Central Oregon Intergovernmental Council
BOARD AGENDA

Thursday, March 5, 2020, 5:30 pm -7:30 pm
City of Redmond - Public Works Training Room
243 E. Antler Ave., Redmond Oregon

1 Call to Order and Introductions

2 Service Story

3 Public Comment

4 Consent Agenda
   a Approval of Board Minutes: February 6, 2020
   b Financial Report: January, 2020
   c Staff Report: March, 2020
   d Cascades East Transit Monthly Management Report: January, 2020
   e Cascades East Ride Center Monthly Management Report: January, 2020

Action Attachments A-E
   Attachment A
   Attachment B
   Attachment C
   Attachment D
   Attachment E

5 Administrative
   a Public Transportation Service Provider Safety Action Plan
     (Required by FTA and ODOT)
     Andrea Breault, Senior Transit Planner
   b Regional Public Transportation Advisory Committee Member Recruitment
     Update – Attachment G
     Derek Hofbauer, Outreach and Engagement Administrator

Action Attachments F

6 Program Updates
   a CET 2040 Master Plan
     Andrea Breault, Senior Transit Planner
   b Adult and Youth Program RFP
     Dana Dunlap, Adult Programs Manager, and
     Josh Lagalo, WIOA-Youth E & T Program Manager

Update - Attachment H
Action Attachment I

7 Executive Director Report
   a Executive Director Update
     i Jurisdictional Dues Reminder
        Tammy Baney, Executive Director

8 Regional Round Table

9 Other Business / Announcements
   Letters and Article Attachments
   These can be any items not included on the agenda that the Commissioners wish to discuss as part of
   the meeting, pursuant to ORS 192.640.
   At any time during the meeting, an executive session could be called to address issues relating to ORS
   192.660(2)(e), real property negotiations; ORS 192.660(2)(h), litigation; ORS 192.660(2)(d), labor
   negotiations; ORS 192.660(2)(b), personnel issues; or other executive session categories. Executive
sessions are closed to the public; however, with few exceptions and under specific guidelines, are open to the media.

10 Adjourn
Central Oregon Intergovernmental Council  
Board Meeting Minutes

Date: February 6, 2020
City of Redmond Public Works Department  
243 E Antler Ave., Redmond, OR
Prepared by: B. Taylor  
Reviewed by: T. Baney

COIC Board Members: Commissioner Patti Adair, Deschutes County; Commissioner Jerry Brummer, Crook County; Councilor Bruce Abernethy, City of Bend; Councilor Andy Bryd, City of Culver; Councilor Bartt Brick, City of Madras; Councilor Denise Keeton, City of Metolius; Councilor Gail Merritt, City of Prineville; Councilor Jay Patrick, City of Redmond; Councilor Nancy Connolly, City of Sisters; Councilor Don Greiner, City of La Pine; Brigette McConville, Confederated Tribes of Warm Springs, Katy Brooks, Appointed Board Member representing Deschutes County; Katie Condit, Appointed Board Member representing Crook County, and Thomas O’Shea, Appointed Board Member representing Deschutes County

COIC Staff: Tammy Baney, Executive Director; Michelle Williams, Fiscal Services Manager; Scott Aycock, Community, Economic Development (CED) Manager; Dana Dunlap Adult WorkSource Program Manager, and Dustin Molieri, IT Manager.

Guest: Stuart Katter, CPA

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<tr>
<th>Agenda</th>
<th>Discussion</th>
<th>Action Item</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td>Chair Brummer called the meeting of the COIC Board of Directors to order at 5:36 pm.</td>
<td>Action: Councilor Patrick made a motion to re-elect Commissioner Brummer as Chair, and Councilor Abernethy as Vice-Chair of the COIC Board of Directors, if both were willing to continue to serve. Commissioner Brummer and Councilor Abernethy noted they were willing to continue to serve. Commissioner Adair seconded the motion; the motion carried.</td>
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<td>Introductions were made by all those in attendance.</td>
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<td>Election of 2020 COIC Officers</td>
<td>Ms. Baney reported that the Executive Committee had a brief discussion regarding the length of term for officer appointments. She asked the Board if they thought it would be beneficial to have elected officers remain in their positions for their two-year term for consistency and continuity. Ms. Baney reported it is her goal to have the articles of incorporation and bylaws restructured to be more in-sync and better guide the organization. She noted they would be adding the restructure of the articles and bylaws to the Strategic Plan elements if the Board supports the idea.</td>
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<td>After discussion, the Board agreed that a two-year term for officers would benefit the organization. Councilor Patrick made a motion to re-elect Commissioner Brummer as Chair, and Councilor Abernethy as Vice-Chair of the COIC Board of Directors if both were willing to continue to serve. Commissioner Brummer and Councilor Abernethy noted they were willing to continue to serve. Commissioner Adair seconded the motion; the motion carried.</td>
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<tr>
<td>Public Comment</td>
<td>There were no public comments.</td>
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Ms. Baney reported that she invited Dana Dunlap, COIC’s Adult WorkSource Program Manager to share a success story with the Board. She asked the Board to please let her know after the presentation if they thought it would be a good idea to start each meeting with a story of success as a way to connect the Board with the work of COIC.

Ms. Dunlap informed the Board that prior to being the Manager of the Adult WorkSource Program, she was an Employment Counselor. She noted that the individual whose story she wanted to share this evening came to WorkSource with many barriers including homelessness, receiving food stamps, no driver’s license and having been incarcerated; this individual had also been out of work for some time. Ms. Dunlap provided career coaching and goal setting towards employment and self-sufficiency. This customer accomplished several short-term goals in working with the folks at WorkSource that included, learning computer skills, and attending classes to further his job searching skills such as, learning to write a resume and learning how to apply and interview for jobs. Ms. Dunlap connected him with a local employer who utilized the OJT Program (On-the-Job Program). The OJT Program incentivizes employers to hire individuals who do not have the technical skills and/or experience for the position; the program pays up to 50% of the training wages. The individual successfully completed the 3 month training period, gaining the respect of his coworkers and employer. Unfortunately, a short time after the OJT had ended, that employer was forced to reduce staffing and our customer was laid off. Again, Ms. Dunlap and the WorkSource Business Team collectively, worked with employers to help him obtain employment. This individual remained determined to find employment and worked closely with Ms. Dunlap’s team as he continued to apply for a variety of positions. A couple of months later, another OJT opportunity was created with the collaboration of a WorkSource Business Team member and Ms. Dunlap. Again, this individual entered a probationary training period and successfully completed the OJT. He is now a full-time permanent employee, earning a livable wage, has secured housing, obtained his driver's license and no longer receives food stamps. Ms. Dunlap noted that his OJT evaluations state that he is excelling in his new position as a maintenance/repair technician and delivery driver for a local equipment rental company. She said the success story took just over a year to complete and the client (job seeker) expressed his gratitude and appreciation for not only the OJT funding but also for the added encouragement and support.

Chair Brummer asked the Board if they would be interested in continuing to hear success stories before meetings. After a brief discussion, the Board agreed that hearing success stories would be a great way to start meetings.

Ms. Baney thanked Ms. Dunlap and introduced COIC’s IT Manager, Dustin Moliari who was in attendance. She said Mr. Moliari and Mr. Rice are the only two in the organization’s IT department and keep the busses and offices going.
Chair Brummer asked the Board if anyone had any questions or comments regarding the consent agenda. He entertained a motion for approval of the consent agenda including minutes from the December 5, 2019 Board Meeting as written. Ms. Baney said she would like to recognize, under item C on the agenda, our Youth Employment Councilor, Jeff Warren. She noted Mr. Warren recently received a Workforce Champion Award from EC Works for going above and beyond normal job duties in working with Workforce Innovation and Opportunity Act funds.

Councilor Abernethy made a motion to approve the consent agenda including minutes from the December 5, 2019 meeting as written, Commissioner Adair seconded; the motion carried.

<table>
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<td>Motion: Councilor Abernethy made a motion to approve the consent agenda including minutes from the December 5, 2019 meeting as written, Commissioner Adair seconded; the motion carried.</td>
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<th>Presentation of FY 2018-2019 Audit</th>
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<td>Michelle Williams, Fiscal Services Manager and Stuart Katter, CPA, LLC, were introduced to the Board. Mr. Katter reported that financial statements for COIC’s year ending June 2019, have been audited in accordance with auditing standards generally accepted in the US and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the US. He added nothing came to their attention to have any cause to believe COIC was not in substantial compliance with provisions of laws, regulations, contracts, and grants.</td>
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<td>The balance sheet was reviewed. Mr. Katter informed the Board that the organization had $20.6M in assets and around $8M in liabilities; further breaking it down by capital assets and restricted monies for loan programs, the total net unrestricted equity totaled $467,949. Mr. Katter discussed the complexity of the PERS (Pension liability) and noted that he added back in the PERS obligation of $3.3M because the liability was not actionable data and did not influence what we do or not do; giving the organization $12.5M in total net position.</td>
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<td>The income statement was reviewed. Mr. Katter said major activities such as employment and training, economic development and transportation totaled a loss of $1.9M. When the PERS adjustment was added back in along with depreciation on the buildings and equipment COIC owns, the organization had a net profit of about $64K. He added the company could break even each year, or be close to breaking even each year, and do just fine, and in his opinion, the organization is doing great.</td>
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<td>Councilor Brick asked Mr. Katter if the financial statements accurately and fairly reflect the actual financial position. Mr. Katter said yes they do, no adjustments or minimal adjustments were made.</td>
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<td>Councilor Brick asked if Mr. Katter found any procedures or processes that would increase the risk to the organization. Mr. Katter replied that by having separate reviews, he feels we have good internal controls in place</td>
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to detect irregularities. He said as an auditor, he is comfortable with internal controls and if he ever discovered any irregularities, he would report directly to the Board in executive session.

Councilor Brick said he and Ms. Williams meet weekly and there has never been a financial question she didn’t answer or was not willing to answer. The Board’s consensus was to accept the audit results as presented by Mr. Katter and Ms. Williams. Mr. Katter was thanked for his honesty and thoroughness.

Ms. Williams reminded the Board that it is the responsibility of the Board to appoint a Budget Officer, adopt the budget committee and approve the proposed budget calendar. She noted that even though the consent agenda had been approved, she wanted to talk briefly about the December financials since the financials were quarter-end.

Ms. Williams reviewed the proposed budget calendar and committee members with the Board. She said her goal is to have the draft of the budget out to the Board and Budget Committee by April 30, giving the group over a month to review the information and ask questions prior to the Budget Committee meeting in May, and ready to propose to the COIC Board on June 4. She added that the supplemental budget for 19-20 will also be presented in April with the hope to approve the supplemental budget at the May meeting.

Chair Brummer asked the Board for a motion to appoint the Budget Officer and Budget Committee, and approve the Budget Calendar. Councilor Greiner made a motion to appoint Ms. Williams as the Budget Officer, appoint the Budget Committee members, and adopt the proposed budget calendar. Appointed Board Member representing Deschutes County; Tim DeBoodt seconded the motion; the motion carried.

The December Board financials were reviewed. Ms. Williams reported that $200K was deferred from the Youth program from 18-19 to 19-20. Year to date, the program has used $122K of the revenue to support their program. Ms. Williams noted several reasons for the use of the deferred revenue including the hiring of teachers instead of using long-term substitutes and except for La Pine, enrollment of the youth program is down. Ms. Baney reminded the Board that they agreed to invest in the Redmond program which is close to breaking even; the change being seen is with the Bend La Pine school district. She said with measure 98 funding incentives for students to stay on their own campuses, the school districts are exploring new ways of teaching including offering on-line classes, and flexible hours; the very model COIC has been providing for the last 20 years. Ms. Baney added that COIC has been exploring ways to diversify.

Ms. Baney informed the Board that they met with leaders of the Bend La Pine school district to talk about options and what gaps remain. The number one gap identified was alternative education options for middle school students. COIC will be exploring ways to provide services to middle school grades to meet the needs of
the students and achieve the same success. Ms. Baney said we will be coming up with a pilot program for Bend La Pine and also exploring opportunities to augment school districts where other gaps are identified.

Councilor Connolly agreed the alternate education pilot for middle school children would be a much-needed game-changer. Ms. Baney said the gap is in line with the Board’s mission specifically being nimble and filling in gaps.

Ms. Williams reported that there is a surplus of $140K in transportation due to the timing of payments received. She said as they go through the year, that surplus will be eaten up. Ms. Williams noted that they are monitoring the program closely and have implemented many cost-saving measures. She added that they have not hired for a Transportation Director position although they hope to have one hired soon.

Ms. Williams informed the Board that there is a $232K deficit in CERC however they are waiting to hear about the $375K incentive in which COIC has met all metrics for eligibility to receive. Ms. Williams added that with the extension of the contract they have capped the cost of the providers, negotiated the per-member/per-month payments and reduced the risk, however, with fixed revenue and variable expenses, risk remains. Ms. Williams said if there is a profit at the end of the contract, they would reinvest the money in the transportation department to grow other business lines that would continue to build the system and meet needs.

Councilor Brick added that considering all of the obstacles for the CERC program, to end up where we are at the end of this contract is a remarkable achievement. He commended Ms. Williams for minimizing the risk to the organization.

| Strategic Plan Elements | Ms. Baney informed the Board that she and Scott Aycock, Community and Economic Development Manager have been working on key strategies for the organization to propose to the Board. She said they are bringing the strategies to the Board for review and to determine if anything is missing. Ms. Baney said if the Board agrees on the key strategies, the next step would be to add timelines to the deliverables. Ms. Baney asked if they should add exploring by-laws and structure of the organization as something the Board would like to see accomplished in the next three years. The Board agreed exploring the by-laws would be a good idea.

Mr. Aycock reported that many of the strategic planning components are carryovers from the last Strategic Plan with different actions added. He noted technical assistance, and organizational development was added to the list since they are becoming a growing part of what COIC offers. Ms. Baney added that the Strategic Plan, when finalized, will be the roadmap for the organization for the next 3-years and what will be shared with partners around the region. Ms. Baney said she is not sure why there has not been an annual report since 2016, but |
thinks having an Annual Report produced yearly would help with funders by sharing stories and showing the fiscal health of the organization.

A suggestion was made to make the wording more like a call to action. An additional suggestion was made to add a key for the acronyms.

Ms. Baney said they would be taking the plan to Managers to review objectives, review team resources required, and come up with timelines before bringing it back to the Board.

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<th>Vision and Values Proposals</th>
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<td>Ms. Baney reported that the Board had a few members interested in guiding the Mission, Vision and Values discussion. She said the group met again and when working through the Mission statement there was a brief discussion and recommendation from the group to add “capacity building” to the Mission statement.</td>
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Ms. Baney informed the Board that a fair amount of discussion occurred with regards to the Vision statement specifically, articulating what we are trying to state with a Vision Statement. Five options were proposed for the Board’s consideration. Ms. Baney asked the Board if they thought the options were close to what they would like to have as a Vision Statement, a proposal they do not like, a few they want to combine, or one they would like to adopt.

The Board generally felt number proposals 5 and 1 were the closest to a Vision statement thus far. Feedback was as follows:

- The proposed vision statement option 5 is too similar to the mission statement, too many duplicates
- It isn’t clear if it is what we are doing now or what we want to do in the future
- Is it clear in outlining where we want to be and how we are achieving success
  Add “Trusted” in front of “catalyst”
- Add the opening of proposal 1 “COIC is a valued resource for Central Oregon and is the ….
- Close with proposal 1 after technical assistance, add “to ensure Central Oregon is healthy, resilient….

Ms. Baney noted she would edit the vision statement taking into consideration the feedback, and send out the changes to the Committee members for further review. She added that an updated Vision statement will be brought to the Board at the next meeting.

Ms. Baney reported that the Committee spent some time on the Values for the organization. The Values were reviewed with the Board. Feedback was as follows:

- Missing something like “effective”
- Would like to see Effective as a sixth value
- Like to see the word “compliant”
- Add “successful” or “results-driven” under “effective”

A suggestion was made to have just one proposal for review rather than options. An additional suggestion was made to have the Board select which word in the proposed Values resonates with them the most to determine which words should be headings, and which words should be under headings. Ms. Baney said they would take another run at the Values and bring back to the Board. Ms. Baney thanked the Board members who were part of the Committee and added that Values are important because it is how we show up in a community specifically, how we lead and represent.

| Capacity Fund Quarterly Update | Mr. Aycock reminded the Board that in the past, he would come to the Board requesting small amounts of jurisdictional funds for individual projects. He said the model was changed this year to allow $40K of jurisdictional dues to be used for projects CED pre-identified for the year. Mr. Aycock presented his report from July through December. He said the highlights include successfully using the dues to leverage grant fund money to the tune of $223K additional dollars. He said he cannot overstate how significant the jurisdictional funds are to leveraging grants and contracts. Mr. Aycock noted that most of the leverage funds are in the Housing for All programs and Rural Community Building programs. He conveyed that COIC does not leverage additional funds for the Regional Administrator’s Meetings, however this is the source for significant projects including the Regional Services Training and Coordination Center, the Deschutes Basin Water Collaborative, etc. Mr. Aycock added that the dues also help with the COIC Strategic Planning process.

Mr. Aycock informed the Board that the rural community-building programs are rewarding work for his team and valued by our partners. He noted the work has generated many additional requests that they are building their agenda for next year’s scope of work. He also noted that the Crook and Jefferson county lottery fund dollars were extraordinarily value local match that helped leverage outside funds for rural communities.

Councilor Patrick inquired if County and City projects were reviewed with the various Counties and City leadership specifically so they are aware of projects or proposed projects before budget planning begins. Mr. Aycock replied they have plans to go around to Council and Commission meetings and will be presenting the information at the next Regional Administrators meeting in March. Mr. Aycock informed the Board that he would bring a follow-up report to the Board at the end of the year. |

| Endorsement for the Oregon Regional Housing | Mr. Aycock reported that he and Ms. Baney have met with partners involved with the Housing for All housing consortium, including Housing Works, NeighborImpact, COAR, Central Oregon LandWatch, and others who have indicated a need for more regular engagement with decision-makers since the wide range of housing concerns affect people in education, law enforcement, local government, etc. In addition, Oregon Housing and Community Services wants to see more evidence of regional coordination. Due to the desire to integrate all the |

**Motion:** Councilor Abernethy made a motion authorize Ms. Baney and Commissioner
Mr. Aycock asked the Board to think of the Regional Housing Council (RHC) model as a similar model to the Area Commission for Transportation, with a focus on housing. He added that the RHC would be an evolution of Housing For All and will help address additional needs by being the nexus between the top-down and bottom-up for our region and Salem. It would be a means for communities to pool their needs and priorities articulate them as a region; provide an opportunity to share experiences and best practices; provide a venue for broad regional elected official engagement, and a means to provide services to smaller communities.

Mr. Aycock said the goal is to have the state officially bless and recognize this tool as a means for regional feedback. Mr. Aycock informed the Board he wanted to bring the proposal to COIC to get additional edits, comments, and concerns before going to the Housing for All partners to ask for their endorsements.

Katy Brooks, Appointed Board Member representing Deschutes County, inquired about the feedback from the local jurisdictions. Mr. Aycock said that, in addition to reviews with all H4A members, he has also met in person with City of Bend staff, and incorporated changes from that meeting. In addition, he has asked for feedback from HousingWorks and NeighborImpact, and is planning several more.

Ms. Brooks added that she likes the power of the collective but inquired if they have enough resources. Mr. Aycock said they do not currently have enough resources however he has asked the State to endorse the concept, show how they will use it and how they will support it with cash.

Katie Condit, Appointed Board Member representing Deschutes County inquired about COIC’s role in the Regional Housing Council. Mr. Aycock said that COIC’s role would be to provide staff support to the RHC. Ms. Condit added that it might be a big miss if they did not include qualitative data that include perspective and lived experiences by people impacted by the housing issues. Mr. Aycock agreed and said it is important to inform the state for long term sustainable solutions.

Ms. Brooks added that there might be businesses who may want to report on housing from a business standpoint since it is important to have a town you can both live and work in. Mr. Aycock asked if it would be helpful to present at the Chamber of Commerce meetings and was informed yes, it would be beneficial.

<table>
<thead>
<tr>
<th>Councils Pilot Proposal</th>
<th>Brummer to write a letter of support related to the Oregon Regional Housing Council initiative, Ms. Brooks seconded; the motion carried</th>
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<td>needs, blend interests and perspectives, and coordinate approaches, the Regional Housing Model pilot proposal was created.</td>
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Tim DeBoodt, Appointed Board Member representing Crook County suggested the Regional Housing committee should explore opportunity zones and work together to keep opportunity zones active since some want to remove the Oregon tax incentive associated with opportunity zones.

The Board discussed readiness to endorse. The consensus was since the work will evolve, the Board would be ready to endorse it. Councilor Abernethy made a motion authorizing Ms. Baney and Commissioner Brummer to write a letter of support related to the Oregon Regional Housing Council initiative, Ms. Brooks seconded; the motion carried.

**Endorsement for the Complex Basin Water Management Proposal for Deschutes Basin**

Mr. Aycock informed the Board this request is to approve a letter of support for the proposed Complex Basin Water Management position at OR Water Resources for the Deschutes Basin. He noted that the initiative is part of the current legislative session and the number one priority for the Central Oregon Cities Organization. He added that because of the complexity of water initiatives, it would require someone to work in the Basin that is directly tied to the Basin so they know what they can do and what would need legislative change. The request also includes funding for consultants and facilitators; about two-years of funding for COIC/CED’s staffing for the DBWC. Mr. Aycock reported that the folks in Salem said to generate as many letters of support they could and he is asking if the Board would consider signing the letter of support for COIC’s involvement.

Tim DeBoodt, Appointed Board Member representing Crook County asked if this is a position within the water resource department. Mr. Aycock replied yes and they would be located in the region. Mr. DeBoodt added that he is always in favor of dealing with water issues locally.

Councilor Patrick made a motion to move forward with the letter or support, Ms. Condit seconded. Commissioner Adair questioned if funding would still be available for this support this legislative session. Mr. Aycock said they would be prepared for the next legislative session if they are too late for this session. A vote was taken and the motion carried.

**Executive Director Report**

Ms. Baney reported that it has been one year since she joined the team at COIC. She thanked the Board for their confidence in her and noted it has been a joy to be part of the COIC team.

Ms. Baney informed the Board that in years past, COIC has made a check presentation to Discover Your Forest to share profits from the partnership of the Lava Butte shuttle. She noted that Rika Ayotte, Executive Director with Discover Your Forest was unable to meet with them this year. Tammy added that she is happy to report it was once again a successful year and COIC was able to share with Discover Your Forest profits from the Lava Butte service.

**Motion:** Councilor Patrick made a motion to move forward with the letter or support, Ms. Condit seconded; the motion carried.
Ms. Baney reported that the current DEI assessment survey is out to each employee and they will be looking to get the information back and bring the assessment to the Board.

Ms. Baney said they would be interviewing for the Transportation Director position next week, they will be making a job offer to an HR Manager applicant and will also be making a job offer for the in-house legal counsel ¾ time position. Ms. Baney added that she is continuing to build the team and keep the work going forward.

Chair Brummer thanked Ms. Baney for all her hard work.

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<tr>
<th>Regional Round Table</th>
<th>Due to timing restraints, the roundtable was removed from the agenda.</th>
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<tr>
<td>Other Business Announcements</td>
<td>No other business and announcements were made.</td>
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<tr>
<td>Adjourn</td>
<td>Chair Brummer adjourned the meeting of the COIC Board of Directors at 7:37 pm</td>
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January 2020 Financial Highlights

- Overall revenue is below YTD Prorated Budget due to the timing of COIC billing and receiving STIF funds. These funds will be received through reimbursement contracts; therefore we will have to spend the money on the projects before we can submit for reimbursement from the Qualified Entities (Counties and Confederated Tribes of Warm Springs). COIC finalized most of the STIF agreements with the Qualified Entities during the month of January 2020. COIC will begin the process of rolling out increased STIF transportation services in the month of February. COIC will start seeing more significant revenue generation from this type of funding in next quarter. The expenses generated from these projects will be covered 100% by STIF funds unless they are leveraged with new additional grants resources received by COIC.

- Total Contracting Expense is quite a bit above the YTD Prorated Budget. This is due to the Medicaid Ride Brokerage Program (CERC). The CERC program has experienced an overall average increase in provider costs in the last calendar year of approximately 11%, however over the last 7 months we have experienced an average increase of 20%. COIC is currently in contract negotiations with PacificSource for the contracting time period of January to March 31, 2020.

- The CERC department is currently in the RED, however we are still waiting on the final results of the 2019 calendar year incentive, and are due to receive some additional revenue for the time period of May through December 2019 from PacificSource due to client use of the services offered increasing during that time period. At the end of this contract COIC’s goal is to work with PacificSource to mitigate risk, get close to break even or maybe even a little better.
### Central Oregon Intergovernmental Council

**General Fund Expenditures by Program**

#### Fiscal Year 2019-20

##### Actuals by Business Unit YTD

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Adopted Budget FY 2019-20</th>
<th>Employment and Training</th>
<th>Economic Development &amp; Loans</th>
<th>Cascade EAST Transit</th>
<th>Cascade EAST Ride Center</th>
<th>Other Administrative</th>
<th>Facilities Reserve</th>
<th>Total COIC Income Statement</th>
<th>YTD Prorated Budget 50.33%</th>
<th>Budget vs. Actual YTD</th>
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<tr>
<td><strong>Revenue</strong></td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Transfers from Other Funds</td>
<td>155,636</td>
<td>-</td>
<td>189,914</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>189,914</td>
<td>90,788</td>
<td>99,127</td>
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<tr>
<td>Grants &amp; Contracts with Other Agencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>State of Oregon</td>
<td>3,722,522</td>
<td>158,164</td>
<td>76,556</td>
<td>1,194,871</td>
<td>560,614</td>
<td>-</td>
<td>1,990,205</td>
<td>2,171,471</td>
<td>(181,266)</td>
<td></td>
</tr>
<tr>
<td>County &amp; Local Government</td>
<td>8,116,292</td>
<td>$812,452</td>
<td>194,411</td>
<td>1,090,597</td>
<td>-</td>
<td>79,948</td>
<td>-</td>
<td>2,177,408</td>
<td>4,734,504</td>
<td>(2,557,095)</td>
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<tr>
<td>Federal Government</td>
<td>3,154,727</td>
<td>802,673</td>
<td>63,800</td>
<td>792,684</td>
<td>-</td>
<td>-</td>
<td>1,659,157</td>
<td>1,840,257</td>
<td>(181,101)</td>
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<tr>
<td>Other Grants &amp; Contracts</td>
<td>5,257,575</td>
<td>909</td>
<td>356,733</td>
<td>276,524</td>
<td>2,810,600</td>
<td>-</td>
<td>3,444,765</td>
<td>3,066,919</td>
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<td>Investment Revenue</td>
<td>47,964</td>
<td>2,578</td>
<td>4,248</td>
<td>24,854</td>
<td>1,797</td>
<td>204</td>
<td>2,741</td>
<td>36,421</td>
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<td>8,442</td>
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<td>Other Revenue</td>
<td>1,642,760</td>
<td>148,768</td>
<td>-</td>
<td>738,844</td>
<td>3,316</td>
<td>-</td>
<td>1,004,394</td>
<td>958,277</td>
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<td><strong>Total Revenue Subtotal</strong></td>
<td>22,097,476</td>
<td>1,925,544</td>
<td>885,663</td>
<td>4,118,374</td>
<td>3,376,326</td>
<td>80,152</td>
<td>116,207</td>
<td>10,502,266</td>
<td>12,890,194</td>
<td>(2,387,929)</td>
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<td><strong>Total Resources</strong></td>
<td>25,912,960</td>
<td>2,212,567</td>
<td>1,356,034</td>
<td>6,628,988</td>
<td>3,595,954</td>
<td>104,804</td>
<td>468,188</td>
<td>14,366,535</td>
<td>16,705,678</td>
<td>(2,339,144)</td>
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<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td><strong>Total Contracting</strong></td>
<td>6,983,817</td>
<td>26,075</td>
<td>51,193</td>
<td>1,216,344</td>
<td>3,030,930</td>
<td>12,791</td>
<td>-</td>
<td>4,337,334</td>
<td>4,073,893</td>
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<td><strong>Total Materials &amp; Services</strong></td>
<td>2,848,535</td>
<td>555,910</td>
<td>85,036</td>
<td>955,943</td>
<td>54,564</td>
<td>998</td>
<td>4,936</td>
<td>1,657,387</td>
<td>1,661,645</td>
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<td><strong>Total Capital Outlay</strong></td>
<td>3,545,524</td>
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<td>-</td>
<td>451,783</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>451,783</td>
<td>2,068,222</td>
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<td><strong>Total Debt Service</strong></td>
<td>141,617</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>22,882</td>
<td>-</td>
<td>22,882</td>
<td>82,610</td>
<td>(59,728)</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>21,929,511</td>
<td>1,901,087</td>
<td>501,299</td>
<td>4,844,433</td>
<td>3,698,742</td>
<td>13,789</td>
<td>27,818</td>
<td>10,987,168</td>
<td>12,792,215</td>
<td>(1,805,047)</td>
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<tr>
<td><strong>Net Profit</strong></td>
<td>167,965</td>
<td>24,457</td>
<td>384,364</td>
<td>(726,059)</td>
<td>(322,416)</td>
<td>66,363</td>
<td>88,389</td>
<td>(484,902)</td>
<td>97,980</td>
<td>(582,882)</td>
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<td><strong>Total Working Capital &amp; Net Position</strong></td>
<td>3,983,449</td>
<td>311,480</td>
<td>854,735</td>
<td>1,784,555</td>
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<td>91,015</td>
<td>440,370</td>
<td>3,379,367</td>
<td>3,913,464</td>
<td>(534,097)</td>
</tr>
</tbody>
</table>

Department Actual YTD Expense Compared To Prorated Department Expense Budget

|                          | 107% | 73% | 72% | 105% | 0% | 54% | 86% |

FOR THE PERIOD ENDING

July 1 through January 31, 2020

---

**Attachment B**
### Capacity Fund Balance as of January 31, 2020

**Prior Year Carry Forward**  
41,081.04

**Current Year Contributions**

- Deschutes County: 19,555.00
- Jefferson County: 3,109.00
- Crook County: 3,779.00
- City of Culver: 440.00
- City of Prineville: 2,979.00
- City of La Pine: 548.00
- City of Metolius: 220.00
- City of Sisters: 811.00
- City of Madras: 1,888.00
- City of Redmond: 8,886.00
- City of Bend: 26,633.00
- Confederated Tribes of Warm Springs: -

**Total FY19-20 Contributions**: 68,648.00

**Total Funds Available FY19-20**: 109,729.04

**FY 19-20 Expenditures**

- Project and Program Development for Executive Director: $12,500.00  
  **Notes**: Perm Allocation  
  **Date Approved**: 06/03/2019
- CED Department Regional Admin and match requirements: $40,000.00

**Total FY19-20 Expenditures**: $52,500.00

**Projected Balance at Year End**: 57,229.04

### Capacity Fund Considerations

- **Other Criteria**
  - Creates economies of scale
  - Leverages additional resources
  - Supports regional coordination

- **The proposed project is appropriate for COIC**

- **The project falls within the scope of the COIC purpose statements**

- **The project is of regional significance**
ECONOMIC DEVELOPMENT ADMINISTRATION PROGRAM

INCOME STATEMENT:

REVENUE:
- Note interest payments $39,879.23
- Late payment penalties 331.15
- Investment earnings 12,944.09
Total Revenues: $53,154.47

EXPENDITURES:
- Charges for services 21,082.74
Total Expenditures: 21,082.74

Revenue over/(under) expenditures $32,071.73

CASH FLOW STATEMENT:

Cash beginning balance 7/01/2019: $815,856.17

INFLOWS:
- Note principal repayments $102,944.72
- Note interest payments $46,753.86
- Note interest payments - accrued prior year 4,041.07
Total interest payments: $50,794.93
- Penalty/loan fees 372.40
- Investment earnings 12,944.09
Total inflows: $167,056.14

OUTFLOWS:
- Charges for services 26,081.98
- Refund loan overpayments 88.27
- Loans advanced -
Total outflows: 26,170.25

Net of Inflows & Outflows: 140,885.89

Cash ending balance 1/31/2020: $956,742.06
## EDA PORTFOLIO

### NOTES RECEIVABLE

<table>
<thead>
<tr>
<th>Loan</th>
<th>Beginning Balance</th>
<th>Advances</th>
<th>Principal Repayment</th>
<th>Ending Balance</th>
<th>Interest Payments</th>
<th>Late Pmt. Penalties</th>
<th>Loan Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stringham Investments, LLC</td>
<td>85,647.08</td>
<td>5,670.00</td>
<td>79,977.08</td>
<td>3,395.35</td>
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</tr>
<tr>
<td>LOHA Investments dba Marshall’s Auto</td>
<td>12,210.82</td>
<td>1,019.43</td>
<td>11,191.39</td>
<td>422.17</td>
<td>42.40</td>
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<tr>
<td>Cascade Rack, LLC</td>
<td>83,895.74</td>
<td>8,374.87</td>
<td>75,520.87</td>
<td>3,595.13</td>
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<tr>
<td>David Flier</td>
<td>158,509.89</td>
<td>7,842.92</td>
<td>150,666.97</td>
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<td>ILA Grace dba Dana Signs</td>
<td>83,548.01</td>
<td>4,987.12</td>
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<td>2,812.88</td>
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<tr>
<td>The Meat Locker</td>
<td>108,041.99</td>
<td>9,539.18</td>
<td>98,502.81</td>
<td>4,902.34</td>
<td>0.00</td>
<td>0.00</td>
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</tr>
<tr>
<td>Strictly Organic Coffee Co.</td>
<td>91,622.85</td>
<td>1,905.24</td>
<td>89,717.61</td>
<td>3,581.01</td>
<td>288.75</td>
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<tr>
<td>Warm Hearts, LLC</td>
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<td>319,336.64</td>
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<tr>
<td>Shawn Heather Armstrong/Panacea</td>
<td>218,630.41</td>
<td>4,778.18</td>
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**TOTAL NOTES RECEIVABLE:**

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<th>7/1/2019</th>
<th>07/01/2019 to 1/31/2020</th>
<th>1/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>1,178,552.91</td>
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<tr>
<td>Increases</td>
<td>61,226.42</td>
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<tr>
<td>Decreases</td>
<td>43,920.30</td>
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<td>Write-Off</td>
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<td>331.15</td>
</tr>
<tr>
<td>Ending Balance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### RECEIVABLES:

- **Note interest:**
  - 4,041.07
  - 4,041.07
- **Due from COIC General Fund:**
  - 48,659.71
  - 48,659.71

**TOTAL RECEIVABLE:**

<table>
<thead>
<tr>
<th>7/1/2019</th>
<th>07/01/2019 to 1/31/2020</th>
<th>1/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
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<td>-</td>
<td></td>
</tr>
<tr>
<td>Decreases</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Write-Off</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Ending Balance</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

### ACCOUNTS PAYABLE

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<tr>
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<th>07/01/2019 to 1/31/2020</th>
<th>1/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
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<td>-</td>
</tr>
<tr>
<td>Increases</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Decreases</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Write-Off</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Ending Balance</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

### CASH

<table>
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<tr>
<th>7/1/2019</th>
<th>07/01/2019 to 1/31/2020</th>
<th>1/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>815,856.17</td>
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</tr>
<tr>
<td>Increases</td>
<td></td>
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</tr>
<tr>
<td>Decreases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Write-Off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ending Balance</td>
<td>2,041,996.82</td>
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</tr>
</tbody>
</table>

**PORTFOLIO BALANCE**

2,041,996.82
CENTRAL OREGON INTERGOVERNMENTAL COUNCIL
FISCAL YEAR: JULY 1, 2019 - JUNE 30, 2020
REPORT DATE: JULY 1, 2019 - JANUARY 31, 2020

INTERMEDIARY RELENDING PROGRAM

INCOME STATEMENT:

REVENUE:
Note interest payments $ 33,248.79
Late payment penalties -
Loan packaging fees -
Investment earnings 110.59
Total Revenues: $ 33,359.38

EXPENDITURES:
Charges for services 20,569.31
USDA IRP Note interest 5,302.46
Total Expenditures: 25,871.77

Revenue over/(under) expenditures $ 7,487.61

CASH FLOW STATEMENT:

Cash beginning balance 7/01/2019: $ 623,105.66

INFLOWs:
Note principal repayments $ 23,820.28
Note interest payments 33,248.79
Note interest payments - accrued prior year 4,027.46
Penalty/loan fees -
Loan fee deposits -
Investment earnings 110.59
Total Inflows: 61,207.12

OUTFLOWS:
Charges for services 25,329.71
USDA Note payment - principal -
USDA Note payment - interest -
Loan fees -
Refund of loan overpayments 76.02
Total Outflows: 25,405.73

Net of Inflows & Outflows: $ 35,801.39

Cash ending balance 1/31/2020: $ 658,907.05
### NOTES RECEIVABLE

<table>
<thead>
<tr>
<th>Notes Receivable</th>
<th>Beginning Balance</th>
<th>Principal Advances</th>
<th>Principal Repayment</th>
<th>Ending Balance</th>
<th>Interest Payments</th>
<th>Late Pmt. Penalties</th>
<th>Loan Fees</th>
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</thead>
<tbody>
<tr>
<td>Madras Point/Triple L Pizza</td>
<td>175,621.94</td>
<td>7,946.21</td>
<td>167,675.73</td>
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<tr>
<td>Sean S &amp; Onya K Remer</td>
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<td>974.29</td>
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<td>1,974.35</td>
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<td>Jamie &amp; Angel Roscoe-Cowboy Dinner Tree</td>
<td>173,643.55</td>
<td>3,690.67</td>
<td>169,952.88</td>
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<tr>
<td>Shawn Heather Armstrong/Panacea</td>
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<td>4,009.32</td>
<td>214,004.84</td>
<td>7,400.76</td>
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<tr>
<td>RJL Venture Mgmt dba Ace Hardware Newport</td>
<td>94,468.23</td>
<td>3,755.02</td>
<td>90,713.21</td>
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<td>Bradley Forseth dba Sunrise Pool &amp; Patio</td>
<td>248,143.84</td>
<td>3,444.77</td>
<td>244,699.07</td>
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<td><strong>TOTAL NOTES RECEIVABLE:</strong></td>
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### OTHER RECEIVABLES

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<th>Other Receivables</th>
<th>Beginning Balance</th>
<th>Increases</th>
<th>Decreases</th>
<th>Write-Off</th>
<th>Ending Balance</th>
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<tbody>
<tr>
<td>Interest</td>
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<td>Closing Costs</td>
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<tr>
<td>Loan Processing Fees</td>
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<tr>
<td><strong>TOTAL OTHER RECEIVABLES:</strong></td>
<td><strong>4,027.46</strong></td>
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<td><strong>4,027.46</strong></td>
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<td><strong>0.00</strong></td>
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### PAYABLES

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<th>Payables</th>
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<th>Decreases</th>
<th>Write-Off</th>
<th>Ending Balance</th>
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<tr>
<td>Due to COIC General Fund</td>
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<td>4,760.40</td>
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<td>Accounts Payable (note overpayment)</td>
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<td>Rural Development Principal</td>
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<tr>
<td>Rural Development Interest</td>
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<td>8,101.27</td>
</tr>
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<td><strong>TOTAL PAYABLES:</strong></td>
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<td><strong>5,302.46</strong></td>
<td><strong>4,836.42</strong></td>
<td><strong>0.00</strong></td>
<td><strong>908,287.04</strong></td>
</tr>
</tbody>
</table>

### CASH

| CASH                                                   | 623,105.66        | 658,907.05 |

### PORTFOLIO BALANCE

| Portfolio Balance                                     | 672,355.61        | 679,843.22 |
LOCAL JOB CREATION PROGRAM

INCOME STATEMENT:

REVENUE:
- Note interest payments $704.10
- Penalty/loan fees -
- Investment earnings $1,226.91

Total Revenues: $1,931.01

EXPENDITURES:
- Charges for services $1,931.01

Total Expenditures: $1,931.01

Revenue over/(under) expenditures $-

CASH FLOW STATEMENT:

Cash beginning balance 7/01/2019 $81,287.46

INFLOWS:
- Note principal repayments $7,376.07
- Note interest payments 704.10
- Investment earnings 1,226.91

$9,307.08

OUTFLOWS:
- Charges for services $1,931.01
- Loans advanced -

$1,931.01

Net of Inflows & Outflows: $7,376.07

Cash ending balance 1/31/2020: $88,663.53

PORTFOLIO:

Cash $88,663.53
Note Receivable - COIC Intermodal Transit Center 25,509.65

Portfolio Balance 1/31/2020 $114,173.18
STAFF REPORT

I. COMMUNITY AND ECONOMIC DEVELOPMENT
II. EMPLOYMENT AND TRAINING
III. TRANSPORTATION

I. COMMUNITY AND ECONOMIC DEVELOPMENT

Regional Board Administration

Central Oregon Area Commission on Transportation (COACT)
The next meeting of COACT will be March 14, 2020 and the agenda, materials, and presentations will be posted to the COACT website: https://www.coic.org/community-development/central-oregon-area-commission-on-transportation/

Regional Planning

Deschutes Basin Water Collaborative (DBWC)
The full DBWC Working Group met to review the draft DBWC Charter on February 12 from 1-3pm at Redmond City Hall. The group was large and engaged and provided a plethora of feedback for DBWC staff and the Planning Team to consider. The Planning Team met on February 21 to begin the process of reviewing and responding to the interests of dozens of stakeholder organizations.

Housing for All (H4A)
H4A kicked off a monthly informative newsletter. Brink Communications, the consulting firm hired by H4A to help with messaging, has completed our draft Strategic Communications Plan. On March 16th, H4A’s full-day workshop on housing and homelessness in Central Oregon will take place at Redmond City Hall. Attendees will hear from Oregon Housing and Community Services, the Oregon Housing Alliance, and a panel of local voices on the tools that cities and organizations in our region are using to promote housing development. In addition, Housing for All will be kicking off a housing campaign based on the findings of the Regional Housing Needs Assessment, and a small grants program to support the organizations doing housing and homelessness work. We strongly encourage COIC Board members to attend. If you are interested, you may register on Eventbrite here.

Local Food Systems
COIC has selected a contractor to serve as the Wholesale Production Coordinator under our USDA Rural Business Development Grant. Sydney DeLuna is the former General Manager of The Redd in Portland, and comes with a wealth of experience and expertise in local food systems, wholesale operations, and sales. She will work on behalf of 14-15 local food producers and in close partnership with local distributors, to
help create more opportunities for local food sales to Central Oregon Wholesale buyers, including restaurants, grocery stores, and institutions (schools, hospitals, etc.). She will also work with local producers to communicate and monitor food safety standards, identify current production gaps, and produce new promotional materials.

**Economic Development Activities**

**Rural Capacity Program**

**Metolius:** COIC worked with the Metolius Vision Steering Team to continue outreach and engagement efforts, currently focused on a community survey. COIC facilitated another steering team meeting on February 20th, to discuss best methods of outreach to the local Latino community, plan a town hall meeting slated for April, and review survey responses to date. Community outreach and engagement will continue through June.

**Sisters:** COIC continues to facilitate quarterly meetings of the Sisters Vision Implementation Team, focused on collaboratively implementing the vision strategies outlined in the Vision Action Plan. COIC also updated the vision website to include a new calendar feature, and works with community partners to author and publish a monthly vision column in the Sisters Nugget Newspaper. In addition, COIC participates in and/or facilitates a number of small groups.

**Madras Downtown Association:** The Madras Downtown Association completed the first draft of their strategic plan, and has new finance and development subcommittees. COIC continues to support the MDA with organizational development and staff support for the 5th Street Co-op.

**Related - Madras Small Business Feasibility Study:** COIC applied to the Economic Development Administration requesting $25,000 in funds to support an overall $55,000 project. We are awaiting word from the EDA on this pending application.

**Prineville:** COIC met with members of the Prineville Downtown Association Board in early February. The PDA would like COIC to support their strategic plan process, and assist with building a funding strategy. PDA has also asked COIC to assist with their outreach and engagement efforts.

**La Pine:** COIC is currently working with the La Pine Park and Recreation District to develop a funding strategy for their master plan. COIC met with LPRD staff and board members on February 19th, to present initial research on available opportunities and determine next steps.

**Culver:** COIC met with the Culver steering committee on February 6th to refine and confirm the strategies for each identified Goal Area in the Strategic Plan. COIC then developed a survey to engage the public in prioritizing those strategies. The City is in the early stages of circulating that survey, which will be available through the month of March.
Natural Resource Activities

Central Oregon Forest Stewardship Foundation
The Central Oregon Forest Stewardship Foundation is taking a first step toward answering questions regarding when, where, and how to best undertake dry forest restoration on steep terrain. Current Forest Service policies hamper restoration of forest stands steep slopes, defined as greater than 35%, by prohibiting the use of ground-based harvesting systems. This increases harvesting costs and renders restoration work cost preclusive, leaving dry forests on steep terrain primed to carry wildfire.

These policies were developed in the ‘70s to addresses concerns regarding soil impacts from heavy equipment. Technology has changed significantly since the ‘70s, as have the health and resilience of Federal Forests. With the goal of addressing landscape-scale barriers to forest restoration, COFSF is designing a pilot project that will collect the data needed to answer key questions regarding the impacts of using today’s ground-based harvesting equipment on dry soils steep. This is the first phase of a three-part project. The second phase will be implementing the pilot project. The third will be exploring policy changes. This work is funded by state’s Federal Forest Restoration Program’s Technical Assistance and Science Support program.

Deschutes Collaborative Forest Project
The Deschutes Collaborative Forest Project’s Restoration Planning Subcommittee is developing consensus-based agreements on lodgepole pine restoration. Lodgepole pine climax forest types comprise a large percentage of the Deschutes National Forest and are an economically valuable species. They are also favored for use as firewood as well as posts and poles. In February, heard from Pete Caligiuri of The Nature Conservancy shared an in-depth literature review of Central Oregon lodgepole pine with the RPSC, sharing that lodgepole can be categorized into four distinct climax forest types. The RPSC’s future recommendations will need to reflect this ecological complexity.

Ochoco Forest Restoration Collaborative
The Ochoco Forest Restoration Collaborative heard an update from the Ochoco National Forest on the Forest Service’s Forest Products Modernization effort. This Forest Service initiative involves reviewing long-standing practices developed in the 1970s to identify potential efficiencies and also updating handbooks to reflect current law and science. The Forest also shared information on its 2020 program of work, including timber targets and upcoming projects.

Ochoco Trails
CED Manager Scott Aycock officially handed this project to Shelby Knight, independent contractor, as of the February meeting. COIC is now primarily managing the contract for facilitation and coordination of the Ochoco Trails group, which is currently focusing on building a sustainable trails proposal for the Crooked River National Grasslands.
II. EMPLOYMENT AND TRAINING

Central Sub-region Adult Programs

WIOA Annual Monitoring
EC Works conducted an annual review of our Adult Program participant files on

Youth Education Programs:

Youth Education Programs - February 21, 2020
Because the classroom side of the COIC alternative education program is primarily tasked with GED attainment or diploma, monthly board reports highlight the numbers of youth served and their GEDs or diplomas earned to date. Table 1 shows enrollment, GED and diploma outcomes. GED tests scheduled is an indicator of GED's nearly earned.

The current pace of enrollment is down around 9% overall from last year. GED and Diploma outcomes are down 25% from last year. There are more tests scheduled (42), however, which indicates that there are still a number of GEDs that are nearly earned. This overall decline is related to fewer referrals from the Bend area high schools and can be attributed to two factors: (1) Bend area middle schools and high schools have been successful in remediating marginalized youth; (2) some Bend high schools have initiated their own GED programs and are keeping their youth most likely to pass the GED exam. In other words, increasingly challenging youth are being referred to COIC at a slower rate. Nonetheless, COIC staff continue to excel in their patient instruction of the most vulnerable youth in Central Oregon. However, it should also be noted that the drone program in Prineville has one youth who has earned their FAA Unmanned Arial System (UAS) license and two more who are close to passing their exams.

That the current decline in GEDs in the Bend program can be attributed to the lower academic skills of the youth referred is evidenced in Table 2 which shows the marked decline since 2017 in average GED pre-score from 151 to 148. Average Math pre-score dropped from 148 to 145. COIC experience is that a pre-score above 150 indicates readiness to pass the actual exam; scores below 150 are not ready. Keep in mind that the overall average is a composite of Math, Language Arts, Social Studies and Science and that many youth have individual scores as low as 135 and still have an average of 150 or better! A rule of thumb for math remediation is 1 month instruction to improve 1 point. As a final note, the current woefully low average pre-scores in La Pine and consistently low pre-scores of Prineville amply describe the teaching challenge – the successful outcomes represent lives turned around. And historically, the final GED and diploma outcomes in June are around three times those in January.

Table 2 shows the total average GED pre-scores and the average math GED pre-score by classroom since 2017.
Table 1  
Students Referred to COIC from September-February and Outcomes (Numbers in parentheses () are those reported last year at this time; numbers in brackets [ ] are from the February 2019 report)

<table>
<thead>
<tr>
<th>Classroom</th>
<th># Students referred for GED</th>
<th># Students referred for Credit to Diploma</th>
<th>Total # referred</th>
<th>GED finished</th>
<th>HS Graduates</th>
<th>GED Tests Scheduled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bend</td>
<td>190 (211)</td>
<td>8 (25) [43]</td>
<td>198 (236)</td>
<td>53 (81)</td>
<td>9 (19) [24]</td>
<td>33 (32) [25]</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prineville</td>
<td>42 (50) [54]</td>
<td>1 (1) [0]</td>
<td>43 (51) [54]</td>
<td>15 (10) [9]</td>
<td>-</td>
<td>1 (2) [1]</td>
</tr>
<tr>
<td>Total</td>
<td>313 (329)</td>
<td>23 (41) [69]</td>
<td>336 (370)</td>
<td>(102) [111]</td>
<td>(19) [24]</td>
<td>42 (40) [31]</td>
</tr>
</tbody>
</table>

Table 2  
The first number is the average pre-score of all areas – Math, Language Arts, Science and Social Studies. The second number is the average pre-score for Math only. Math is the most difficult section to pass.

Average GED Pre-scores by School Year

<table>
<thead>
<tr>
<th>Classroom</th>
<th>2017-2018</th>
<th>2018-2019</th>
<th>2019-2020 (to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bend</td>
<td>151 / 148</td>
<td>151 / 148</td>
<td>148 / 145</td>
</tr>
<tr>
<td>La Pine</td>
<td>149 / 146</td>
<td>145 / 142</td>
<td>142 / 140</td>
</tr>
<tr>
<td>Redmond</td>
<td>147 / 143</td>
<td>147 / 143</td>
<td>147 / 143</td>
</tr>
<tr>
<td>Prineville</td>
<td>144 / 143</td>
<td>144 / 141</td>
<td>145 / 141</td>
</tr>
</tbody>
</table>

Central Sub-region Adult Programs

DHS Contract and WorkSource Partnerships:

COIC currently has 2.8 full time employment counselors who work under the DHS/Jobs contract serving all of Central Oregon. Prineville, Madras, and Warm Springs have the highest number of individuals receiving DHS benefits in all of Central Oregon. COIC Employment Counselors provide employment related services such as, Life Skills (Soft Skills) Classes, Supportive Work activities, Work Experience opportunities and one-on-one coaching in these communities two days per week in each location. Services are specifically for DHS clients receiving TANF (Temporary Assistance for Needy Families) who have been referred to us per our contract.

The Adult Program Manager, Dana Dunlap had the opportunity to spend the day with the Department of Human Services Self Sufficiency Program Manager, Rena Gibney and visit the DHS offices in Prineville, Madras, and Warm Springs. The purpose of this day was to build relationships with DHS Family Coaches and Branch Managers and
learn more about the needs of their clients in these communities. Dana shared success stories from each of the cities and discussed the opportunity for additional braided funding resources available in addition, to DHS programs that support the goal of preparing clients for the workforce. After hearing about the unique needs in these communities, WIOA funding resources such as, On-the-Job Training, scholarship opportunities and support services were discussed and COIC staff contact information was provided.

In an effort to build a better collaboration in these rural areas, the DHS Branch Managers invited COIC staff to attend monthly staff meetings to educate their staff about additional WorkSource resources. A need was also expressed for more collaboration between the Oregon Employment Department staff and DHS staff. As a result, Dana and the new OED Manager for the Redmond, Prineville and Madras locations will attend staff meetings in all 3 branches over the next couple of months.

**Future Ready Grant through ECWorks:**

This is a state grant through ECWorks to provide support to adults in the Warm Springs community obtain their GED. In partnership with COCC and Tribal WIOA, COIC dually enrolled over two dozen adults since the beginning of the program year and one person has successfully obtained their GED. Some participants have dropped out, while others continue to meet and/or work towards milestones and ultimately obtain their GED. We’ve worked closely with ECWorks to raise the attendance and GED completion rate by offering an increased monetary gift card to local or nearby stores.

State unemployment rate posted 12.19.19 was at 3.7%

*Unemployment data obtained February 21, 2020.*

**Deschutes County:**
3.7% unemployment / 819 job listings through the Employment Department

**Crook County:**
5.2% unemployment / 52 job listings through the Employment Department

**Jefferson County**
4.8% unemployment / 69 job listings through the Employment Department

This information is available at [https://www.qualityinfo.org/east-cascades](https://www.qualityinfo.org/east-cascades) and [https://www.oregon.gov/employ](https://www.oregon.gov/employ)
III. TRANSPORTATION

Cascades East Transit (CET)

Grants:
- Staff are working with Parametrix (consulting firm) on the Klamath Falls Feasibility Study.

Operations Update:
- Staff conducted a full inventory of bus stops across the region and reached out to property owners for permission to post permanent signage at Community Connector stop locations, which will increase CET’s visibility and improve customer experience.
- Route and schedule Information displays were installed at Community Connector bus shelters and inside the new kiosk at the Redmond Transit Hub.
- A permanent bus stop sign was placed at the Walmart stop in Redmond.

Recreational Service:
- Staff continue to promote the Mt. Bachelor service by posting schedules and information at Hawthorne Station, the Mt. Bachelor Park & Ride, and on CET’s website and social media platforms.
- In January, the Mt. Bachelor Winter Shuttle had its highest ridership since statistics were collected in 2013. Historically, CET has operated this service on a 4-bus schedule on average, but this season the service operates on a 5-bus schedule. The increase in frequency and convenience has contributed to the increase in ridership.

Transit Master Plan Update:
- Staff held the remaining local Technical Advisory Committee meetings for Bend and La Pine in February to review transit service and capital plans:
- Community members will have an opportunity to weigh in on these plans through a Virtual Workshop from January 29 through March 3 on the project website at www.CETTransitPlan.com.
- A total of 36 Regional Public Transportation Advisory Committee applications were received in early February. Staff summarized the applications and convened a scoring committee to review and rank applicants.
Statewide Transportation Improvement Fund (STIF)

- To celebrate the launch of Saturday service, CET offered free rides each Saturday in February. Additionally, CET and Commute Options staff hosted events on February 1 at Hawthorne Station from 9 - 11 am and the Redmond Transit Hub from 12 - 2 pm to encourage riders to try the new service.
- CET met with La Pine and Sunriver community partners on Monday, February 10 from 2 - 3 pm at La Pine City Hall to discuss the summer shuttle service and ensure the proposed route time points align with work schedules.
- Staff presented proposed City of Redmond Deviated Flex-Route scenarios for public feedback during a February 6 open house event at City Hall.
- Vehicles are being procured for new services starting in 2021.

CET Travel Training Program:

- Outreach staff continues to work with seniors and people with disabilities across our region to encourage the use of transit for shopping and medical trips.
- Staff presented travel training and service updates during the Deschutes County IDD Department all-staff meeting on February 19.
- Staff attended the “Experience RPA” event on February 19 to engage with current and potential students, staff, and parents about CET services.

Outreach and Engagement:

- Staff developed “How to Ride Guides” for Group Pass Partners Heart of Oregon and Deschutes County to increase awareness of CET service offerings among participants.
- The following partner and stakeholder meetings were attended:
  - Central Oregon Coalition on Access (COCA)
  - Citywide Transportation Advisory Committee (CTAC) – City of Bend
  - OSU-Cascades
  - Council on Aging
  - Deschutes County
  - Employment First
  - Bend MPO
  - Deschutes County Intellectual/Developmental Disability Department
  - Oregon Transit Association Board
  - Sunriver Chamber of Commerce
  - Heart of Oregon
  - Commute Options
  - CET Master Transit Plan TAC meetings
  - Opportunity Foundation
**CET Statistics:**
- Incidents: 0
- Non-preventable accidents: 2
- Preventable accidents: 1
- Injuries: 1
- Total complaints: 28
- Total compliments: 5

**Total Ridership:** 70,856 (+15.8%) increase from last year (January 2019 and January 2020)
The increase in ridership can be attributed to increased Community Connector and Recreation Service ridership.
**Demand Response Ridership:** 7,549 (-0.5%) decrease from last year.

**Bend Fixed-Route:** 32,225 (+7%) increase from last year. Ridership on Routes 1, 2, 3, 4, 5, 6, and 10 all increased.
**Community Connector:** 11,790 (+28.5%) increase from last year. 
Highest ridership in December since statistics started being collected in 2013.

![Community Connector Ridership Chart]

**Recreation Services:** 16,863 (+18%) increase from last year. 
The Mt. Bachelor Winter Shuttle had its highest ridership since statistics started being collected in 2013.

![Recreation Service Ridership Chart]
### Cascades East Transit Monthly Management Report

**January 2020**

#### Ridership

<table>
<thead>
<tr>
<th>Service</th>
<th>Total Rides</th>
<th>% Change over last December</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand Response</td>
<td>7,549</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Bend Fixed Route</td>
<td>32,225</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Community Connector</td>
<td>11,790</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Recreation Service</td>
<td>16,863</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Deviated Service</td>
<td>2,429</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total Rides</td>
<td>70,856</td>
<td>12.2%</td>
<td></td>
</tr>
</tbody>
</table>

#### Elderly/Disabled Riders

<table>
<thead>
<tr>
<th>Service</th>
<th>Total Rides</th>
<th>% Change over last December</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand Response</td>
<td>5,606</td>
<td>17.8%</td>
<td></td>
</tr>
<tr>
<td>Bend Fixed Route</td>
<td>13,190</td>
<td>17.8%</td>
<td></td>
</tr>
<tr>
<td>Community Connector</td>
<td>1,495</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Recreation Service</td>
<td>1,203</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Deviated Service</td>
<td>0</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total Rides</td>
<td>20,291</td>
<td>12.7%</td>
<td></td>
</tr>
</tbody>
</table>

#### Service Delivery & Performance Data

<table>
<thead>
<tr>
<th>Service</th>
<th>Bend DAR</th>
<th>Rural DAR</th>
<th>Fixed Route</th>
<th>Comm. Conctr</th>
<th>Deviated Service</th>
<th>Mountain Service</th>
<th>Lava Butte</th>
<th>Ride the River</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Hours</td>
<td>1,437.0</td>
<td>1,215.8</td>
<td>2,537.8</td>
<td>1,061.2</td>
<td>146.9</td>
<td>1,149.9</td>
<td>0.0</td>
<td>0.0</td>
<td>7,549</td>
</tr>
<tr>
<td>Revenue Miles</td>
<td>16,568</td>
<td>13,223</td>
<td>33,275</td>
<td>32,146</td>
<td>2,534</td>
<td>29,077</td>
<td>0.0</td>
<td>0.0</td>
<td>126,823</td>
</tr>
<tr>
<td>Rides/ Revenue Hour</td>
<td>2.6</td>
<td>3.2</td>
<td>12.7</td>
<td>11.1</td>
<td>16.5</td>
<td>14.7</td>
<td>0.0</td>
<td>0.0</td>
<td>9.4</td>
</tr>
</tbody>
</table>

#### Service Days

<table>
<thead>
<tr>
<th>Weekdays</th>
<th>Weekends</th>
<th>Maj. Holidays w/ Serv Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

#### Safety & Security

<table>
<thead>
<tr>
<th>Incidents</th>
<th>Non-Prev Accidents</th>
<th>Prev. Accidents</th>
<th>Injuries</th>
<th>DAR van hit a parked vehicle in lot</th>
<th>Passenger loss balance on bus, and hit head</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>(1) On 1/14/2020 CET bus was rear-ended at RxR Crossing. (2) CET bus was tapped from behind from passenger vehicle</td>
<td></td>
</tr>
</tbody>
</table>

#### Cumulative Operations Financial Data (January '20 Fiscal Year To Date)

<table>
<thead>
<tr>
<th>Service</th>
<th>Bend DAR</th>
<th>Rural DAR</th>
<th>Fixed Route</th>
<th>Comm. Conctr</th>
<th>Mtn. Service</th>
<th>Ride the River</th>
<th>Lava Butte</th>
<th>Warm Springs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Contract Cost (hours)</td>
<td>$62,210</td>
<td>$0</td>
<td>$125,456</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$187,666</td>
</tr>
<tr>
<td>Gen Admin Cost (hours)</td>
<td>$29,188</td>
<td>$96,127</td>
<td>$38,862</td>
<td>$77,790</td>
<td>$17,595</td>
<td>$1,973</td>
<td>$5,399</td>
<td>$16,212</td>
<td>$303,145</td>
</tr>
<tr>
<td>Driver Cost (hours)</td>
<td>$289,770</td>
<td>$310,402</td>
<td>$584,366</td>
<td>$251,191</td>
<td>$72,819</td>
<td>$34,750</td>
<td>$14,212</td>
<td>$56,326</td>
<td>$1,613,838</td>
</tr>
<tr>
<td>Other Ops Wages &amp; Benefits</td>
<td>$179,449</td>
<td>$216,911</td>
<td>$361,888</td>
<td>$175,534</td>
<td>$21,339</td>
<td>$10,274</td>
<td>$8,791</td>
<td>$35,039</td>
<td>$1,009,225</td>
</tr>
<tr>
<td>Fuel Cost (miles)</td>
<td>$42,017</td>
<td>$32,313</td>
<td>$96,973</td>
<td>$69,362</td>
<td>$16,952</td>
<td>$4,703</td>
<td>$2,602</td>
<td>$14,498</td>
<td>$279,420</td>
</tr>
<tr>
<td>Vehicle Maint. Cost (miles)</td>
<td>$18,888</td>
<td>$15,540</td>
<td>$43,592</td>
<td>$33,357</td>
<td>$10,370</td>
<td>$2,064</td>
<td>$160</td>
<td>$1,179</td>
<td>$125,150</td>
</tr>
<tr>
<td>Other Operating Costs (hours)</td>
<td>$42,521</td>
<td>$71,630</td>
<td>$85,750</td>
<td>$57,986</td>
<td>$6,386</td>
<td>$4,109</td>
<td>$5,196</td>
<td>$1,675</td>
<td>$275,234</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$664,043</td>
<td>$742,924</td>
<td>$1,356,877</td>
<td>$655,201</td>
<td>$145,461</td>
<td>$57,872</td>
<td>$36,360</td>
<td>$124,930</td>
<td>$3,793,677</td>
</tr>
</tbody>
</table>

#### Customer Service

<table>
<thead>
<tr>
<th>CET Calls Received</th>
<th>Total Complaints</th>
<th>CET ADA Denials</th>
<th>Total Complaints</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,065</td>
<td>28</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Complaints & Compliments (Jan '20)

| Major Holidays w/ No Service | 1 |
| Maj. Holidays w/Serv Sat     | 0 |
| Attachments                  | D |

#### Injury

| Injuries | 1 |

#### Other

| Non-Prev Accidents | 2 |
| Prev. Accidents    | 1 |
| Incidents          | 0 |
| Dar van hit parked vehicle in lot | |
| Passenger loss balance on bus and hit head | |

#### Other

| On 1/14/2020 CET bus was rear-ended at RxR Crossing. | |
| CET bus was tapped from behind from passenger vehicle | |

#### Financials

| Farebox Revenue | $31,890 |
| Cost/Ride      | $30,33  |
| Cost/Revenue Hour | $76,66 |
| % Farebox Recovery (ros) | 4.8% |

#### January '20 YTD Rides

<table>
<thead>
<tr>
<th>Bend DAR</th>
<th>Rural DAR</th>
<th>Fixed Route</th>
<th>Comm. Conctr</th>
<th>Mtn. Service</th>
<th>Ride the River</th>
<th>Lava Butte</th>
<th>Warm Springs</th>
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<td>$275,234</td>
<td>$1,675</td>
<td>$275,234</td>
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#### January '20 YTD Rev Hrs

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#### January '20 YTD Rev Miles

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### CET - Customer Concerns and Complaints by Service Type
#### Jan-20

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<th>CET Service</th>
<th>Missed Ride</th>
<th>Late Pickup or Drop Off</th>
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<th>Driver Concern</th>
<th>Dispatch/Scheduling Concern</th>
<th>CSR / Ride Center Concern</th>
<th>Program/Rule Concern</th>
<th>Vehicle Concern</th>
<th>Safety Concern</th>
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C:\Users\abreault\Downloads\Jan 2020 RM CCF Report
## Cascades East Ride Center

**Your Transportation Specialist**

### January 2020 Monthly Management Report

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<td>Total Outgoing Calls</td>
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<td>Average Incoming Calls Per Day</td>
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<td>Average Outgoing Calls Per Day</td>
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<td>Average Wait Time (minutes)</td>
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**Includes Non-covered service, not medicaid elig, not elig reimb, not closest provider.**

*** Includes same day and under 48 hour requests
## CERC COMPLAINTS

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COIC’s Public Transportation Agency Safety Plan  
Executive Summary  
March 2020

Starting in 2018, recipients of Federal Transit Administration 5307 funds are now required to create a Public Transportation Agency Safety Plan (PTASP). Transit agencies with a relatively small fleet size can choose the option of joining their State DOT’s larger plan. COIC decided to partner with ODOT and worked with their consultants to create a PTASP throughout 2019.

Purpose

The overall purpose of the plan is to develop the processes and procedures to implement Safety Management Systems (SMS).

The plan identifies Safety Performance Targets, in coordination with the local Metropolitan Planning Organization (Bend MPO), a Safety Management Policy, communication protocols, roles and responsibilities, a reporting process, and on-going performance monitoring and measurement.

Roles and Responsibilities

The plan has an Accountable Executive, (the agency’s Executive Director), who will work with the Chief Safety Officer, senior transit planner and administrative staff to adjust the PTASP as needed based on staff feedback, trends, and data analysis. The AE is vested with the primary responsibility for the activities of the transit agency and overall safety performance. The AE fulfills these responsibilities by providing the resources necessary to achieve PTASP goals and objectives by exercising the approval authority for system modifications as warranted. The AE also sets the agenda and facilitates the cooperative decision making of the management team.

The Chief Safety Officer will report directly to the AE to determine strategy, policy, and goals for maintaining safety and security for passengers, employees, and the general public. The CSO will monitor day-to-day operations and work with staff to identify and mitigate risk through evaluation, feedback, and data analysis.

Main Components of Plan

The plan details an Employee Safety Reporting Program, which outlines the actions required when involving a safety concern. The plan also outlines Hazard Identification procedures, risk assessment and mitigation, the accident review process, and on-going training.

Approval

COIC’s Public Transportation Agency Safety Plan is required to be adopted by the COIC Board before sending to ODOT for final integration into their plan.
Public Transportation Agency Safety Plan

February 2020
DRAFT FINAL
Table of Contents

Section 1. Transit Agency Information ................................................................. 5
General Information ............................................................................................. 5
Additional Facility Information ......................................................................... 5
Description of Services ....................................................................................... 6
  The following services are provided by COIC: .............................................. 7
  Cascades East Transit ......................................................................................... 7
  Bend Fixed Route Bus Service ......................................................................... 7
  Bend Dial-a-Ride .............................................................................................. 7
  Rural General Public Dial-a-Ride .................................................................... 7
  Community Connector Shuttles ....................................................................... 7
  Cascades East Transit Route 20 ....................................................................... 8
  Recreation and Visitor Transit ........................................................................ 8
Section 2. Plan Development, Approval, and Updates ...................................... 9
Section 3. Safety Performance Targets .............................................................. 10
Section 4. Safety Management Policy ............................................................... 11
Safety Management Policy Statement .............................................................. 11
Safety Management Policy Communication .................................................... 14
Authorities, Accountabilities, and Responsibilities ........................................... 14
  Accountable Executive (AE) .......................................................................... 14
  Chief Safety Officer (CSO) ........................................................................... 15
Roll of Staff to Develop and Manage Safety Management Systems (SMS) ........ 15
  Accountable Executive (AE) .......................................................................... 15
  Chief Safety Officer (CSO) ........................................................................... 15
  Senior Transit Planner .................................................................................... 15
  Managers ....................................................................................................... 16
  Supervisors ................................................................................................... 16
  Employees ..................................................................................................... 16
  Key Staff ....................................................................................................... 16
Employee Safety Reporting Program (ESRP) ...................................................... 16
  Immediate Action Required .......................................................................... 17
  Delayed Action Required ............................................................................. 17
  Role of Supervisor ......................................................................................... 18
COIC Responsibility .................................................................................. 18
Section 5. Safety Risk Management ................................................................ 20
Safety Hazard Identification ........................................................................ 20
  Personnel .................................................................................. 20
  Assets .................................................................................. 20
  System ............................................................................... 21
Hazard Identification Procedure ................................................................... 21
Safety Risk Assessment .............................................................................. 22
Safety Risk Mitigation .............................................................................. 23
Section 6. Safety Performance Monitoring and Measurement ...................... 24
Maintenance .................................................................................. 24
  Maintenance Standards and Procedures ...................................... 24
  Operator Inspections ................................................................ 24
  Daily Servicing and Inspections .................................................. 24
  Mileage-Based Maintenance Inspections ................................... 24
  Maintenance Inspections of Contracted Providers ...................... 24
Operations ................................................................................ 25
  Facility Monitoring .................................................................. 25
  Frequency ........................................................................... 25
  Reporting ............................................................................ 25
  Hazard Resolution .................................................................. 25
  Follow-up ............................................................................ 25
  Documentation ...................................................................... 25
Employee Hazard Reporting ...................................................................... 26
  Reporting Forms ..................................................................... 26
  Route/Operations Safety .......................................................... 26
Safety Events ................................................................................ 26
  Accident and Incident Reporting Process .................................. 26
  Notification .......................................................................... 26
  At-Scene Procedures ................................................................ 26
  Investigation ......................................................................... 27
Accident Review Process ......................................................................... 27
  Hazard Resolution .................................................................. 28
Follow-up .................................................................................................................. 28
Internal Reporting ..................................................................................................... 28
Documentation .......................................................................................................... 28
Performance Measures ............................................................................................ 28
Maintenance ............................................................................................................... 28
Operations .................................................................................................................. 29
Safety .......................................................................................................................... 29
7. Safety Promotion ................................................................................................... 29
Operator Selection ...................................................................................................... 29
  Hiring Practices ....................................................................................................... 29
Training ....................................................................................................................... 30
  Initial Bus Operator Training .................................................................................... 31
  Annual Training For All Bus Operators .................................................................. 32
  Initial Operation Supervisor Training .................................................................... 32
  Injury and Illness Prevention Training .................................................................... 33
  Emergency Response Planning and Coordination .................................................. 34
System Modification Design Review and Approval .................................................. 34
  General Process ....................................................................................................... 34
  Modification Design Review ................................................................................... 34
  Modification Design Approval ................................................................................ 35
  Monitoring ................................................................................................................ 35
  Documentation .......................................................................................................... 35
  Routes ......................................................................................................................... 35
Additional Information ............................................................................................... 36
Appendix ..................................................................................................................... 37
Section 1. Transit Agency Information

General Information
Central Oregon Intergovernmental Council  Accountable Executive: Tammy Baney, Exec. Dir.
Administrative Offices  Chief Safety Officer: Randall Moore
334 NE Hawthorne Ave.
Bend, OR 97701
541-548-8163 phone
541-923-3416 fax

Modes of Service:  Fixed Route Bus, Demand Response, Commuter Bus
FTA Funding Sources: FTA Sections 5307, 5311, 5310
Mode of Service Directly Provided:  Demand Response, Commuter Bus

COIC administers and manages transportation coordination and operations projects for the region, including the multiple County Dial-a-Ride services.

Additional Facility Information

Redmond – Cascades East Ride Center & CET Maintenance
343 East Antler Ave
Redmond, OR 97756

Bend - Bear Creek Facility
1250 Bear Creek Road
Bend, OR 97701
Description of Services

Central Oregon’s rapid population growth and increasing intercity commuter rates, coupled with increasing fuel costs and scarcity of government resources, indicate the need for regionally-coordinated transportation services to ensure the efficient, affordable, and safe movement of people, goods and services.

The overarching purpose of COIC’s transportation program is to strengthen regional transportation services and infrastructure through the development and implementation of regionally-based transportation plans, administration and operations, service coordination, and project development. A regional approach to transportation enhances efficiencies among transportation organizations and ensures regional connectivity for Central Oregon’s residents, businesses, and visitors.

Core Functions of COIC's Transportation Services:

- To identify regional transportation needs and objectives and develop long-term, coordinated plans to address them;
- To develop and administer regional transportation programs and inter-community transit systems, as identified in regional plans on a priority basis;
- To assist communities in the development and operation of intra-city transit, as needed;
- To ensure connectivity of intra- and inter-community transportation systems; and
- To provide technical support and project development assistance to local governments, organizations, and federal and state agencies to assist their transportation programs.

Specific Services:

Regional Planning
COIC provides transportation planning services for the region, with a specific focus on regional level multi-community transportation planning and the integration of regional transportation and economic development planning.

Administration and Operations
COIC administers and manages transportation coordination and operations projects for the region, including the County Dial-a-Ride programs. COIC will administer and manage public transit operations to support local jurisdictions as needed, with a specific focus on inter-community transportation services.

Facilitation and Coordination
COIC serves as a convener of stakeholders to facilitate regional collaboration and problem solving. COIC facilitates communication and planning among stakeholders, funders, and communities, and improves communications among jurisdictions.

Information and Project Development
COIC provides assistance to local governments, organizations, and state and federal government through the development and management of transportation projects. Activities include data collection
and monitoring; transportation assessments; and research and coordination of transportation financing options.

The following services are provided by COIC:

Cascades East Transit

Cascades East Transit (CET) is the public transportation service provider for Central Oregon. CET is operated by Central Oregon Intergovernmental Council, a Council of Governments organized under ORS 190 to provide services to Crook, Deschutes, and Jefferson Counties, as well as the Confederated Tribes of Warm Springs, and all Central Oregon smaller communities. CET operates maintenance facilities in Bend and Redmond as well as Hawthorne Station in Bend, the main bus station for the city, and the Redmond Transit Hub in Redmond. In addition to CET services, Hawthorne Station also serves intercity bus services like Greyhound. CET also operates a call center in Redmond, where the general public can call for information, schedule Dial-a-Ride trips, and leave comments about CET. CET offers six (6) primary types of service:

Bend Fixed Route Bus Service

CET provides fixed route bus service in Bend, the only Central Oregon community with local fixed route service. Bend fixed route services are provided on nine (9) routes, which terminate at the hub, Hawthorne Station. Bus service in Bend operates from 6:00 am to 7:30 pm Monday through Friday and on Saturdays from 7:30 am to 5:30 pm. Bus frequencies range from every 30 minutes to every 45 minutes Monday through Friday, with hourly service on Saturdays.

Bend Dial-a-Ride

Dial-a-Ride in Bend is a paratransit service providing rides to the disabled community and to low-income seniors who do not live near a fixed route bus stop. Riders must submit an application to become eligible to use Bend Dial-a-Ride. Bend Dial-a-Ride operates from 6:00 am to 7:30 pm Monday through Friday, 7:30 am to 5:30 pm on Saturday, and 8:30 am to 3:15 pm on Sunday. Rides may be scheduled up to 14 days in advance by calling CET’s call center from 7:00 am to 5:00 pm, Monday through Friday.

Rural General Public Dial-a-Ride

Dial-a-Ride service is also offered in La Pine, Redmond, Prineville, Sisters, and Madras as a local general public transit service, meaning that there are no eligibility criteria. There are no fixed routes, and rides must be scheduled in advance through the CET call center, in the same way as Bend Dial-a-Ride. Service areas typically conform to community city limits. Services are offered Monday through Friday with varying hours from community to community.

Community Connector Shuttles

Community Connector routes serve routes linking the major cities in Central Oregon. Routes include La Pine to Bend, Bend to Sisters, Bend to Redmond, Redmond to Sisters, Redmond to Prineville, Redmond to Madras (with additional service to Culver and Metolius), and Madras to Warm Springs. Community Connector Shuttles operate on a fixed schedule and serve limited, fixed stops. Community Connector service is offered daily from Monday through Friday, with some shuttles starting as early as 5:30 am and going as late as 7:30 pm.
Cascades East Transit Route 20

Route 20 is a hybrid transit service that combines characteristics of a commuter bus, a local fixed route bus, and demand-responsive service. Route 20 serves as a Community Connector bus when it travels between Warm Springs and Madras, and acts as a local bus running on defined routes in both communities. Additionally, passengers who call ahead can request to be picked up or dropped off anywhere within % of a mile of the route in Warm Springs or Madras.

Recreation and Visitor Transit

CET operates several seasonal recreation-focused transit routes in Deschutes County. In the summer months, CET provides bus transportation from the Lava Lands Visitor Center to the summit of Lava Butte in the Newberry National Volcanic Monument (part of the Deschutes National Forest). In Bend, summer recreational transit also includes the Ride the River shuttle service for recreationists floating the Deschutes River; and in the winter, CET partners with the Mount Bachelor ski area to provide service from Bend to the ski resort, with stops at snow parks for Nordic skiers, seven days a week.
Section 2. Plan Development, Approval, and Updates

<table>
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<th>Oregon Department of Transportation (RLS &amp; Associates) in cooperation with COIC.</th>
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<td>Date of Signature</td>
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**Version Number and Updates**

*Record the complete history of successive versions of this plan.*

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**Annual Review and Update of the Public Transportation Agency Safety Plan**

*Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.*

This PTASP is updated on an annual basis in the Spring, but modifications may happen at any time during the year. If a change is made to the Plan, COIC notifies all staff through daily communication methods, posted memos, and daily posted notifications. Depending on the significance of the change, immediate training may take place or incorporated into the annual training curriculum. Each revised plan will include a new version number and date.
Section 3. Safety Performance Targets

Safety Performance Targets

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.

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Safety Performance Target Coordination

Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.

Cascades East Transit and Bend’s Metropolitan Organization work closely together on planning efforts, funding mechanisms, and federal and state statutes. Bend MPO has listed the same Safety Performance Targets listed above within their current Unified Planning Work Program (UPWP), Metropolitan Transportation Improvement Program (MTIP), and Phase II of the Metropolitan Transportation Plan. Targets will be shared annually with the MPO.


Oregon Department of Transportation – annual sharing of safety performance targets to aid in the planning process

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Section 4. Safety Management Policy

Safety Management Policy Statement

Central Oregon Intergovernmental Council (COIC) strives to provide safe, reliable, comfortable, and innovative transportation options to every member of the Central Oregon community. The Public Transportation Agency Safety Plan (PTASP) has been developed to integrate safety into all COIC system operations. By using the procedures contained in the PTASP, COIC can continue to improve the safety and security of COIC’s operation and services.

This PTASP describes the policies, procedures, and requirements to be followed by management, maintenance, and operations personnel to provide a safe environment for COIC employees, customers, and the general public. The goal of this program is to eliminate the human and fiscal cost of avoidable personal injury and vehicle accidents.

Each department has a responsibility under the PTASP. Directors and managers shall provide the continuing support necessary to achieve the PTASP objectives. A key to the success of this effort is for employees to be aware that they are accountable for safely performing the requirements of their position. The success of the program also depends on all employees actively identifying potential hazards and making a commitment to the safety of others.

COIC must be aware that decisions and actions often affect the safety of those in other operations. By following the processes described in the PTASP, COIC will continue to improve performance and the safety of the system while creating a culture of safety.

COIC’s commitment is to:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as the attention to the results of the other management systems of the organization;

- **Integrate** the management of safety among the primary responsibilities of all managers and employees;

- **Clearly define** for all staff, managers, and employees alike, their accountabilities and responsibilities for the delivery of the organization’s safety performance and the performance of COIC’s safety management system;

- **Establish and operate** hazard identification and analysis, and safety risk evaluation activities—including an employee safety reporting program as a fundamental source for safety concerns and hazard identification—to eliminate or mitigate the safety risks of the consequences of hazards resulting from COIC operations or activities to a point which is consistent with an acceptable level of safety performance;
• **Ensure** that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;

• **Comply** with, and wherever possible exceed, legislative and regulatory requirements and standards;

• **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;

• **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;

• **Establish and measure** safety performance against realistic and data-driven safety performance indicators and safety performance targets;

• **Continually improve** safety performance through management processes that ensure that appropriate safety management action is taken and is effective; and

• **Ensure** externally supplied systems and services to support operations are delivered, meeting established safety performance standards.

COIC’s goals for safety are established as follows:

• Design, construct, test, and operate a transportation system that achieves an optimum level of safety, exceeding the safety performance of other transit districts of a similar size in the United States.

• Identify and evaluate, then eliminate or control hazards to employees, customers, and the general public.

• Meet or exceed all government and industry occupational health and safety standards and practices.

• Maximize the safety of future operations by affecting the design and procurement processes.

The objectives of the PTASP are the means to achieving its goals. They also provide a method of evaluating the effectiveness of COIC’s safety efforts. The PTASP objectives are:

• Integrate safety management and hazard control practices within each COIC department.

• Assign responsibilities for developing, updating, complying with, and enforcing safety policies, procedures, and requirements.
• Verify compliance with COIC safety policies, procedures, and requirements through performance evaluations, accident/incident trends, and internal audits.

• Investigate all accidents/incidents, including identifying and documenting the causes for the purpose of implementing corrective action to prevent a recurrence.

• Increase investigation and systematic documentation of near misses.

• Identify, analyze, and resolve safety hazards in a timely manner.

• Minimize system modifications during the operational phase by establishing and utilizing safety controls at system design and procurement phases.

• Ensure that system modifications do not create new hazards.

• Train employees and supervisors on the safety components of their job functions and the importance of practicing Safety Management Systems (SMS).

COIC takes these commitments seriously as the lives of COIC riders, employees, and the general public depends on COIC’s ability to operate in a culture of safety.

[Signature]
Accountable Executive

[Signature]
Date 2/13/2020
Safety Management Policy Communication

COIC realizes the importance of ensuring its employees and riders are aware of COIC safety management policies and procedures to effectively manage the system’s day to day operations. To do this, COIC relies on several forms of effective communication.

Employees: COIC is constantly evaluating existing policies and procedures to verify their effectiveness. To do this, COIC seeks input from all staff to determine if change is necessary based on trends, data analysis, operational changes, or new assets. Several methods are used to communicate policy and/or procedure changes, including:

- Employee memoranda through paycheck, daily manifest of work orders, agency meetings
- Bulletin board notices
- Employee email notification

COIC includes a training element for safety management policies impacting safety or service delivery. New policies and procedures are incorporated into orientation training for new employees as well.

Depending on the importance of the policy or procedure change, an acknowledgement signature is required of each employee verifying their understanding of the change.

Riders: If a rider policy is changed or added, it would require approval from the Central Oregon Intergovernmental Council Board and then COIC notifies riders through the following methods:

- Notice posted on vehicles and facilities, including effective date and whom to contact for more information;
- Changes to digital rider guidance including schedules and ride guides as appropriate;
- Public meetings;
- Social media; and
- Any services impacted by policies changes will include outreach as required by federal guidance.

Authorities, Accountabilities, and Responsibilities

As mentioned in the Safety Policy Statement, the ultimate authority for the success of this PTASP falls to the Accountable Executive (AE). The Chief Safety Officer (CSO), the administration and management team, as well as employees fulfilling their commitment to safety on a day-to-day basis support the AE. These two individuals will be responsible for following all applicable requirements and standards set forth in FTA’s 49 CFR Part 673.

Accountable Executive (AE): The AE will determine, based on feedback from senior staff, the level of Safety Management System principles to maintain to ensure a safe work environment, rider experience, and community safety. COIC’s AE is committed to providing employees with the tools and training needed to be successful and safe in their roles with COIC. The AE will continually strive to create a culture of safety among the employees, and COIC expects each employee to play a role in maintaining a safe workplace.
COIC’s AE will be responsible for developing an annual budget to provide the necessary funding to support training for new hires and experienced staff while also maintaining assets in a state of good repair (SGR) and/or replacing it, if it is no longer able to function as originally intended.

The current AE, Tammy Baney is also the COIC Executive Director and is responsible for implementation and changes to this plan.

Chief Safety Officer (CSO): COIC has concluded one CSO will be sufficient to manage the day-to-day adherence to this plan and, while in this role, report directly to the AE. As CSO, this individual will monitor safety and security throughout the organization, including sub-contractors. All departments and sub-contractors have been notified of the CSO’s role and the established reporting requirements relating to safety-related matters.

The current CSO is Randall Moore.

COIC’s CSO will be responsible for the following:

- Developing and maintaining SMS documentation;
- Directing hazard identification and safety risk assessment;
- Monitoring safety risk mitigation activities;
- Providing periodic reports on safety performance;
- Briefing the AE and Board of Directors on SMS implementation progress; and
- Working with the senior transit planner to plan safety management training.

Roll of Staff to Develop and Manage Safety Management Systems (SMS)

Accountable Executive (AE)
The AE, who also serves as the executive director, will work with the CSO, senior transit planner and administrative staff to adjust the PTASP as needed based on staff feedback, trends, and data analysis. The AE is vested with the primary responsibility for the activities of the transit district and overall safety performance. The AE fulfills these responsibilities by providing the resources necessary to achieve PTASP goals and objectives by exercising the approval authority for system modifications as warranted. The AE also sets the agenda and facilitates the cooperative decision making of the management team.

Chief Safety Officer (CSO)
For purposes of managing the SMS and PTASP, the CSO will report directly to the AE to determine strategy, policy, and goals for maintaining safety and security for passengers, employees, and the general public. The CSO will monitor day-to-day operations and work with staff to identify and mitigate risk through evaluation, feedback, and data analysis.

Senior Transit Planner
The senior transit planner coordinates all transit departments and works closely with sub-contractors and jurisdictions on policy, planning, management, and operations. The planner will play a vital role to ensure safety awareness is part of all system changes.
Managers
Managers are responsible for safety within their organizational units, including employees, facilities, operations, and services provided. This responsibility includes determining and implementing measures required to counteract safety hazards and problems, and coordinating the implementation and maintenance of safety programs within their functional areas. They are also responsible for ensuring that employees have required licenses and up-to-date certifications. Furthermore, they are responsible for communicating safety information to employees, and for ensuring that all employees follow all appropriate safety rules and procedures.

Supervisors
Supervisors are responsible for the safety performance of all personnel and equipment under their supervision. They are responsible for the initial investigation of all accidents and incidents, and for reporting these accidents and incidents to the Human Resource and Operations Departments.

Employees
All COIC personnel are responsible for performing their work safely and for following established safety-related rules, procedures, and work practices. This includes reporting all accidents, incidents, and hazards to their supervisor per established requirements for the protection of themselves, co-workers, customers, facilities, and equipment.

Key Staff
COIC staff will be responsible for maintaining high standards of safety, customer service, and security. The Employee Safety Reporting Program (ESRP) will define the employees’ role to identify and mitigate risk through open communication to superiors including the CSO and AE. Administrative staff will be instrumental in ensuring action is taken to reduce risk and the whole system is continuously monitored to ensure actions are effective and appropriate.

COIC staff will be involved with updates, modifications, and implementation of the PTASP. Each staff member brings a valued perspective to the development of policies and procedures he or she will be expected to implement. Every opportunity will be given for employees and riders to provide input to increasing safety at COIC. Those opportunities include weekly “check-ins” by phone or in-person, monthly face-to-face safety meetings, quarterly safety committee meetings, annual employee meetings and training, department meetings, customer and employee surveys, and an open-door policy with access to all management staff.

Employee Safety Reporting Program (ESRP)
As stated in the Safety Management Policy Statement, COIC is determined to provide a safe working environment for its employees, riders, and the general public. To ensure success, COIC has developed an ESRP to enable employees to report any risk or perceived risk to a supervisor, CSO, or member of administration.

The ESRP allows each employee to report detailed information and observations whether they are a driver in service, maintenance staff, or other on-duty employee. This program dovetails with other methods currently in place to proactively identify hazards or threats. Those methods include but are not limited to the following:
- Pre/Post trip inspections
- Preventive maintenance inspections
- Employee evaluations
- Facility Maintenance Plan
- Service evaluation and planning program
- Training program
- Rider and public complaint/compliment process
- Safety and employee meetings
- Incident/Accident policies
- Safety Committee

COIC has developed a Hazard Reporting Form used to identify and provide information about hazards observed by COIC employees while on duty. The three-page form identifies vital information to assist employees in determining an action to mitigate the threat or hazard. This form is not meant to replace accident or incident forms currently being used. It is a proactive reporting method to identify a perceived threat or hazard, potentially endangering employees, riders, or the general public. The form is located in Appendix of this Plan.

Effective July 20, 2020, all COIC employees will receive one hour of training on the procedures associated with the Hazard Reporting Form. The training will cover the following areas:

- Locations of blank Hazard Reporting Forms
- When to use a Hazard Reporting Form
- Capturing critical information on the form
- Notification process depending on the hazard
- Proper assessment of the reported hazard
- Supervisor and CSO role in completing the form
- Follow-up process to determine effectiveness of mitigation

The following process is used as part of the ESRP.

Immediate Action Required
Once a hazard has been identified and is perceived to be a risk to the employee, fellow employees, passengers, or public it is reported immediately to the on-duty supervisor/dispatcher. After reporting the hazard, it will be determined if immediate action is necessary to prevent additional risk. If so, communication to a supervisor before taking action is required if time allows. Once action has been taken to mitigate the potential harm to the employee, others or property a supervisor is advised of the results of actions taken. The employee will complete the Hazard Reporting Form with complete information and give to supervisor on-duty.

Delayed Action Required
If the employee determines delayed action is appropriate, and further safety risk will not be incurred, a full report must be completed using the Hazard Reporting Form and submitted to the on-duty supervisor.
Role of Supervisor

The on-duty supervisor is responsible for advising the employee on immediate action or delayed action to mitigate a hazard. The supervisor must then review the Hazard Reporting Form to ensure all information is included adding additional information from their perspective. Once the form is complete it must be reviewed by the CSO to determine action necessary, investigate root cause of hazard, and appropriate follow-up.

The CSO is responsible for determining the status of each hazard reported. In some cases, hazards may be identified and are not able to be resolved but actions are taken to reduce the risk of the hazard. It is COIC’s goal to eliminate all identified hazards if possible. Some hazards may require continuous monitoring to ensure the hazard does not elevate to an action level.

All hazard reports will be documented and integrated into current performance measures and data collection. The CSO will track each hazard to completion and recommend policy or procedural changes if needed as a result of the hazard mitigation.

COIC Responsibility

COIC takes every hazard report seriously and investigates each one to determine if it’s an isolated case or emerging trend requiring evaluation of policies and procedures or service modifications. Employees reporting hazards will not face disciplinary action unless that employee contributed to the hazard. COIC wants to encourage all employees to report any hazard or threat they observe and help make the COIC system as safe as possible for its employees, riders, and the general public. Employees may report the hazard to their immediate supervisor or go directly to the CSO to submit and discuss their report.

The following process chart illustrates the steps taken as part of the hazard identification process through the ESRP.
Define the System
- Define the physical and functional characteristics and evaluate the potential hazards, risks, and environmental impacts.

Identify Hazards
- Identify hazards and potential scenarios.
- Determine the causes of hazards.

Resolve Hazards
- Assume or Run
- Implement mitigation actions.
- Eliminate.
- Control.

Follow-up
- Monitor for effectiveness.
- Determine if different or additional actions are needed.
- Review data, evaluate commonality, and refine.
Section 5. Safety Risk Management

Every employee is responsible for on-the-job safety. To achieve the goal of providing a safe workplace, everyone must be safety conscious. Each employee is to report any unsafe or hazardous condition directly to their supervisor and manager or a member of the COIC Safety Committee in writing. Safety Committee members' names are posted on the official bulletin board at each location. Management in cooperation with the Safety Committee is obligated to address any safety problem as soon as possible.

COIC provides training to all personnel in the identification of hazards and security threats while also providing tools to enable personnel to report these risks. Once the risk has been identified, COIC conducts an assessment of the risk to determine the necessary response and response time. The response may include further investigation or monitoring, action(s) to mitigate the hazard or security threat, and follow-up assessment to ensure action taken is appropriate and effective.

Safety Hazard Identification:

Hazard and security threats are identified through different methods of monitoring the system. This includes system, employee, and asset assessments conducted daily and on incremental basis. COIC conducts the following routine and random evaluations of the system in the following departments:

Personnel
Each COIC employee is evaluated annually to ensure they are performing their job to the expectations of the agency. As part of their orientation process the employee is provided training and tools to perform their job while not receiving permanent status until completing 180 day Introductory Period. During the 180 day period, the employee is evaluated to determine if they are properly prepared to perform their job. The 180 day period may be extended by the Accountable Executive.

Additional evaluations of the employee are conducted throughout the year through spot-checks of some aspect of their job function or at the request of the employee. If through spot-check or periodic evaluation it is determined the employee's performance does not meet expectations or training standards, remedial training will be provided and additional evaluations will take place to ensure remedial training was effective.

Assets
Rolling stock, facilities, and equipment are monitored through a vigorous preventive maintenance plan aimed at identifying hazards and deficiencies as part of daily and scheduled inspections. Operations and Maintenance Departments coordinate the preventive maintenance program including daily Vehicle Inspection Reports (VIRs), incremental, and annual inspections.

COIC updates the FTA-required Transit Asset Management (TAM) Plan annually with data relevant to each asset to include a condition assessment, miles (with rolling stock and non-revenue vehicles) and age as to whether the asset is in SGR. The TAM Plan allows COIC management to plan asset replacement or rehabilitation for future years.
System
As part of COIC’s safety management system monitoring, the agency uses service evaluations when planning, spot-checking or responding to an event like an accident or incident. New routes are strategically developed with safety being the first priority and passenger access second. COIC route planners plan and test all routes before activating the route for revenue service. All routes are reviewed periodically to determine if environmental hazards may exist requiring modification to the route, schedule, or vehicle.

All front-line staff have been trained to note any changes to service which may be considered a hazard or security threat and through the ESRP, notify their supervisors immediately or upon return to COIC depending on the severity of the hazard.

Hazard Identification Procedure
Any employee seeing something through inspection or observation they deem to be a hazard is instructed to immediately report that hazard to the immediate supervisor regardless of the perceived level of threat. Depending on the situation, either the immediate supervisor or the employee will complete a Hazard Reporting Form and submit it to the CSO.

If the hazard requires immediate mitigation, the employee will be instructed on steps to take to reduce the risk, which may or may not alleviate the risk completely. Additional actions may be taken once the immediate risk mitigation has been taken. Some hazards may not pose an immediate risk but are still reported and the CSO will be responsible for risk assessment, investigation, and mitigation strategy.

In some cases, a passenger or member of the general public may call COIC with a complaint about a frontline employee which may rise to the level of hazardous behavior or actions. COIC currently documents all customer complaints/compliments and takes appropriate action to investigate any complaints. Complaints deemed hazardous will trigger immediate action by on-duty supervisors.

Hazard Identification Forms will be located on all vehicles along with standard safety kits for accident and incident reporting, with all customer service representatives (CSRs), Dispatch, Operations, and Maintenance Departments. A copy of the form is located in Appendix.

CSRs currently use Customer Contact Form (CCF), a method of recording customer complaints through the Routematch software system. The CCF is used to capture information from customers related to, but not limited to, personnel, vehicles, service, accessibility, safety, facilities, or policies. Any safety-related calls are immediately brought to the attention of the supervisor on duty and CSO. The complaint is then logged into the CSR’s software. The CCF system requires action within five (5) days for non-safety-related complaints. All complaints are logged and used toward identifying trends requiring action to mitigate the issue.

The Hazard Identification Form will require the employee to briefly describe the hazard noting date, time of day, location, and other pertinent information. The form includes a section for the CSO or immediate supervisor to document immediate action taken to reduce risk, a risk assessment chart prioritizing the risk, and a section for additional follow-up action. All forms will be processed by the CSO and summarized periodically for trend analysis and include in safety performance measures.
49 CFR part 673.5

Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Safety Risk Assessment
All COIC staff have been provided with training appropriate for their positions within the organization. COIC expects its employees to respond to hazards or threats with professional judgment as sometimes there might not be time to contact a supervisor to prevent an emergency event. In cases where the hazard can be reported without immediate risk, the employee will make an initial assessment of the risk as part of their report.

Once received by the CSO, the initial risk assessment may be amended requiring immediate, short, or long-term response.

**Level 1** - Immediate: A deficiency, threat, or hazard requiring immediate attention to mitigate risk either temporarily until further action can be taken or complete mitigation.

**Level 2** – Short-Term: Action is needed within seven days to mitigate an identified deficiency, threat, or hazard. The deficiency, threat, or hazard does not pose immediate danger, but if no action is taken could elevate to an immediate level risk.

**Level 3** – Long-Term: A deficiency, threat, or hazard has been identified but does not pose a threat currently but could at a later time. Continued monitoring and awareness are required.
The CSO, in coordination with staff, will investigate each identified hazard, assess the risk, and take appropriate action to mitigate the risk. Additional mitigation may be needed based on follow-up monitoring to the action taken.

Safety Risk Mitigation
In response to all identified and assessed hazards, COIC will take steps to mitigate the hazard and reduce or eliminate the risk to employees, riders, and general public. Mitigation strategies will be dependent on results of investigation into the elements contributing to the risks. The investigation may include more than one department and may include interviews outside of the transit system.

Actions to mitigate risk will include all employees, riders, and the general public who may be impacted by either the hazard, or actions to reduce or alleviate the risk. COIC will communicate actions to appropriate staff through methods appropriate based on risk assessment. In some cases, immediate communication through two-way communications (dispatch system, text burst, email, or web alert) may be necessary. In other cases, bulletin board notices or memoranda posting may be appropriate.

Once a risk mitigation strategy has been implemented, COIC will monitor the actions to determine if full mitigation is possible, and if not, is additional action necessary to alleviate the risk or is stepped-up monitoring necessary. Some risks may not be completely mitigated but awareness to the risk will is a top priority.

All actions taken to mitigate risk will be documented and linked to the initial deficiency, threat, or hazard identification step.
Section 6. Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involves the continual monitoring of the transit agency’s activities to understand safety performance. Through these efforts, COIC can determine whether it is meeting its safety objectives and safety performance targets, as well as the extent to which it is effectively implementing SMS.

COIC is constantly striving to maintain the highest level of safety through its monitoring methods to include adherence to policies and procedures, safety and maintenance plans, and system and employee evaluation processes. These methods allow COIC to determine the need to make changes to improve policies, employee training, and service delivery.

Maintenance

Maintenance Standards and Procedures Standards and procedures are included in the COIC Fleet Maintenance Plan. In general, maintenance procedures are designed to ensure that the maintenance recommendations of the manufacturer are met, maximum efficiency in performance and operation is obtained, and maximum bus life and condition are maintained. Daily bus inspections, an active preventive maintenance program, contractor oversight, and careful monitoring are included in procedures to ensure the safety of buses and adequacy of the COIC Fleet Maintenance Plan.

Operator Inspections All operators are required to perform a pre-trip and post-trip inspection to ensure that the vehicle is safe and in good operating condition. If any defects are noted by the operator, a Defect Slip is completed and, depending on the severity and extent of the defect, the vehicle may be repaired or taken out of service until a repair can be made. In the case of a defect that develops or is noted once a vehicle is in service, the operator is required to communicate the problem to the Operations Department, who will then notify the Maintenance Department.

Daily Servicing and Inspections Service lane staff of the Maintenance Department inspect and service every bus used in revenue service each day. The buses are fueled and washed, all fluids are checked, tires and lugs are checked, and the vehicle is inspected for any leaks or unusual noises. The cleaners clean the bus interiors each day. When a defect is noted, it is reported to the lead mechanic or supervisor on shift so that evaluation and, if necessary, a repair can be conducted.

Mileage-Based Maintenance Inspections All buses receive preventive maintenance inspections at designated mileage intervals. Mileages are determined by vehicle and subcomponent manufacturers, and real-world experience. Oil sampling is performed periodically for both engines and transmissions. A description of the schedule and type of inspection and service performed for each bus series is included in the Fleet Maintenance Plan.

Maintenance Inspections of Contracted Providers COIC contracts for the operation and maintenance of demand response services. The contractor must ensure that all passenger vehicles and associated equipment are maintained in proper working condition. The contractor is required to implement a maintenance and safety program that includes a preventive maintenance schedule that complies with FTA requirements for preventive maintenance for vehicles. Further, contractors are required to maintain comprehensive maintenance records on each vehicle and send the information to COIC. The information is reviewed by COIC weekly along with a scheduled monthly meeting with the sub-contractor,
Paratransit Services. In addition, on-site inspections are conducted at least quarterly to verify vehicle condition.

Operations

Facility Monitoring

Formal facility inspections of all COIC facilities and grounds are conducted by the CSO quarterly using a facility checklist. The purpose of the inspections is to identify any unsafe or unhealthy conditions which may exist, and that may require maintenance or modification. Each facility is also visually inspected for compliance with Occupational Safety and Health Administration and local fire codes.

Any guests to COIC’s administration facility must check in through a secured process requiring check-in and validation of visit purpose. Employees are trained on procedures for visitors in the workplace and facility access is limited through security systems.

Frequency

The CSO conducts quarterly safety inspections. Mechanics and Facilities Maintenance Department employees look for potential hazards with equipment whenever they are using that equipment. The vehicle hoists, chain pulls, and cranes in the vehicle maintenance shop are inspected annually by contractors. Preventive maintenance of equipment and facilities is performed in accordance with the manufacturer’s recommended practice. Hazards are also identified by analyzing work accident trends, through Hazard Report Forms submitted by employees. Forms are used by employees to report safety concerns and to make safety recommendations.

Reporting

When deficiencies are noted during quarterly inspections, they are documented and reported to the director of the department in which the safety hazard is located. When safety hazards are noted by non-scheduled observation, they must be reported by the observer to a supervisor. Hazard Reporting Forms are routed to the department, CSO, or the director best equipped to evaluate the concern and, when necessary, propose a resolution.

Hazard Resolution

The primary purpose of facility inspections and hazard reporting is to identify conditions that could lead to accidents and losses. In view of this, it is crucial that all departments and employees be involved in the facility inspection and the hazard identification and resolution processes. Hazard resolution is related to the severity of the hazard and the probability and severity of a negative consequence of the hazard.

Follow-up

Corrective action for a confirmed hazard that has been identified by any established process is the responsibility of the director of the department area in which the hazard exists or the CSO. This includes arranging for the services of other COIC departments or outside parties, as necessary, to eliminate or control the hazard.

Documentation

Hazards that have been identified, proposed resolutions, and corrective actions are recorded in hard copy maintained by the CSO.
All frontline personnel are responsible for monitoring safety and security as part of their respective positions. If a hazard is identified through observation or interaction with customers or the general public, it is reported to the immediate supervisor as well as following COIC’s hazard reporting process.

Employee Hazard Reporting

Reporting Forms
Employees can fill out a Hazard Reporting Form, which is turned into the affected department and the CSO, talk with a supervisor or the operations manager. They can also contact a Safety Committee member which is composed of administrative members. Depending on the severity/risk of the hazard identified, immediate action may be taken, or the input will be brought to the Safety Committee for discussion. Feedback will be provided to the employee on what action, if any, will be taken. All employees follow the Employee Hazard Reporting Program Policy.

Route/Operations Safety
Employees can fill out a Hazard Reporting Form or discuss suggestions for making the system/route safer. COIC encourages employees to be advocates for safety while also suggesting methods of increasing performance. Management has an open-door policy and makes clear the importance of employee feedback; positive and negative.

Safety Events

Accident and Incident Reporting Process
All accidents and loss incidents are to be investigated. COIC’s safe driving standards require professional safe performance of all operators. To ensure better than average safety performance, COIC employs the Smith System Defensive Driving Guidelines to determine if a collision or onboard incident could have been prevented. All personnel operating any COIC vehicle are held to this standard.

The COIC Operator’s Manual includes procedures and responsibilities for accident/incident investigation. The combined manuals establish procedures for accident notification, response, and investigation.

Transit Operations coordinates with outside law enforcement agencies if they investigate an event. Administrative staff coordinates with outside insurance providers and provides support among COIC departments and independent investigation to manage COIC liability and claims.

Most accidents and incidents involving COIC are relatively minor in severity and are investigated by Operations field supervisors. Since most accidents involve buses, this section focuses on bus accidents. However, all non-bus accidents and incidents are also investigated.

Notification
Bus operators are to notify the operations system supervisor anytime a COIC vehicle might have been damaged, anytime a COIC vehicle and another vehicle come into contact, or anytime an instance occurs in where a customer may have been injured. An operations supervisor will be directed to the scene. Police and ambulance will be dispatched, if necessary.

At-Scene Procedures
Bus operators will adhere to the following procedures defined in the COIC Operator’s Manual:
♦ Assist the injured.
♦ If blocking traffic, set out reflective triangles.
♦ Do not move the coach unless required to do so by an operations supervisor, fire or police order, or impending danger from traffic.
♦ Obtain names, addresses, and phone numbers of all witnesses.

Operations supervisors are responsible for conducting on-scene investigations of accidents and incidents. Depending on the severity and the nature of the event, various mechanisms will be used for preserving transient evidence. These may include digital photography, bus video, field sketches, interviews, and observations.

Investigation
An attempt is made to complete the investigation of most accidents within three (3) days. Operations Supervisors are required to complete an Accident/Incident Report. Operators are required to complete an Accident Information Report. The supervisor is required to file both reports electronically as well as a hard copy and attach all relevant media for use by the Safety Committee and the CSO.

A Report of Injury Form must be completed if an employee suffers an injury or illness as a result of an accident or incident. An 801 Form must be filed if medical treatment is necessary.

Accident Review Process

Accidents and Incidents are classified as preventable or non-preventable.

Preventable accidents are defined as those accidents that could have been reasonably avoided if the operator had followed all defensive driving techniques as established by the National Safety Council Guidelines, the Five Keys of the Smith System, and/or COIC Transit Operations Procedures and Policies.

After reviewing all related documents and evidence, the investigating operations supervisor makes an independent preliminary determination of whether the accident was preventable.

A non-preventable accident or incident determination indicates the employee and transit system did nothing to contribute to the accident. An investigation would determine if there were any contributing factors on the part of the employee/driver, Maintenance Department, or vehicle defect.

The final accident determination is made by the Safety Committee. The committee meets a minimum of quarterly and is composed of representatives from various service locations, CSO, administrative employees, and insurance company officials.

Examples of investigations may include reviews of accident and injury reports, vehicle condition reports, witness statements, employee interviews, accident scene sketches, bus videos, physical evidence, brake test reports, training manuals, and accident site visits. Employees who are not in agreement with the
committee’s determination can appeal directly to the committee by providing additional evidence and testimony. If the employee is not in agreement with the appeal results, he or she can make a second and final appeal to the Executive Director/AE. The Executive Director may review all relevant information, interview the employee making the appeal, interview Safety Committee members, and confer with any available person or resource he or she considers valuable to his or her deliberation.

Hazard Resolution
The primary purpose of the accident investigation process is to determine the cause(s) of accidents so that they may be prevented or mitigated in the future. To this end, it is crucial that all relevant departments be appropriately involved in the process. A serious attempt is made to use lessons learned through the investigatory process to incorporate hazard resolutions into future procedures, designs, construction, modifications, training, and procurements.

Follow-up
Follow-up in the form of corrective actions is the responsibility of the employee’s supervisor. The responsibility may be delegated to the employee’s manager, supervisor, or CSO.

Any disciplinary action will be assessed using the Collective Bargaining Agreement procedures and/or the Administrative Handbook. Disciplinary consequences for accidents may include warnings, suspensions, and discharge.

Training will be provided, in most cases, for employees who have been involved in two preventable accidents within one year. Training and re-training are not disciplinary in nature.

Internal Reporting
The director of operations is responsible for ensuring that all accident reports are completed and filed with Human Resources Department and CSO. Human Resources will advise on the history of the employee if a pattern of safety events is evident.

Documentation
The Operations, Human Resources Department and CSO maintain the accident investigation documentation.

Performance Measures
Through a series of performance measures relative to operations, maintenance, and safety, COIC can monitor the system’s safety by identifying trends and gaps in policies, procedures, training, and monitoring efforts. The following performance measures are on a daily, monthly, and quarterly basis.

Maintenance
- **Preventive Maintenance On-time Inspection Percentage** – determines the effectiveness of the Maintenance Department to ensure all inspections are conducted per manufacturer’s and COIC mileage intervals.
- **Vehicles Removed from Revenue Service** – tracks vehicles removed from service due to a mechanical defect developed while in service requiring immediate service either on-site of failure or once returned to the facility.
· **Annual Vehicle Condition Assessment** – through annual inspection, determines on a scale of 1-5 the overall condition of the asset. This performance measure is also used in annual updates of COIC’s TAM Plan.

**Operations**

· **Customer Complaints Per Month** – tracks all customer complaints to identify areas of deficiency with vehicle, driver, or other COIC areas. Safety-related complaints are immediately routed to a supervisor on duty or the CSO for investigation mitigation and response. Complaints may be a result of phone calls, website, or COIC public forums.

· **On-time Performance** – serves as an indicator to issues with time management, environmental factors, scheduling, and vehicle and driver performance.

· **On-board Surveys** – conducted annually, allow COIC to receive rider feedback about bus operator performance, customer service, and vehicle safety.

**Safety**

· **Safety Performance Measure: Fatalities** (total number of reportable fatalities and rate per total vehicle revenue miles by mode)

· **Safety Performance Measure: Injuries** (total number of reportable injuries and rate per total vehicle revenue miles by mode)

· **Safety Performance Measure: Safety Events** (total number of reportable events and rate per total vehicle revenue miles by mode)

· **Safety Performance Measure: System Reliability** (mean distance between major mechanical failures by mode)

7. Safety Promotion

**Operator Selection**

**Hiring Practices**

Selecting applicants best suited to excel at the bus operator job requirements is critical to safe transit operations. The bus operator is directly responsible for the safety of not only the passengers, but also the pedestrians, bicyclists, drivers, and all others who share the road with the transit vehicle. COIC’s hiring process includes the following components:
Applications
Applicants are sought through postings in traditional and culturally-diverse media, postings distributed to other transit districts in the region, referrals from current employees, and applications filed by prospective candidates when there are no positions available. The applications are screened by key personnel in Human Resources and Transit Operations.

Interview
After application reviews, applicants are then interviewed by a panel comprised of an operations supervisor, an operator/instructor, and a human resources or other administrative staff person. The interview process is designed to evaluate a candidate’s strengths in customer service, the ability to simultaneously perform tasks, conflict resolution, and the ability to perform well under temporal and interpersonal pressure.

Driving Record
To be eligible for hire, a candidate must submit an acceptable driving abstract dating back five years. This establishes 21 years as the de facto minimum age requirement for new hire bus operators.

Licensing
To be eligible for hire, a candidate must be able to earn a Class B Oregon CDL with a Passenger and Air Brake Endorsement.

Criminal Background Check
To be eligible for hire, a candidate must submit to a criminal background check administered by the Oregon State Police with the Federal Bureau of Investigation. The results must meet all statutory and COIC standards for the bus operator position.

Drug Testing
To be eligible for hire, a candidate must produce a negative result for a pre-employment drug test.

Physical Capacities Testing
To be eligible for hire, a candidate must pass a position-specific physical capacities test.

Training

There are formal training programs for bus operators, maintenance employees, and operations employees. These include training classes, manuals, COIC Standard Operating Procedures, and on-the-job training.

The safety component of training is designed to make employees aware of the hazards associated with their jobs and the appropriate methods for controlling these hazards. The training is intended to motivate employees to work safely. Trainings fall into three main categories: (1) Initial, (2) Periodic, and (3) Remedial or Refresher.

COIC encourages employees to increase job knowledge and skills. In addition to the initial orientation and training, COIC may provide conference attendance, seminars, training programs, college classes,
continuing education, certification requirements, and training programs intended to maintain or improve employee job knowledge, skills and professional ability.

Initial Bus Operator Training

New bus operators receive an intensive six-week training course that covers every aspect of their new job. Some components of the training are delivered in the classroom. The majority of learning occurs on the buses during off-route and on-route training. The training includes, but is not limited to, the following areas:

♦ National Safety Council Defensive Driving
♦ Orientation to CDIC
♦ System Procedures
♦ Communication skills
♦ Customer Service
♦ Accessible Service
♦ Emergency Management
♦ Personal Safety
♦ Health/Injury Prevention
♦ Stress Management
♦ Bloodborne Pathogens
♦ Fatigue Awareness
♦ Dealing with Difficult People
♦ Resolving Conflict
♦ Harassment
♦ Effectively Dealing with People of Differing Ages
♦ Proper Securement of Mobility Devices
♦ Safety/Security Update
♦ Injury Prevention
♦ Accessible Service Sensitivity
On-route training provides real service experience with an operator instructor on the new operator’s regularly scheduled work. The time the new employee operates the revenue route is increased daily. Each day the student receives a full review and debriefing from his or her instructor. Instructors communicate among one another regarding where additional training for new operators is required. Student rotation among the operator instructor group provides each student with experience across a variety of routes, vehicles, times of day, instructional styles, and driving conditions.

Annual Training for All Bus Operators
Every year, each bus operator receives one full day of refresher and topical training during the autumn months. The training addresses, but is not limited to, the following topics:

- Effectively Dealing with People of Differing Ages
- Proper Securement of Mobility Devices
- Defensive Driving Course
- Accessible Service Sensitivity
- Basic Bus Maneuvers
- Advance bus maneuvers
- Service stops
- System overview
- System procedures
- Accessible services
- Fleet services
- CDL preparation
- On-route training
- Vehicle orientation of all vehicles
- PTASP

Partial-day trainings are also scheduled on safe winter driving and whenever warranted by the addition of new equipment or a change in configuration.

Initial Operation Supervisor Training
Transit operations supervisors begin their career path, almost exclusively, as bus operators who first work in the position of Temporary Supervisor. A Temporary Supervisor performs many functions of the full supervisory position and receives training in, but not limited to, the following areas:

- Drug & Alcohol (Policy and procedures for all types of FTA-mandated testing)
• Accident Investigation (based on the TSI model)
• Emergency procedures
• Security procedures
• On-the-job Injury claims
• Bloodborne Pathogens
• Data Entry and Recordkeeping
• Harassment
• Cultural Diversity
• Coaching/Criticism/Discipline
• Dispatch operations
• Field operations
• First aid and defibrillator
• Basic Writing
• Self Defense
• Conflict Resolution

In addition to their initial training, all Transit Operations Supervisors receive five full days of refresher and topical training annually.

Injury and Illness Prevention Training
Injury and Illness Prevention Training is directed toward achieving a safe working environment for all employees and reducing the chance of occupational-related injuries and illnesses. The majority of training targets employees working in the Maintenance and Facilities Maintenance Departments because these employees have the greatest exposure to occupational hazards. The program is based on applicable federal, state, and local safety codes and regulations. Some areas addressed in training include:

• Handling Hazardous Materials (Right to Know)
• Slips, Trips, and Falls
• Personal Protection Equipment
• Material Safety Data Sheets (MSDS) and Labels
• First Aid
• Forklift Safety
• Bloodborne Pathogens
- Hazardous Materials Storage
- Strains and Sprains
- Fall Protection
- Confined Space Program
- Ergonomics
- Hazard Communication Program

Emergency Response Planning and Coordination
Details are contained in the COIC Emergency Action Plan and Evacuation Request Procedures.

System Modification Design Review and Approval
General Process
The COIC bus system is regularly modified in response to operational experience, the addition of new types of service, and changes in service design and levels. COIC’s philosophy is to use appropriate new technologies to benefit the environment and the community it serves. The challenge is to review any proposed modification adequately before it is approved. Any proposed modification should be evaluated to ensure it is compatible with existing systems and does not introduce new hazards to the system or reduce the effectiveness of existing hazard controls.

Equipment modifications may be proposed by any employee of any department that uses the equipment. Changes may also occur from an analysis of reliability performance, historical data, and available improvements in equipment design and components.

Modification Design Review
A review of any modification in equipment design shall be made by the director and managers of the department responsible for the equipment. Sub-contractors may be involved in this process. The impact on the safety of all designs and specifications should be identified and evaluated before the change is approved. Some of the areas to be considered include but are not limited to:

- Hazardous Materials (handling and use)
- Motor Vehicle Safety
- Human Factor
- Occupational Health and Safety
- Materials Compatibility
- Fire Protection
- Lighting
• Braking systems

• Mirrors

• Warning Devices

Modifications must not be made before it is determined how they might affect the safety of the system, or any other systems. Other departments may evaluate a proposed change to determine its compatibility with other systems (e.g., hoists, fueling systems, communications systems). The evaluation may also include a review of applicable regulations, such as the Federal Motor Vehicle Safety Standards and Regulations and the U.S. Department of Labor’s Occupational Safety and Health Act.

Testing may also be performed to evaluate the safety of a proposed modification. The testing of small changes may be minimal. For substantial modifications, extensive field testing, mock-ups, and structural evaluations may be employed.

Modification Design Approval
Final approval is generally made by either the director of maintenance or the senior transit planner. When modifications are made by a bus manufacturer, the director of maintenance works with the manufacturer, and contractual changes may be made. If changes are substantial, additional training will be provided for maintenance and operation staff.

Monitoring
Once a modification is put in place, feedback from the operating department is solicited to evaluate the performance of the modification. Unsolicited input from the operating department and its employees (end users) is also encouraged. Depending on the nature of the modification, Human Resources, Planning and the Safety Committee may be involved for input.

Documentation
The Maintenance Department is responsible for documenting any vehicle modifications. Facilities Services is responsible for documenting any modifications made to a facility. Documentation may involve changing diagrams, schematics, manuals, service bulletins, service intervals, standard operating procedures, and Material Safety Data Sheets. Maintenance supervisors are responsible for updating Safety Data Sheets based on input from product manufacturers.

Routes
Route modifications are designed by the Planning and Operations Department. Planning may use a current bus operator to test routing and bus stop placement. This experience-based, real-world process is designed to protect the safety of the bus, passengers, other vehicles, and pedestrians.

The Planning Department informs the Operations Department and Safety Committee of any proposed route modifications. The Planning Department can request that the committee evaluate a specific proposal, or the committee can choose to evaluate any proposed modifications.

Transit operations management may request a route modification it believes will improve operations. It may also choose to evaluate a modification that has been proposed by another department. Input from individual bus operators is encouraged through the Hazard Reporting Form, direct communication, and periodic surveying of operators conducted by planning staff.
Finally, the Planning Department maintains a cooperative working relationship with the appropriate planning and road departments of all municipal levels of government within which COIC operates.

Additional Information

This PTASP was developed from information in other COIC documents, policies and procedures and manuals. Those documents are listed below:
Appendix

Hazard Reporting Form
<table>
<thead>
<tr>
<th>Reporting Employee</th>
<th>Report #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Report</td>
<td></td>
</tr>
<tr>
<td>Time of Hazard</td>
<td>Time Report Submitted</td>
</tr>
<tr>
<td>Location of Hazard</td>
<td>Route/Manifest</td>
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<tr>
<td>Supervisor Notified</td>
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</tbody>
</table>

(Check all that apply)

**Type of Hazard**

<table>
<thead>
<tr>
<th>Vehicle</th>
<th>Weather Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger</td>
<td>Road Condition</td>
</tr>
<tr>
<td>Facility</td>
<td>Security</td>
</tr>
<tr>
<td>Employee</td>
<td>Near Miss</td>
</tr>
</tbody>
</table>

**Description of Hazard**


**Initial Action Taken to Mitigate Hazard**


**Initial Assessment of Hazard**

- **Level 1 - Immediate**: A deficiency, threat, or hazard requiring immediate attention to mitigate risk either temporarily until further action can be taken or complete mitigation.
- **Level 2 - Short Term**: Action is needed within seven days to mitigate an identified deficiency, threat, or hazard. The deficiency, threat, or hazard does not pose immediate danger, but if no action is taken could elevate to an Immediate level risk.
- **Level 3 - Long Term**: A deficiency, threat or hazard has been identified but does not pose a threat currently, but could at a later time. Continued monitoring and awareness are required.

**Likelihood of re-occurrence of this hazard (1-10)**


**Received by:** _______________________________ **Date/Time** __/__/____
<table>
<thead>
<tr>
<th>Investigating Supervisor</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Investigation</td>
<td>Time</td>
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</tbody>
</table>

**Additional Information**

<table>
<thead>
<tr>
<th>Assessment Classification (Circle)</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Report #</td>
</tr>
</tbody>
</table>

**Mitigation Action(s) Taken**

**Action(s) Designed to:** Eliminate | Control | (Circle one)

**Describe Communication of Action(s)**

**Follow-up**

<table>
<thead>
<tr>
<th>Date</th>
<th>Contact</th>
</tr>
</thead>
</table>

**Status of Action Taken**

**Is additional action needed?** YES | NO

**Additional Action Taken**

**Follow-up**

<table>
<thead>
<tr>
<th>Date</th>
<th>Contact</th>
</tr>
</thead>
</table>

**Status of Action Taken**

**Is additional action needed?** YES | NO
## HAZARD CLASSIFICATION

<table>
<thead>
<tr>
<th>Category of Hazard</th>
<th>Report #</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vehicle</strong></td>
<td></td>
</tr>
<tr>
<td>Mechanical</td>
<td>Behavior</td>
</tr>
<tr>
<td>Performance</td>
<td>Weapon</td>
</tr>
<tr>
<td>Interior</td>
<td>Suspended from svc.</td>
</tr>
<tr>
<td>Exterior</td>
<td>Medical Emergency</td>
</tr>
<tr>
<td>Towed</td>
<td>Injury</td>
</tr>
<tr>
<td>Repaired on scene</td>
<td>Death</td>
</tr>
<tr>
<td>Safety equipment</td>
<td>Mobility Device</td>
</tr>
<tr>
<td>Lift/Ramp/Securement</td>
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</tr>
<tr>
<td>See Pre-Trip</td>
<td></td>
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<tr>
<td><strong>Facility</strong></td>
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<tr>
<td>Safety Equipment</td>
<td>Shelter</td>
</tr>
<tr>
<td>Security Systems</td>
<td>Fueling</td>
</tr>
<tr>
<td>Plumbing</td>
<td>Hazardous Materials</td>
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<tr>
<td>Electrical</td>
<td>Fencing/Gate</td>
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<tr>
<td>Foundation</td>
<td>Passenger Amenities</td>
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<tr>
<td>Parking</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>Employee</td>
</tr>
<tr>
<td>HVAC/Heat</td>
<td>Behavior</td>
</tr>
<tr>
<td>Roof</td>
<td>Theft</td>
</tr>
<tr>
<td>Storage</td>
<td>Endangering Others</td>
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<tr>
<td>Computer/Data</td>
<td>Property Abuse</td>
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<tr>
<td>Farebox/Vault</td>
<td>Illegal Activity</td>
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<tr>
<td></td>
<td>Chief Safety Officer Initials</td>
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</tbody>
</table>
Staff Report

To: COIC Board
From: Derek Hofbauer, COIC/CET Outreach and Engagement Administrator
Date: February 20, 2020
Re: Regional Public Transportation Advisory Committee Member Recruitment Update

Background:

Staff recruited members for COIC’s Regional Public Transportation Advisory Committee (RPTAC) via a public process during January and February 2020. Member responsibilities include assisting COIC/CET regarding public transportation needs, services, planning efforts, and policies. RPTAC members are appointed by the COIC Board and serve two-year terms. Initial terms for one half of the appointees are staggered for three years. While re-appointment to the Committee is permissible, no person shall serve more than three (3) consecutive two-year terms.

Recruitment and Public Engagement:

Staff led an effective public outreach campaign to recruit candidates:

- A press release was issued on January 14 that included links to online application forms in English and Spanish.
- Promotions via CET and COIC’s websites, newsletter, social media, partner emails and meetings, and flyers posted at public facilities (e.g. libraries, government buildings, community centers) across our region.
- Paper copies of applications (available in English and Spanish) were distributed at Hawthorne Station and CET’s Antler office in Redmond.

Application Status:

Thirty six applications were submitted by the due date of February 5, with most of those being completed via the online form. Applications were received from qualified individuals from each major city in our region, indicating recruitment outreach efforts were successful.

Scoring Committee and Process:

A scoring committee was comprised of COIC, ODOT, and Central Oregon Coalition on Access (COCA) staff, in addition to a COIC Board Member. Staff emailed the scoring committee a summary of the applications, a scoring sheet including criteria and instructions, and a copy of the RPTAC application and committee bylaws. Scoring criteria reflected applicants’ responses to the questions, with a total of 40 maximum points allowed:

1. Strength of connection to RPTAC membership criteria referenced in the bylaws (e.g. elderly/disabled, representative of human services agency, business community, community at large) – 10 points total
2. Involvement in relevant committees and/or community activities - 10 points total
3. Motivation to serve on RPTAC – 10 points total
4. Relevance of personal and/or professional experience - 5 points total
5. Regional perspective - 5 points total
Completed scoring sheets were submitted back to staff on February 24 to tally the results and rank applicants.

**Member Appointments:**

The selection and appointments of RPTAC members rests solely on the COIC Board. RPTAC bylaws state the committee shall consist of at least thirteen members, with five members representing Bend, two members representing Redmond, and one member representing each of the following areas:

- LaPine/Sunriver
- Sisters
- Prineville/Powell Butte
- Madras
- Culver/Metolius
- Warm Springs

Four advisory committee members from each of Central Oregon’s Statewide Transportation Improvement Fund (STIF) Qualified Entities (QEs) from Deschutes, Crook, and Jefferson Counties, and Warm Springs were designated to attend RPTAC meetings in 2019. Their representation is referenced in each of the STIF QE bylaws, with the purpose of reporting out on local STIF projects and coordinating with other Qualified Entities to ensure regional collaboration and discuss the cost sharing of vehicles and regional services that cross jurisdictions. As such, staff recommend expanding the membership to a total of 17 members to include these four members from each STIF QE, all of which submitted RPTAC applications during this recruitment process.

**Next Steps and Timeline:**

Staff are available to support the COIC Board in the decision-making process by scheduling in-person or phone interviews between Board Members and applicants, if needed.

The anticipated timeline for the RPTAC member recruitment process is as follows:

- **March 2020:** Scoring of applications completed; staff to develop a summary overview and ranked list of applicants.
- **April 2020:** COIC Board review of applications and consideration of appointments; potential follow-up calls or interviews with applicants.
- **May 2020:** Committee member formally appointed by the COIC Board; notifications sent to selected members.
2040 CET TRANSIT MASTER PLAN UPDATE

MARCH 2020
What Has Been Produced Thus Far

Existing Conditions Memo
Planning Precedent Memo
Short-Term Implementation Strategy Memo
Survey Work
Bend-Specific Existing Conditions
Bend-Specific Needs Assessment
Transit Supportive Development Strategies
Service Plan
Capital Plan
What’s Remaining

- Implementation Plan
- Development Plan
- Community Pull-Out Sections
- Adoption of Plan – Summer 2020
Summary of Public Outreach

Local Technical Advisory Committees/2018 - 2020
Regional Technical Advisory Committee/2018 - 2020
Local Open Houses/2019
Local Agency Briefing – Coming Summer 2020
Summary of Internal Work

Project Management Team Meetings/2018 - 2020

Project Steering Committee/2018 – 2020

Coordination with On-Going Regional Plans

- Deschutes ITS Plan
- Bend MPO MTP
- City of Bend TSP
- City of Madras TSP
- Bend Urban Renewal Advisory Board
- City of Redmond Comprehensive Plan
Top Goals/Policies
Highlights in Draft Plan

• Embrace technology to be more competitive in transportation field
• Smaller/nimble fleet to match service models
• Coordination with all other on-going plans in region
• Display real-time information in areas throughout Central Oregon
• More robust mobile apps/customer facing information
Top Service Enhancements
Highlights in Draft Plan

**Bend**: More service frequency along transit corridors, increase choice-riders

**Madras**: Increase service to Redmond, large demand for Redmond amenities, RPA

**Warm Springs**: Service to employment areas such as Mt Hood Ski Resort

**Sisters**: Expanding service area to service Sisters country

**Prineville**: How to connect Juniper Canyon to Prineville

**La Pine**: Needed to service to Sunriver Resort, especially for youth and low-income residents

**Redmond**: Introducing intra-city services, more service to airport and COCC, service connections to Crooked River Ranch
Top Capital Needs
Highlights in Draft Plan

Bend: Mobility Hubs, Future of Hawthorne Station

Madras: Small hub at new St. Charles campus, more robust bus stop infrastructure

Warm Springs: Small hub at Commissary site

Sisters: Looking at future hub site northwest of downtown

Prineville: Adding more bus stops each of Ray’s Supermarket

La Pine: Adding features to La Pine Station

Redmond: Expanding future hub/maintenance site
Thank You!

Andrea Breault
Senior Transportation Planner
abreault@coic.org
(541) 699-4094
MEMO

To: Central Oregon Intergovernmental Council Board

From: Dana Dunlap, Adult Programs Manager, and Josh Lagalo, WIOA-Youth E & T Program Manager

Date: February 26, 2020

Subject: Workforce Investment Innovation and Opportunity Act - RFP 2020

On February 24th East Cascade Works publically released the Request for Proposals for the WIOA grant funds for both Youth 1B and Adult and Dislocated 1B programs. Both COIC’s Youth and Adult programs have been the recipient of these funds for over a decade. Deadline for Submission of Required Intent to Apply is Monday, March 23rd 2020. Deadline for Submission of Full Proposal is Monday, April 6th, 2020.

Youth:

Youth award for this WIOA proposal is $426,000, with a minimum of $85,200 (20%) required to be spent on youth Work Experiences.

Adult:

The Adult award for this WIOA proposal is as follows:

The RFP is for July 1, 2020 - June 30, 2021 (1 year) with the following breakdown of funds:

- WIOA Adult $ 427,211 with $ 64,082 a minimum of 15% spent on training expenses.
- WIOA Dislocated Worker $ 348,000 with $ 52,200 a minimum of 15% to be spent on training expenses.

It is our full intent to submit Request for Proposals for both Youth and Adult and Dislocated Funds. We are wanting to be transparent with the COIC Board on the process and seeking full Board support.
MEMO

To: Central Oregon Intergovernmental Council Board

From: Dana Dunlap, Adult Programs Manager

Date: February 26, 2020

Subject: Regional Capacity Fund Request State of Oregon Department of Human Services- Office of Self-Sufficiency Programs RFP 2020

DHS- JOBS Training and Education Training Pilot RFP by Due March 17, 2020. This would be a new opportunity in addition to our current DHS JOBS Contract. It would service Jefferson, Crook and Deschutes Counties. The award is 3.5 million across Oregon with a focus on rural areas that do not have access to training to education. Our region is ranked 4th on the priority list for rural Oregon.

We would like the boards support in moving forward in the proposal process.

Background

The State of Oregon, acting by and through the Department of Human Services, Office or Self-Sufficiency Programs, is issuing this Request for Proposal for expanding services under the Temporary Assistance for Needy Families (TANF) program. TANF offers low-income Oregonians cash assistance support to meet their basic needs as well as access to employment and training (E&T) services under the Job Opportunity and Basic Skills (JOBS) program. This program is designed to work collaboratively with TANF JOBS Participants to further their employability skills and education which can lead to obtaining and maintaining employment at a livable wage with the ending goal of moving off public assistance.

This pilot program is a result of House bill 2032 section 3, which constitutes a state of emergency for TANIF client’s access to Training and Education in rural areas across Oregon, where it is difficult to access education or vocational training through existing programs. This RFP was posted through the Department of Human Services-Office of Self-Sufficiency Programs.
Crook, Jefferson, and Deschutes Counties are listed 4 in priority out of 16 counties that need additional assistance for TANIF clients accessing training and education.

We currently have the TANF JOBS contract and this is not an extension of our current services.

The RFP has a deadline of March 17, 2019 and if awarded could potentially start March 2020.

**Goals:**

To expand the availability of Education and Training services to Participants using a comprehensive model.

To assist participants to be more competitive in the job market and help participants gain knowledge and skills to achieve livable wage careers and move off of public assistance.

**Objectives:**

Design a program that includes career coaching, occupational research, guidance to selecting a training provider and filling out financial aid and other applications.

Model this program after WIOA program including, application process and financial tracking of support services including, Tuition, Books and supplies.

Track outcomes and performance measures.

**Next Steps:**

Obtain 2 letters of recommendation, 1 letter from DHS SSP Manager that states we are in good standing with our current JOBS Program.

Brainstorm and document our program, the delivery method and tracking process in the proposal by March 17, 2020.

Work with fiscal to determine the program delivery cost of this pilot program which would need to spend no more than 80% staff and at least 20% support services towards training and education.

**Request**

COIC staff request $2,500 in regional capacity funds (dues funds) to support COIC staff time to respond to this RFP.
Tammy Baney  
Executive Director  
Central Oregon Intergovernmental Council  
334 NE Hawthorne Ave.  
Bend, OR 97701  

Dear Tammy,

I have been relying on CET bus service as my primary means for commuting since having some medical attention in late September, which required me to stop commuting by bicycle for a few months.

I have been very pleased with the service, especially its punctuality and reliability. We are fortunate to have adequately-sized buses on major routes, so that standing while riding is very seldom necessary.

The most remarkable thing about riding CET is the drivers. They are unfailingly polite, patient with elderly or others slow to board or exit, and very efficient, organized, and friendly in helping disabled clients board and (as necessary) to secure themselves or their wheelchairs while riding. As I was becoming familiar with the system, they were very helpful in answering any questions I had about routes, stops, etc.

I would like to recount a recent experience I had on Route 5, which I take in the morning to get to either of our facilities in the medical district. That route serves as a de-facto auxiliary school bus for Mountain View High. The principal morning driver, Barbie Correnti, is very friendly, greeting boarding passengers, reminding each to fasten their seat belt. One morning last week, there was a young adult male, dressed to go to work, sitting in the frontmost seat (with the wheelchair securing equipment up and stowed). He was trying, audibly, to converse with Ms. Correnti while she was driving the bus. She appeared to be listening patiently while attending to her driving when he used some profanity in the course of whatever he was saying. Ms. Correnti immediately slowed down the bus, and cautioned him very directly that there are standards on the buses, that he must not use profanity, particularly when there are young riders aboard, and that he would be asked to leave the bus if he did this again.

As I was leaving the bus at my stop (after dropping off all of the students 2 stops before), I thanked her for enforcing standards for comportment on her bus. In reply, she pointed out how important it was to set a good example of service, particularly when young riders are aboard.

Thanks very much for your organization’s support of this important transportation option for our community, for well-maintained equipment, and such helpful employees.

With best regards,

-George

George A. Conway, MD, MPH  
Health Services Director
Bend City Council sends $190 million transportation bond to May ballot
Average cost to homeowner $170 a year

By BRENNA VISSER The Bulletin

Traffic is detoured around a construction project near the roundabout at NW Shevlin Park Road and NW Mt. Washington Drive in Bend on May 29, 2019.
Ryan Brennecke/Bulletin file photo

It’s official: Bend residents will get to vote on whether to support what appears to be the largest transportation bond in the city’s history.

On Wednesday, the Bend City Council unanimously approved sending a $190 million bond to the May ballot. The bond, which has been crafted and refined over the course of two years, includes more than three dozen projects aimed at reducing traffic congestion, making neighborhoods feel safer and improving how people generally travel from the east side of the city to the west side. If approved by voters, the cost to the average homeowner will be about $170 a year.

The council also voted to create a community oversight committee, which would help guide the order of projects and keep the process accountable if it passes.
“This bond really reflects the value and the needs of everyone in the community,” Mayor Sally Russell told the council.

The bond is the centerpiece of the city’s larger effort to rebuild a transportation system that has lagged behind staggering population growth over the past decade. Since the city’s last transportation bond in 2011, Bend’s population has grown from around 77,500 people to an estimate 91,000 people in 2019.

Public opinion polling has shown multiple times that fixing transportation problems is the community’s No.1 priority.

So what will voters be asked to support this May?

In general, the bond package is a mix of projects that specifically addresses congestion on the road and better infrastructure for pedestrians and bicycle riders. Some of the money would be used as a “match” to help support other transportation projects that are being done around U.S. Highway 97 by the Oregon Department of Transportation.

A complete list of all 45 projects can be found on the city’s website. Here is an overview of some of the big ticket items:

• Reed Market overpass, $36.5 million: By far the most expensive project, it seeks to fix traffic congestion on SE Reed Market Road. The bond would construct a two-lane roundabout at Reed Market Road and 15th Street and a crossing that would go over the railroad tracks at Reed Market near American Lane in southeast Bend. The project would also feed into a separate project to improve intersections at Third Street and Reed Market Road and Bond Street and Reed Market Road.

• Aune Road extension, $13 million: This project would extend Aune Road to connect with Third and Bond streets. The money would also pay for a roundabout at the intersection of Bond Street and Industrial Way.
• 12 Key Routes, $19.8 million: This money would construct a citywide, connected set of routes for bicyclists and pedestrians. Improvements would include projects that fill gaps between sidewalks and bike baths on major corridors, provide protected and buffered bike lanes and connect paths to existing Bend Park & Recreation District trails.

• Midtown Pedestrian & Bicycle Crossings, $12 million: This money would pay for a study and construction of underpasses at Greenwood Avenue and Franklin Avenue, and another type of pedestrian crossing over Hawthorne Avenue.

• Highway ramps at Murphy Road, $10 million: This money would be used to build a northbound on-ramp onto U.S. Highway 97 and a southbound off-ramp at Murphy Road to help traffic flow east and west on the south end of town.

• Local residential safety improvement program, $8 million: This money would pay to connect incomplete sidewalks, better lighting and safer routes to schools in neighborhoods near schools and parks.

• Colorado Avenue capacity improvements, $7 million: This money would help to pay for the right of way needed to widen Colorado Avenue little by little over time between Simpson Avenue and Arizona Avenue.

• Public transit, $8 million: This money would be used to help Cascades East Transit — the public entity in charge of the bus system in Bend — pay for capital projects like bus shelters, high capacity transit and bus pull outs. It would also help pay for mobility hubs, which would act as mini transit centers to take the pressure off of Hawthorne Station.

*Editor’s note: This article has been corrected. The original version misstated the outcome of $12 million in midtown pedestrian crossings. The Bulletin regrets the error.*
CET launches virtual workshop for transit master plan feedback

BEND, Ore. (KTVZ) -- Cascades East Transit is in the final stages of updating its Regional Transit Master Plan for services throughout Deschutes, Crook and Jefferson Counties and the Confederated Tribes of Warm Springs. This plan provides direction for enhancing Central Oregon's transit system over the next 20 years.

CET invites community members to prioritize and comment on proposed transit projects through an online Virtual Workshop that can be accessed online at CetTransitplan.com. Each page in the Virtual Workshop contains information about the different elements of the plan and includes a short survey. The "Community Connector" page lists routes and service enhancements that are planned across multiple communities.

CET encourages residents across the region to visit that page, plus other locations that may be of interest. Complete any survey in the Virtual Workshop by Monday, Feb. 24 to be entered to win great prizes like Hydro Flask water bottles and monthly transit passes!

Paper copies of the surveys are available in English and Spanish at CET’s facilities located at Hawthorne Station in Bend (334 NE Hawthorne Ave.) and the main office in Redmond (343 E. Antler Ave.).

Andrea Breault, CET’s Senior Transit Planner noted, "CET's 2040 Transit Master Plan highlights proposed transit projects and funding scenarios throughout Central Oregon. It is important for community members to provide feedback through the Virtual Workshop to prioritize these projects. This valuable input will help CET develop a more efficient and seamless transit network for years to come."
Door-to-door, on-demand, shared van rides may be the public transit choice of the next generation.

Ride Bend, the on-demand ridesharing service that circles around downtown and to both college campuses, will continue offering free rides through March 30.

The OSU-Cascades Mobility Lab started Ride Bend in July. It announced Jan. 21 that it will continue to run the on-call ridesharing service through March 30, thanks to a $10,000 contribution from OSU-Cascades' Associated Students of Cascades Campus.

OSU-Cascades hired the small transit company Downtowner to set up an on-demand, app-based ride service on Bend’s west side last summer. Downtowner brought three colorfully branded passenger vans to Bend and set up the network. Downtowner’s app technology optimizes driver routes based on where people need to go.

The program was part of a study by the OSU-Cascades Mobility Lab to see if more people would choose to use a ridesharing system as opposed to a fixed bus route.

Here’s how Ride Bend works: Say four people in different parts of Bend’s west side need a ride. Within five minutes of each other, they enter their location and desired destination into the Ride
Bend app. Downtowner’s technology crunches the data and comes up with an efficient game plan for picking people up wherever they are, and then taking them where they want to go. This system saves fuel and cuts down on traffic congestion by combining riders with similar destinations or pick-up points.

Ride Bend may only be around until the end of March, so if you haven’t tried it, give the system a test run, and see for yourself. Find “Ride Bend” in the app store on iPhone and Android, or call 866-921-8924 and a driver will pick you up or drop you off within the area shown below:

One of the primary benefits of a ridesharing transit system is the convenience. It’s a lot like Uber and Lyft, except:

- It's free
- It reduces traffic
- It involves riding in passenger vans with strangers (or a few new friends?)

Susan Shaheen, a professor of civil and environmental engineering at the University of California, Berkeley, authored numerous studies documenting how ridesharing services are part of a larger generational trend and could be the future of public transit. Millennials are moving away from personal car ownership because of the cost as well as the convenience of Uber and Lyft.
Meanwhile, Streetsblog.org—a news site that reports on how people can reduce their dependence on cars—reports that ridesharing is nothing more than a glorified Dial-A-Ride, and is not as efficient as proponents argue.

**Short History of Ride Bend**

The Ride Bend experiment began in partial thanks to the pioneering spirit of Casey Bergh, the Transportation & Sustainability Program Manager at OSU-Cascades who spearheaded the program. The lab collaborates with a variety of public agencies (including Cascades East Transit) to implement and study the latest transportation technology trends. These were the folks that brought Bend the Zagster Bike Share program in 2016, with 55 bikes spread over eight locations on the west side. (Now they are working with the City of Bend to pilot a shared electric scooters program in the spring of 2020.)

Ride Bend began as both a tourist bus and a way to fill in a missing public transit route that once served the students of OSU-Cascades and COCC. During the summers of 2017 and 2018, Ride Bend was a fixed route bus service circling between downtown, the Old Mill District and other tourist destinations. Meanwhile, Cascades East Transit ran a fixed route between the colleges and a few other stops on the west side of Bend, but canceled the service in 2018 because there were not enough people riding the bus. Two separate, mostly empty, buses were circling in different routes around the westside of Bend.

Berge saw this as an opportunity.

Last July, Ride Bend was rebranded as on-demand transit service that would serve as a link between downtown, the Old Mill District and the colleges. Ideally it would help both tourists and college students at the same time. Visit Bend helped with funding and promotion to new visitors, and OSU-Cascades got the word out to local students.

Graphical representation of where people traveled using the Ride Bend service since July.
The Mobility Lab hired Downtowner to provide the ride-hailing technology and the vehicles. (The old version of Ride Bend used city buses and rented airport-style shuttles.) Downtower had success with a similar electric taxi program in **Aspen, Colorado**, where drivers used open air carts, with ski racks and heaters to shuttle tourists between popular destinations and cut down on local traffic. The company also brought expertise in data collection—the Mobility Lab needed exact numbers for their study. The lab wanted to demonstrate that an on-demand electric van service could onboard people who might otherwise balk at the inconvenience of bus schedules.

The data demonstrated that the on-demand version of Ride Bend had more than twice as many riders than the old buses which had run on fixed routes in a similar area. The experiment worked. The data demonstrated that the on-demand version of Ride Bend had more than twice as many riders than the old buses which had run on fixed routes in a similar area. It also saved money: services cost $20,000 less than the total operational cost of running buses on fixed-route schedules, while also expanding the boundaries of the service area.

Overall, more than 3,500 unique riders took over 10,000 rides from July 1 through December 13 and left an average satisfaction rating of 4.9 out of 5 stars. The project’s backers (City of Bend, Visit Bend, St. Charles Health System, the Bend Metropolitan Planning Organization and CET) decided to extend the experiment through the fall, and just last week, OSU-Cascades announced it is continuing the service through the end of March.

**The Future of Public Transit**

The primary goal of the Mobility Lab is to inform government policy by testing different pilot projects. There is a strong possibility that the results of Ride Bend will translate into larger on-demand services in other areas of Bend that are underserved by public transit. Bergh is on the **Regional Technical Advisory Committee for CET** and said that north and southeast Bend are two areas the group is considering for a similar on-call service in the future.

“At the Mobility Lab, we recognize that there is an opportunity to support what the City, CET and ODOT (Oregon Department of Transportation) are working on with innovative solutions,” Bergh told the **Source**. “Technology is revolutionizing how we move people, and it will only increase. We want to bring that new technology to our transportation system here in Oregon and help local agencies understand those concepts.”

Other cities around the U.S. are either experimenting or have fully implemented on-demand services into their public transit system. Beyond saving time and fossil fuels, the **City of Los Angeles** reported that their system also promoted equity: riders who couldn't afford to hail an Uber, or who have wheelchairs or who live in less-densely populated areas can now get to where
they need to go.

The Ride Bend experiment is also indicative of a larger shift towards shared mobility. New York City has one of the most successful bikeshare programs in the country with more than 10,000 riders a day. Carshares have been around for years and have seen modest growth: carshare membership was at 1.4 million in 2017 and is expected to grow to 3 million by 2021, according to the Wall Street Journal.

But the biggest game changer is that millennials don’t necessarily want to drive. They have far fewer driver’s licenses than Gen Xers or Baby Boomers, and many of them both work and shop remotely, a trend that will only continue in the years to come, according to the AAA Foundation for Traffic Safety.

Meanwhile, Bergh wants to marry two upcoming trends for his next experiment: 5G internet (better, faster, more ubiquitous), and self-driving cars. The Mobility Lab might start an autonomous low-speed shuttle service, he said. There are 260 self-driving buses like this throughout the world, according to the U.S. Department of Transportation. For many Americans, these kinds of shuttles will be their first introduction to self-driving vehicles, according to the U.S. Department of Transportation.

For now, Ride Bend may only be around for a few more months. As more people give it a try and leave a review, public transit planners will have more information going forward for how to invest public funds in future