budget Review and FY27 Budget Development Support**

March 12, 2026 – Page 2 of 4

### **Phase 1: FY26 Budget Confirmation & Transition Support (Weeks 1–2)**

- Meet with the Executive Director and available finance staff to confirm scope, priorities, and timeline
- Facilitate discussions with the outgoing budget officer (if available) to:
  - Confirm how the FY26 budget was formally approved
  - Understand how contingency was incorporated into the adopted budget
  - Identify known issues, assumptions, or risks
- Collect and review available budget records, resolutions, and Board minutes related to FY26 adoption

#### **Deliverables**

- Summary memo confirming:
  - FY26 budget approval method
  - Treatment of contingency
  - Initial transition observations and documentation gaps

### **Phase 2: Reconciliation & Financial Review (Weeks 3–5)**

- Reconcile the adopted FY26 budget to:
  - Current dashboard reports
  - Accounting system reports
  - Year-to-date actuals
- Review revenue and expenditure categories with notable variances from prior years
- Evaluate:
  - Cash flow projections
  - Salary and benefit projections relative to budgeted amounts
  - Debt service budgeting compared to year-to-date actuals
- Conduct a preliminary review of balance sheet items and confirm availability of the most recent audit

#### **Deliverables**

- Reconciliation summary identifying:
  - Inconsistencies or gaps between adopted budget, reports, and actuals
  - Areas requiring further staff or Board attention
  - Preliminary risk and compliance observations

### **Phase 3: Supplemental Budget Evaluation (Weeks 6–7)**

- Assess whether a supplemental budget may be warranted to:
  - Maintain compliance with ORS requirements
  - Address identified variances or cash flow concerns
  - Support accurate planning assumptions for FY27
- Outline options and implications for:
  - Proceeding with or without a supplemental budget
  - Timing and Board involvement
- Advise staff and leadership on recommended next steps

#### **Deliverables**

- Decision support memo addressing:
  - Whether a supplemental budget should be considered
  - Key considerations, risks, and benefits
  - Recommended path forward

### **Phase 4: FY27 Budget Development – Two-Step Approach (Weeks 8–9)**

- Facilitate staff and leadership with a structured FY27 budget development process, which may include:
  - Step 1: Facilitate in the development of a conservative, compliant-based budget addressing immediate operational needs
  - Step 2: Identification of areas for refinement or adjustment once new budget staff are in place
- Ensure alignment with:
  - Oregon Local Budget Law
  - Board priorities and policy direction
  - Realistic revenue, expenditure, and cash flow assumptions

#### **Deliverables**

- Draft FY27 budget documents prepared for Board review, including:
  - Key assumptions and explanatory notes
  - Identification of known uncertainties or future decision points

### **Phase 5: Board Review & Adoption Support (Week 10)**

- Participate in a Board work session or meeting (virtual or in person) to:
  - Walk through budget structure, assumptions, and key observations
  - Explain reconciliation findings and any recommended adjustments
  - Answer Board questions and support informed decision-making
- Incorporate final direction from staff and the Board

## **Budget Review and FY27 Budget Development Support**

March 12, 2026 – Page 4 of 4

### **Deliverables**

- **Final FY27 Budget package prepared for Board approval**, including:
  - Guide staff in preparing Board-adopted budget documents

### **Assumptions & Limitations**

- Schedule subject to availability of staff for input, review and coordination; proposed schedule assumes district completes reviews of all draft deliverables within 10 business days
- Legal review and support, as needed, by the district
- On-site attendance limited to one board meeting; all other communication and coordination with staff via virtual meetings, phone calls and email

### **Fee for Services, Billing & Billing Rates:**

The fee for services provided under this proposal is not to exceed \$5,000.00 including expenses without prior written approval.

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

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



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 11e Budget Officer Contractor RFP Update

**Date:** March 26, 2026

**Summary:** Executive Director David Carr revised the statement of work (SOW) for budget officer services based on comments from the board during the special board meeting on March 13, 2026. The updated SOW was included in a request for proposals [published on Thursday, March 19](#).

The deadline for submissions was set for April 2, 2026, versus March 31, 2026, since it took a few days to finalize the SOW revisions and complete the RFP following the board meeting on March 13, 2026.

The board at the March 13 meeting discussed setting a not-to-exceed amount for negotiations during the March 26 board meeting.

**Attachments:**

- Budget Officer Request for Proposals



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

## **Proposal Submission**

The Sunset Empire Transportation District (SETD) is soliciting proposals for the provision of a budget officer during our current budget preparation cycle. The objective of this engagement is to maintain compliant financial reporting and support the district in meeting statutory obligations related to budgeting. The contract shall serve as the SETD's Board of Commissioners appointed Budget Officer. Contract staff is preferred to have a Certified Public Accountant (CPA) credential but not required.

The Request for Proposals (RFP) shall be publicly advertised and remain open for a period of ten (10) business days from the date of issuance. Proposals must be received by the deadline specified in this RFP to be considered responsive. Late submissions will not be accepted.

Proposals shall not exceed ten (10) pages in length, excluding resumes and required forms, unless otherwise specified. Pricing information shall be included with the proposal.

Questions must be submitted by March 24, 2026, and responses will be posted on our website by March 26, 2026. <https://nwconnector.org/setd/>

Publication date shall be: March 19, 2026  
Proposals must be received by: 5 p.m. on April 2, 2026

Proposals shall be mailed to:  
Executive Director David Carr  
900 Marine Drive  
Astoria, OR 97103

---

## **Evaluation Criteria**

Proposals will be evaluated by an evaluation committee based on the following criteria and weighting:

- **Contractor Qualifications (50%)**  
Evaluation will consider the proposer's relevant experience, technical expertise, past performance, and demonstrated ability to successfully perform the scope of work.
- **Timeliness (25%)**  
Evaluation will consider the proposer's ability to meet project deadlines, including the proposed schedule, staffing plan, and overall approach to timely completion of the scope of work. Time is of the essence and proposers unable to complete tasks by June 30, 2026, will not be considered.
- **Cost (25%)**

Evaluation will consider the proposer’s total cost for completion of the project and overall value to the Agency.

Each proposal will be scored according to the criteria above. Based on the scoring, proposers will be ranked in order from highest to lowest scoring proposer.

The Agency may request clarifications, conduct interviews, or request additional information from proposers as needed to complete the evaluation.

---

## **Award**

The contract will be awarded to the responsible proposer whose proposal is determined to be the most advantageous to the Agency, based on the evaluation criteria described above.

The Agency reserves the right to reject any or all proposals, waive minor informalities, and cancel this solicitation if it is in the best interest of the Agency.

## **SUNSET EMPIRE TRANSPORTATION DISTRICT PERSONAL SERVICES AGREEMENT**

This Personal Services Agreement (“Agreement”) is made and entered into this \_\_\_ day of \_\_\_\_\_, 20\_\_\_, by and between Sunset Empire Transportation District (“District”), a special district organized under Oregon law, and \_\_\_\_\_ (“Contractor”).

### **1. Scope of Services**

Contractor shall perform the services described in Exhibit A (Scope of Work) in a timely and professional manner, exercising the degree of care, skill, and diligence customary for similar services.

### **2. Compensation**

District shall compensate Contractor as set forth in Exhibit B (Compensation). Unless otherwise stated, compensation is on a fixed-fee basis with a not-to-exceed amount of \$\_\_\_\_\_. Contractor shall submit invoice upon the completion of the project with sufficient detail to support charges. Payment is Net 30 days after District’s acceptance of fully completed services and receipt of a proper invoice.

### **3. Budget Meeting Schedule**

Contractor shall attend budget meetings as per schedule in Exhibit C (Schedule).

### **4. Term**

This Agreement shall commence on \_\_\_\_\_, 20\_\_ and terminate on June 30, 2026, unless earlier terminated as provided herein. Extensions require written amendment. Contractor shall attend budget meetings as per schedule in Exhibit C (Schedule.)

### **5. Changes**

District may request changes to scope, schedule, or deliverables. Changes must be documented in a written amendment signed by both parties.

## **6. Independent Contractor**

Contractor is an independent contractor and not an employee of the District. Contractor is responsible for all taxes, withholdings, insurance, and benefits.

## **7. Insurance**

Contractor shall maintain, at its own expense, during the term of this Agreement:

- Commercial General Liability: \$1,000,000 per occurrence / \$2,000,000 aggregate.
- Professional Liability (Errors & Omissions): \$1,000,000 per claim.
- Workers' Compensation as required by ORS Chapter 656 (unless exempt).

Certificates of insurance shall be provided to the District upon request.

## **8. Indemnification**

To the extent permitted by law, Contractor shall defend, indemnify, and hold harmless the District, its officers, directors, and employees from third-party claims, damages, or liabilities arising out of Contractor's negligent acts, errors, or omissions in performance of this Agreement. District's liability is limited by the Oregon Tort Claims Act and Oregon Constitution.

## **9. Mandatory Oregon Public Contracting Requirements (ORS 279B)**

Contractor shall:

- 1) Pay promptly all persons providing labor or materials (ORS 279B.220).
- 2) Make required medical care & workers' comp payments (ORS 279B.230).
- 3) Comply with hours of labor & notices (ORS 279B.235).
- 4) Certify compliance with Oregon tax laws (ORS 279B.220(4), ORS 305.620).
- 5) Recycle yard waste if applicable (ORS 279B.225).
- 6) Comply with conflict mineral prohibition (ORS 279B.242).

These statutory provisions are incorporated by reference and binding.

## **10. Records & Public Records Law**

Contractor shall maintain complete records of services performed. Records are subject to inspection by the District and may be subject to disclosure under Oregon Public Records Law (ORS 192.311–.478).

## **11. Confidentiality**

Contractor shall not disclose District non-public information except as necessary to perform the services.

## **12. Termination**

For Convenience: District may terminate at any time upon 10 days' written notice; Contractor shall be paid for services satisfactorily performed to the date of termination.

For Cause: District may terminate immediately upon Contractor's material breach that is not cured within 10 days after written notice.

## **13. Assignment**

No assignment or subcontracting without prior written District approval.

## **14. Governing Law; Venue**

This Agreement shall be governed by Oregon law. Venue lies in the Circuit Court for Clatsop County, Oregon.

**15. Entire Agreement**

This Agreement, including Exhibits A, B and C, is the complete and exclusive statement of the agreement between the parties. Amendments must be in writing signed by both parties.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

<b>Sunset Empire Transportation District</b> By: _____ Name: David Carr Title: Executive Director Date: _____	<b>Contractor</b> By: _____ Name: _____ Title: _____ Date: _____
---	--

**Exhibit A – Scope of Work**

**STATEMENT OF WORK (SOW)**

**Budget Officer**

**CPA Preferred – Not Required**

**Client:** Sunset Empire Transportation District (SETD)

**Project Title:** Budget Officer

**Effective Date:** April \_\_, 2026

**1. Purpose**

This Statement of Work establishes the terms under which budget officer services will be provided to Sunset Empire Transportation District (SETD) during the budget preparation cycle.

The objective of this engagement is to maintain compliant financial reporting and support the district in meeting statutory obligations related to budgeting.

The contractor will serve as the Sunset Empire Transportation District Board of Commissioners appointed Budget Officer. Contract staff is preferred to have Certified Public Accountant (CPA) credentials but not required.

The contractor will act strictly in an independent advisory capacity and will not function as a District employee.

**2. Authority and Legal Framework**

Services provided under this engagement shall comply with applicable Oregon statutes governing special districts and public financial administration, including but not limited to:

- Oregon Local Budget Law (ORS Chapter 294)
- Municipal Audit Law (ORS Chapter 297)
- Oregon Public Records Law (ORS Chapter 192)

All financial advisory services shall be consistent with:

- Generally Accepted Accounting Principles (GAAP)
- Governmental Accounting Standards Board (GASB) standards

The contractor shall not:

- authorize expenditures
- move District funds
- execute bank transfers
- sign checks or financial instruments
- commit the district to financial obligations

### **3. Scope of Services**

#### **Budget Officer**

The contractor shall provide services associated with the Budget Officer function under Oregon Local Budget Law (ORS 294).

Services shall include:

- Reviewing and leading the development of the district's budget
- Leading preparation of budget documentation as needed
- Assisting with budget adjustment documentation as needed
- Advising District leadership on compliance with Budget Law
- Assisting with preparation of financial information for the Budget Committee
- Financial forecasting for budget preparation purposes
- Reviewing previous audits conducted within the last three years to inform budget work
- Other Budget related duties as required by Oregon State Law

### **4. Contractor Qualifications**

The contractor assigned under this agreement should have professional experience in:

- Public sector accounting or municipal finance with a preference for Transit experience (but not required)
- Government budgeting or special district financial administration

- Financial reporting and audit preparation
- Compliance with Oregon Local Budget Law (ORS 294) and Municipal Audit Law (ORS 297)

Certified Public Accountant (CPA) designation is preferred but not required.

Professionals with demonstrated experience in government or special district finance, public budgeting, or municipal financial administration may also qualify.

## **5. Deliverables**

Deliverables under this engagement shall include:

- Budget message
- Budget preparation calendar and timeline
- Outline of budget process
- Staff Budget Committee meetings
- Attend Budget Committee meetings in person, unless there's a previous agreement with the Board of Commissioners
- Attend Board budget hearing in person or virtually
- Prepare proposed budget
- Assist with publishing statutory budget notices
- As needed, assist with the modification of the budget, appropriations, and categorization of taxes including development of a budget adoption resolution
- Submit adopted budget resolution to county tax official

## **6. Term of Engagement**

The anticipated duration of this engagement is date of engagement until June 30, 2026, unless extended by mutual written agreement. The engagement may conclude earlier upon adoption of the Fiscal Year 2026-27 budget or mutual agreement between the parties.

## **7. Compensation**

Compensation will be based on a project basis. Invoices include a summary of services performed and will be paid within 30 days of receipt.

## **8. Coordination and Communication**

District Contact  
 Executive Director - David Carr  
 david@ridethebus.org  
 Sunset Empire Transportation District

Contractor Contact  
 Assigned Contractor / Budget Officer

The Executive Director retains final authority over financial decisions and approvals.

**9. Confidentiality**

All information obtained during this engagement shall be treated as confidential except where disclosure is required under Oregon Public Records Law (ORS 192).

**10. Professional Responsibility**

The contractor will perform services consistent with:

- Generally Accepted Accounting Principles (GAAP)
- Governmental Accounting Standards Board (GASB) standards
- Professional standards applicable to financial contractors or CPAs where applicable
- Oregon Local Budget Law (ORS 294), Municipal Audit Law (ORS 297) and Oregon Public Records Law (ORS Chapter 192)

The contractor does not assume responsibility for final financial decisions made by the District.

**11. Termination**

Either party may terminate this agreement with 10 business days written notice.

Outstanding invoices for services rendered prior to termination remain payable.

**12. Acceptance**

**Sunset Empire Transportation District**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

**Contractor**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Exhibit B – Compensation**

Project Title: Sunset Empire Transportation District Budget Officer

Contractor: \_\_\_\_\_

Date: \_\_\_\_\_

1. Compensation Method

Fixed Fee \$ \_\_\_\_\_ (Lump sum for all services)

2. Invoicing

- Contractor shall submit invoices upon the full completion of the project
- Invoices must reference District PO/Agreement # and detail hours, rates tasks and expenses
- District shall pay Net 30 days after acceptance of services and receipt of proper invoice

**Exhibit C – Schedule**

1. Schedule for in-person Budget Committee meetings (subject to change):

- April 16, 12-2 p.m. | Budget Committee Training
- April 30, 1-4 p.m. | Budget Meeting #1
- May 15, 1:30-4:30 p.m. | Budget Meeting #2
- June 12, 9-11 a.m. | Budget Meeting #3 (if needed)

2. Board budget hearing date to be determined.



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 11f Forensic Audit and RLS Reports Update

**Date:** March 26, 2026

**Summary:** Commissioners during the board meeting on Feb. 26, 2026, asked for copies of the 2023 forensic audit by ODOT, along with the 2023 compliance review and 2025 draft compliance report by RLS Associations Inc.

Commissioners also asked that staff prepare an update on the status of the issues identified in the reports and their resolution.

Staff provided copies of the audit and RLS reports to commissioners. Executive Director Carr is requesting more time to complete the staff report on the issues identified in the reports and their resolution.

**Attachments:**

- None



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 12a Ticket Bank

**Date:** March 26, 2026

**Summary:** SETD has a Ticket Bank program through which free day pass vouchers are provided to service organizations in Clatsop County.

So far this year, SETD has received one completed application from Helping Hands Reentry Outreach Centers and one inquiry about vouchers from Goodwill Industries of the Columbia Willamette.

Staff has not taken action on either inquiry pending board discussion.

**Attachments:**

- Ticket Bank policy
- Ticket Bank application form
- Ticket Bank application from Helping Hands

## **SUNSET EMPIRE TRANSPORTATION DISTRICT TICKET BANK POLICY**

### **Policy:**

Sunset Empire Transportation will distribute individual Day Pass Vouchers at no cost to service organizations in Clatsop County who submit a request form and upon approval of the request by the SETD management team.

### **Procedure:**

A Ticket Bank Application (attachment A) must be completed and submitted to the SETD Executive Director or Executive Assistant. The applicant will be verified as a local service provider. Requests will be evaluated on a case-by-case basis and processed within two weeks of receiving the application.

The request will be submitted to the SETD Management Team for approval. If request is approved by the management team, designated staff will complete a Ticket Order Form which records the requester's name, phone number, the number of vouchers requested and the ID numbers that have been placed on the vouchers. When this process is completed, the applicants will be immediately notified that their requested Day Pass vouchers are completed and ready for pick up. Day Passes will have a one-year expiration. More than one Ticket Bank Application may be submitted by the same applicant.

Applications may be dropped off at SETD Transit Center or mailed to Sunset Empire Transportation District, 900 Marine Drive, Astoria Oregon, 97103 or emailed to [lhedrick@ridethebus.org](mailto:lhedrick@ridethebus.org). For questions please call 503-861-7433 #2.



## SUNSET EMPIRE TRANSPORTATION DISTRICT TICKET BANK APPLICATION 2026

A Ticket Bank Application must be submitted for all requests for Day Pass vouchers or other public transportation requests. Voucher distribution or other transportation services will be determined by the SETD Management Team. Requests will be evaluated on a case-by-case basis and processed within two weeks of receiving the application. If approved, the requesting organization will receive vouchers for the requested Day Passes which have a one-year expiration. More than one Ticket Bank Application may be submitted by the same applicant. Please email application to [sara@ridethebus.org](mailto:sara@ridethebus.org). Applications may also be dropped off or mailed to Sunset Empire Transportation District, 900 Marine Drive, Astoria Oregon, 97103. For more information contact Executive Assistant Sara Schilling at [sara@ridethebus.org](mailto:sara@ridethebus.org) or 503-861-5370.

Name of Service/Organization \_\_\_\_\_

Address \_\_\_\_\_

Contact person \_\_\_\_\_ phone \_\_\_\_\_ email \_\_\_\_\_

Number of Day Pass Vouchers you are requesting \_\_\_\_\_

Describe the purpose or use of requested vouchers-  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### OFFICIAL USE

Date Received \_\_\_\_\_ Cost of requested services \$ \_\_\_\_\_

SETD Management Team: \_\_\_Approved \_\_\_Not Approved Date: \_\_\_\_\_

Comments \_\_\_\_\_

Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

Letter of Approval sent: Date \_\_\_\_\_ Initial \_\_\_\_\_ Letter of Denial sent: Date \_\_\_\_\_ Initial \_\_\_\_\_



**SUNSET EMPIRE TRANSPORTATION DISTRICT  
TICKET BANK APPLICATION 2026**

A Ticket Bank Application must be submitted for all requests for Day Pass vouchers or other public transportation requests. Voucher distribution or other transportation services will be determined by the SETD Management Team. Requests will be evaluated on a case-by-case basis and processed within two weeks of receiving the application. If approved, the requesting organization will receive vouchers for the requested Day Passes which have a one-year expiration. More than one Ticket Bank Application may be submitted by the same applicant. Please email application to [sara@ridethebus.org](mailto:sara@ridethebus.org). Applications may also be dropped off or mailed to Sunset Empire Transportation District, 900 Marine Drive, Astoria Oregon, 97103. For more information contact Executive Assistant Sara Schilling at [sara@ridethebus.org](mailto:sara@ridethebus.org) or 503-861-5370.

Name of Service/Organization Helping Hands Reentry Outreach Centers  
Address 2816 W. Marine Drive Astoria OR 97103  
Contact person Denise Dunn phone <sup>503</sup> 739 4347 email d.dunn@helpinghandsreentry.org  
Number of Day Pass Vouchers you are requesting 200

Describe the purpose or use of requested vouchers-  
for our shelter guests + program participants to get to + from appt. + errands they may have.  
100 passes for Astoria location + 100 for our Seaside location

**OFFICIAL USE**

Date Received \_\_\_\_\_ Cost of requested services \$ \_\_\_\_\_

SETD Management Team:  Approved  Not Approved Date: \_\_\_\_\_

Comments \_\_\_\_\_

Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

Letter of Approval sent: Date \_\_\_\_\_ Initial \_\_\_\_\_ Letter of Denial sent: Date \_\_\_\_\_ Initial \_\_\_\_\_



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 12b 5339 Grant Application

**Date:** March 26, 2026

**Summary:** SETD staff would like to request funding to purchase eight (8) transit buses through a state price agreement.

This project supports SETD's vehicle replacement program and right-sizing strategy to maintain reliable, efficient transit service.

Phase II expands the request to include non-revenue vehicles and shop equipment that support operations and maintenance.

Executive Director David Carr is asking the board to authorize him to apply for Oregon Department of Transportation Competitive Transit Grant Phase I and Phase II. These projects have been presented to and recommended by the TAC committee and for grant projects.

A grant application wasn't complete on Friday, March 20, 2026, when the board packet was published. A draft of the application will be provided to the board early next week (the week of March 23, 2026).

Link to blank grant application form:

[https://www.cognitofrms.com/odot2/\\_20272028competitivetransitgrant/](https://www.cognitofrms.com/odot2/_20272028competitivetransitgrant/)

#### **Attachments:**

- Project report from Mr. Carr

# Board Summary & Project Narrative

## Oregon Department of Transportation Competitive Transit Grant (Phase I & II)

Due: April 3, 2026

---

### Project Overview

Sunset Empire Transportation District (SETD) is applying for funding to support its ongoing fleet replacement and maintenance program. The application includes two phases:

- **Phase I:** Purchase of eight (8) transit buses
- **Phase II:** Non-revenue vehicles (\$60,000) and shop equipment (\$15,000)

This project supports SETD's vehicle replacement program and right-sizing strategy to maintain reliable, efficient transit service.

---

### Project Need / Purpose

SETD's fleet includes vehicles that have reached or exceeded their useful life, resulting in increased maintenance costs, reduced reliability, and a higher risk of service disruption. Some vehicles are also not optimally sized for current service demand, creating operational inefficiencies.

Without replacement, these conditions will negatively impact service quality, safety, and operating efficiency.

---

### Fleet Strategy & State of Good Repair

SETD maintains a formal vehicle replacement schedule targeting **four vehicles per year** based on age, mileage, and condition to ensure a state of good repair.

This project includes:

- **3 replacement vehicles** (end of useful life)
- **5 right-sized vehicles** (improved service efficiency)

SETD applies for funding annually and carries forward unfunded vehicles to maintain a consistent and sustainable replacement cycle.

---

## Project Scope

- **Phase I:** Eight (8) revenue vehicles
- **Phase II:**
  - Non-revenue vehicles (\$60,000)
  - Shop equipment (\$15,000)

All vehicles will be procured through an existing state price agreement to ensure cost efficiency and reduce procurement risk.

---

## Project Readiness

SETD is prepared to proceed immediately upon award. Procurement will utilize a state price agreement, minimizing time, cost, and risk. No environmental or permitting barriers are anticipated, and SETD has the staff capacity and experience to manage implementation.

---

## Timeline

- **FY2028:** Delivery of four (4) buses
  - **FY2029:** Delivery of four (4) buses
  - **Grant Cycle:** FY2027–2031 (one-year award with four-year execution)
- 

## Budget Summary

**Cost per bus:** \$200,000

**Total Bus Project Cost:** \$1,600,000

### Funding Split:

- Federal (Section 5339): \$1,280,000
- Local Match (STIF): \$320,000

### **Annual Breakdown:**

- **FY2028 (4 buses):** \$800,000
  - Federal: \$640,000
  - STIF: \$160,000
- **FY2029 (4 buses):** \$800,000
  - Federal: \$640,000
  - STIF: \$160,000

### **Phase II Additions:**

- Non-revenue vehicles: \$60,000
  - Shop equipment: \$15,000
- 

## **Benefits & Outcomes**

This project will:

- Improve service reliability and reduce breakdowns
- Lower maintenance costs and vehicle downtime
- Maintain compliance with state of good repair standards
- Improve operational efficiency through right-sized vehicles
- Enhance safety and rider experience

Fleet standardization will further improve cost effectiveness by enabling economies of scale in parts procurement, reducing inventory complexity, and streamlining maintenance, training, and tooling requirements. This will reduce long-term operating costs and improve fleet reliability.

---

## **Equity & Community Impact**

SETD provides essential transit services in a rural and coastal region where many residents depend on transit for access to employment, healthcare, education, and essential services. Reliable transit is particularly critical for low-income individuals, older adults, and people with disabilities.

This project ensures continued access by maintaining dependable service and reducing disruptions.

---

## **Operations & Maintenance**

SETD has established maintenance programs and trained staff to support new vehicles and equipment. Fleet standardization will improve maintenance efficiency by reducing parts variability, simplifying diagnostics, and minimizing training requirements.

Replacement vehicles will reduce overall maintenance costs, improve fleet performance, and increase vehicle availability. Phase II shop equipment will further enhance maintenance capabilities and extend vehicle lifespan.

---

## **Consistency with Plans**

This project aligns with SETD's long-range fleet management strategy and supports regional and statewide goals to maintain transit assets in a state of good repair, improve reliability, and ensure equitable access to transportation in rural communities.



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 12c Proclamation Regarding Ridership Appreciation Day

**Date:** March 26, 2026

**Summary:** SETD previously held its annual Ridership Appreciation Day in conjunction with Project Homeless Connect. But the board in January 2025 approved separating the two events and gave its blessing to celebrating Ridership Appreciation Day on SETD's anniversary, which is March 24.

This year on March 24, SETD planned to offer free rides on all routes within Clatsop County in honor of Ridership Appreciation Day, per past practice.

Staff put together a proclamation designating March 24 as the official Ridership Appreciation Day going forward for board consideration.

**Attachments:**

- Proclamation regarding Ridership Appreciation Day



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

---

***Proclamation***

***Whereas***, Sunset Empire Transportation District was established on March 24, 1933; and

***Whereas***, public transportation plays an essential role in supporting the economy, environment, quality of life and prosperity within our communities; and

***Whereas***, the riders of Sunset Empire Transportation District are vital to its success, trusting public transit for their commutes, essential trips and other connections; and

***Whereas***, Ridership Appreciation Day is an opportunity to recognize and celebrate those who choose public transit and whose support sustains the district; and

***Whereas***, it is fitting and proper to express sincere gratitude to the riders who help improve the district's operations and shape its future;

NOW, THEREFORE, I, \_\_\_\_\_, chair of the Sunset Empire Transportation District Board of Commissioners and on behalf of the Board of Commissioners, do hereby proclaim March 24 of each year as Ridership Appreciation Day.

This \_\_\_\_ day of March, 2026.

---

Kathy Kleczek, Chair  
Sunset Empire Transportation District Board of Commissioners



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 12d April Board Meeting Date

**Date:** March 26, 2026

**Summary:** The SETD board holds its regular meetings on the fourth Thursday of the month at 9 a.m. The April board meeting is scheduled for April 23.

However, some commissioners have a conflict that day, and April 30 at 9 a.m. has been proposed as a possible alternative. The SETD Budget Committee, which includes the board, has a meeting on April 30 at 1 p.m.

**Attachments:**

- None



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### **Item 14 Executive Director Report**

**Date:** March 26, 2026

**Summary:** Executive Director David Carr's report covering his work activities from Feb. 26, 2026, through March 26, 2026, is included.

**Attachments:**

- Report from Executive Director David Carr



**SUNSET EMPIRE TRANSPORTATION DISTRICT**  
**BOARD OF COMMISSIONERS MEETING**  
**March 26, 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**

- The resignation of the Financial Officer has created a resource gap, impacting planning, purchasing, budgeting, and grant application capacity.
- Interviewed Finance Officer Candidates. (Update)
- Oregon Department of Transportation (ODOT)
  - Met with Arla Miller to discuss district operations
  - ODOT is revising grant funding opportunities processes and timelines. Shorter timelines and new application requirements may limit our ability to complete applications and compete effectively.
  - New National Environmental Policy Act (NEPA) requirements will apply to all federally funded projects, increasing compliance demands.
  - Funding uncertainty remains a major concern, including an estimated 13% reduction in federal funds for FY 2027-2028
  - Unclear future support for State STIF funding following the failure of HB4008.
- Budget Monitoring
  - Fuel prices are approaching record highs, with diesel costs rising faster than unleaded gasoline.
  - Bus maintenance on old buses is increasingly expensive (major component failure and higher costs.) Also, longer lead times impacts vehicle out of service time.

---

### **2. Leading People**

- Attended National Transit Employee Appreciation Day event at the Warrenton Operations center and grilled burgers for the staff. March 18, 2026
- Conducted senior staff meetings and one-on-one check-ins to address priorities and provide guidance and feedback.

---

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

- Attended ODOT Competitive Grant Training March 12, 2026,
  - Attended ODOT Competitive Grant Q&A March 18, 2026
  - Met with Accufund staff on gaining computer access and transition planning
- 

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

- Ongoing driver shortages continue to challenge our ability to maintain current service levels.
  - Met with Brown and Brown to review cyber liability insurance and workers compensation related insurance
  - Met with WHA to discuss human resources insurances.
  - Contract negotiations with Amalgamated Transit Union are scheduled to begin in January 2027
- 

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

- Met with City of Astoria to discuss transit district stop and shelters and upcoming opportunities to enhance transit infrastructure when projects are in planning stages with the City.
  - Reviewed City of Warrenton Variance V-25-2. No impact on Warrenton TC expected.
- 

#### **Summary:**

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



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Item 15 Team Reports

**Date:** March 26, 2026

**Summary:** Team reports from Jennifer Geisler, Jason Jones, Sam Bedair and Sara Schilling are included. They cover the staff members' work activities from Feb. 26, 2026, through March 26, 2026.

**Attachments:**

Team reports from:

- Jennifer Geisler, chief operations officer
- Jason Jones, mobility manager
- Sam Bedair, HR manager
- Sara Schilling, executive assistant and marketing coordinator



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

# Operations Report

**Name:** Jennifer Geisler

**Title:** Chief Operations Officer

**Date:** March 26, 2026

### **Actions:**

- Day Wireless was on site to evaluate our two-way radio communication system
- Planning and coordination for the National Transit Employee Appreciation Day, recognizing the dedication and service of transit employees who support daily operations and community mobility

### **Meetings and training:**

- NTI course: Pathway to Effective Management and Supervision
- Senior Management meetings
- Special Board meetings
- Competitive Transit Grant Program training session hosted by ODOT

### **Improving the organization:**

- Continued supporting staff in the transition to the SETD Outlook email system for all staff members to improve organizational communication and accessibility
- Training more drivers and supporting both the fixed route and paratransit.

### **Service delivery and operations:**

- Maintained daily operational oversight to ensure reliable fixed route and paratransit services.
- Continued monitoring of service needs, driver coverage, and operational coordination to maintain safe and dependable transportation for our community
- Worked with operations staff to identify opportunities for improved workflow and operational efficiencies.



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

### Mobility Report

**Name:** Jason Jones

**Title:** Mobility Manager

**Date:** March 26, 2026

#### **Promote Accessibility:**

- I attended my 10<sup>th</sup> Rural Healthcare Coalition meeting
- Brought info and comments to the 2nd Rural Transportation Think Tank
- At the 2026 Clatsop County Job Fair in Seaside, connected with 315 people

#### **Travel Training and Outreach:**

- I worked with eight people this month due to some of the contacts at the Job Fair
- Promoted transit to 325 people — great turnout thanks to the job fair
- I engaged with three local veterans who needed basic transit assistance

#### **Educate and bring awareness to the community:**

- Created two YouTube videos
- Continued to help with posts for Facebook
- Met with the new media team — lots of great ideas and strong support

#### **Service delivery and operations:**

- Completed 22 ADA paratransit applications
- Completed four route surveys
- Assessed three trip plans for new riders
- Continued in my role of capturing, producing, and posting public meetings for SETD



# Sunset Empire Transportation District BOARD OF COMMISSIONERS

## HR Department Report

**Name:** Sam Bedair

**Title:** HR Manager

**Date:** March 26, 2026

### **1. Recruitment and Talent Acquisition**

- The Finance Officer / Grant Administrator position has been officially posted and recruitment efforts are underway. The position is currently posted on Indeed and the Special Districts Association of Oregon (SDAO) website and our media platform and was also added to the **Oregon Government Finance Officers Association**
- We recently represented the district at a job fair, engaging directly with community members about district services and transportation programs. (Mobility Manager Jason Jones)

---

### **2. Organizational Development and Workforce Planning**

- **Employee Survey Analysis**  
The employee survey has been completed, and we are currently reviewing the responses. The goal is to identify measurable trends related to workplace culture, communication, leadership support, and operational challenges. (Data driven)
- **Payroll Analysis**  
A payroll analysis was conducted to compare the District's compensation levels with those of other Oregon special districts and public-sector agencies (Still need more information like population what kind of a district)

---

### **3. Policy Updates and Workforce Documentation**

- Job descriptions have been updated to reflect current operational responsibilities. These updates are in final internal review prior to board submission.

- A structured exit interview process has been formally integrated into the offboarding procedure to strengthen documentation, turnover tracking, and compliance oversight.
- 

#### 4. Compliance, and Benefits Oversight

- The Vector Solutions training platform has been updated, and TAC members should have received login credentials.
  - A comprehensive review of employee benefits is currently underway to ensure regulatory compliance, cost sustainability, and alignment with organizational needs.
- 

#### 5. Risk Management

- Development of a cross-training framework is in progress to reduce operational risk and improve service during staffing transitions.
- 

#### 6. Workforce Snapshot

- The district currently has **29 active employees**. Two employees have separated from the district, and one candidate who was offered a start date ultimately declined to proceed.
- Workforce distribution is as follows:
  - **Bus Drivers:** ~50% of workforce
  - **Supervisors & Leadership:** ~27%
  - **Maintenance:** ~10%
  - **Administration & Finance:** ~13%



## Sunset Empire Transportation District BOARD OF COMMISSIONERS

# Admin and Marketing Report

**Name:** Sara Schilling

**Title:** Executive Assistant and Marketing Coordinator

**Date:** March 26, 2026

### **Actions:**

- Provided staff support for Board Policy Committee, Transportation Advisory Committee and Executive Director Evaluation Committee meetings
- Provided staff support for the special board meetings on March 6 and March 13 and the regular board meeting on March 26, 2026
- Staff support included helping prepare agendas, minutes and supporting materials
- Helped plan National Transit Employee Appreciation BBQ for staff

### **Meetings and training:**

- Attended weekly media team meetings and biweekly senior leadership meetings

### **Improving the organization:**

- Added [public meetings grievance process](#) information to the website, as required
- Continued work on going through the website and updating information

### **Service delivery and operations:**

- Made social media posts for public board and committee meetings
- Helped take photos (with Jason) of employees for social media
- Created an employee appreciation Facebook post, with help from Jason