

**GRAYS HARBOR  
TRANSPORTATION AUTHORITY**

***TRANSIT DEVELOPMENT PLAN***  
***August 30, 2023***



# ***GRAYS HARBOR TRANSPORTATION AUTHORITY***

***Maintenance & Operations Facility  
705 30th Street  
Hoquiam, Washington 98550***

***Administration Building  
343 W. Wishkah St  
Aberdeen, Washington 98520***

**Contact: Ken Mehin, General Manager  
(360) 532-2770 or 1-800-562-9730**

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**Special acknowledgement is due to Ken Mehin, General Manager (GHTA), Jean Braaten, Finance/AGM (GHTA), Terri Gardner, Operations Manager (GHTA), and Tami Dragoo, Communications, Marketing, and Outreach Manager (GHTA) for contributions to this document.**

# Grays Harbor Transportation Authority



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TRANSIT DEVELOPMENT PLAN**

**Contents**

Plan adoption, public hearing, and distribution .....	5
Plan adoption .....	5
Public participation process .....	5
Plan distribution .....	5
Description of service area, operations and facilities .....	6
Service Area .....	7
Operations .....	7
Vanpool .....	8
Equipment .....	8
Facilities .....	8
Intermodal Connections .....	8
State and agency goals, objectives, and strategies .....	10
Local performance measures and targets .....	12
Plan consistency .....	13
Planned capital expenses .....	14
Planned operating changes .....	15
Multiyear financial plan .....	16
Capital improvement program .....	16
Operating financial plan .....	17
Cash flow analysis .....	18-23



## Plan adoption, public hearing, and distribution

### *Plan adoption*

The Grays Harbor Transportation Authority Board of Directors adopted the 2023 Transit Development Plan on September 12, 2023.

### *Public participation process*

**Public comment period:** August 9 – August 30, 2023

**Comments submitted to:** [jbraaten@ghtransit.com](mailto:jbraaten@ghtransit.com)  
Grays Harbor Transit  
Finance/AGM  
343 W. Wishkah  
Aberdeen, WA 98520

**Public hearing:** Grays Harbor Transportation Authority held a public hearing on the Transit Development Plan on August 30, 2023, at 2:00 p.m. at the Grays Harbor Transit Administration, 343 W Wishkah, Aberdeen, WA 98520 and virtually via Zoom.

**Notice posted to website:** Grays Harbor Transit posted a notice of the hearing on the Transit Development Plan to its website at [www.ghtransit.com](http://www.ghtransit.com) on August 9, 2023.

**Notice published in local paper:** The Daily World News published a notice of the hearing on the Transit Development Plan on August 15 and August 22, 2023.

**Requests for paper or digital copies:** Grays Harbor Transit allowed the public to request a paper or digital copy of the Transit Development Plan on and after August 9, 2023 by emailing Jean Braaten at [jbraaten@ghtransit.com](mailto:jbraaten@ghtransit.com) or calling (360) 532-2770 ext. 103.

**Available to the public for review:** Grays Harbor Transit allowed the public to view a copy of the draft Transit Development Plan at the Grays Harbor Transit offices, 343 W. Wishkah Street, Aberdeen, WA 98520

### *Plan distribution*

On August 31, 2023, Grays Harbor Transit distributed the adopted Transportation Development Plan to:

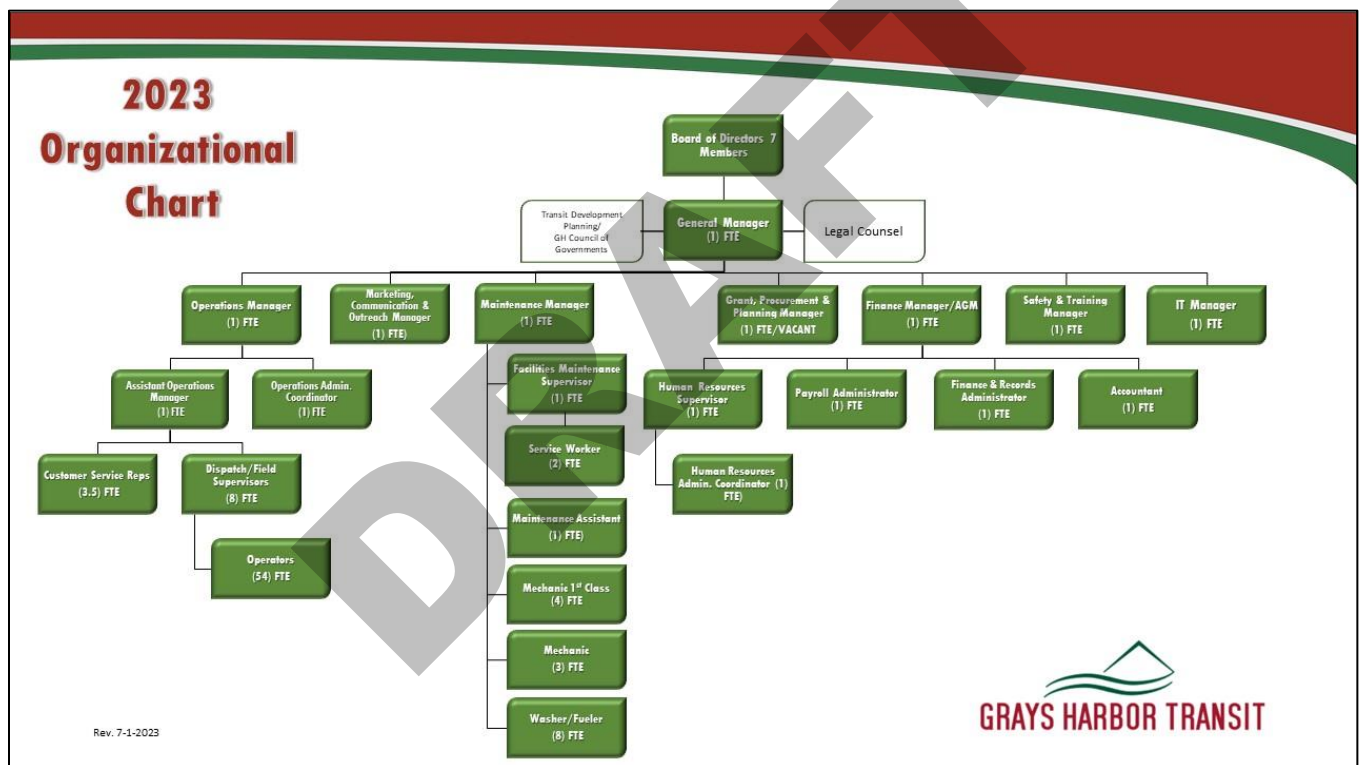
- WSDOT Public Transportation Division online Grants Management System (GMS) compliance module
- The Transportation Improvement Board via:
  - Vaughn Nelson, Finance Manager at [vaughnn@tib.wa.gov](mailto:vaughnn@tib.wa.gov).
  - Chris Workman, Engineering Manager at [chrisw@tib.wa.gov](mailto:chrisw@tib.wa.gov).
- All cities, counties and regional transportation planning organizations within which Grays Harbor Transit operates.

## Description of organization, service area, operations and facilities

### Organization

Grays Harbor Transportation Authority (GHTA), also known as Grays Harbor Transit (GHT) is a County Transportation Authority (CTA), authorized under Chapter 36.57 RCW located in the southwestern portion of Washington State. Grays Harbor Transportation Authority began providing transportation services in June of 1975. Our system map shown on the prior page indicates the extent of our service area. The three Grays Harbor County Commissioners and the Mayors of Aberdeen, Ocean Shores and Elma comprise the current Board of Directors. The position held by the Mayor of Elma alternates with the Mayors from McCleary, Cosmopolis, Montesano, Oakville, or Westport. The position held by the Mayor of Ocean Shores alternates with the Mayor from Hoquiam. The Board of Directors holds public meetings monthly at the Grays Harbor Transportation Authority's Administrative Offices in Hoquiam.

Below is the table of organization for the Grays Harbor Transportation Authority:



As of July 1, 2023, the Grays Harbor Transportation Authority employed:

- 66 full time equivalents in the Operations Division
- 18 full time equivalents in the Maintenance Division
- 2 full time 2 part-time equivalents in the Customer Service Division
- 9 full time equivalents in the Administration Division

## ***Service Area***

Services are available countywide. Intercounty service is provided to Olympia and Centralia. The Authority operates ten fixed routes Monday through Friday and eight fixed routes on Saturday and Sunday. No service on six National Holidays.

## ***Operations***

GHT provides fixed route and ADA paratransit services. The agency also operates a vanpool program. Grays Harbor Transit's system map (Figure 1, p. 9) shows where its fixed routes operate.

Normal hours of operation are 4:45a.m. - 10:15p.m. Monday through Friday; 7:10am to 9:00pm on Saturdays and Sundays. Aberdeen/Hoquiam routes operate on average 30-minute headway five days a week. Outlying routes to west county (North Beach area) operate on a 2 hour to 3-hour headway weekdays. Service to east county (Montesano, Elma) operates on 2-hour headway weekdays. North County (Quinault) service is five times daily, and south county (Westport/Grayland) service is eight times daily on weekdays and Oakville/Centralia five times daily on weekdays.

GHT restored its fixed route services that were reduced during the COVID-19 pandemic in the first quarter of 2022.

## **Services for Persons with Disabilities Operation**

“Specialized Van Service” (SVS) provides door-to-door service for people with qualified ADA disabilities, which prevents them from using regular bus services. Specialized Van Service hours of operation reflect all fixed route service. Specialized Van Service is available in any area up to  $\frac{3}{4}$  mile of the regular fixed route service and up to 3 miles in Aberdeen, Hoquiam, and Cosmopolis. No service on the six national holidays.

## **Fares and Passes – Fare Free**

At the July 2022 Board meeting the Board approved a Fare Free Policy to provide free fares system-wide through December 31, 2023 to be evaluated annually. The free fares apply to all riders on fixed route (all zones), General Public Dial-a-Ride and SVS (Paratransit) door-to-door service. Fare Free Policy also includes riders 18 and under are fare free on all bus services in all zones as well as Vanpool.

## **Vanpool Services Operation**

Fares for 2022 recouped 88% of the cost for vanpools. Currently, we are on track for 2023 for a 77% recoup of cost.

2022 saw a jump of 55% more vanpools than the December 2021 count. Our vanpool count dropped 11% from 12 to 11 from June 2022 to June 2023.

## **Equipment:**

GHT continued to provide health-related equipment for its employees' and passengers' safety. GHT required the non-ADA passengers to board the coaches from the back door and made the front section of the coaches reserved for passengers in wheelchairs. GHT equipped all its coaches and buses with hand sanitizers, provided new cleaning supplies, equipment, and PPE's to all its employees, etc.

## **Facilities**

The administrative offices of GHT were relocated to 343 W. Wishkah Street in Aberdeen, WA in May of 2020 until a future larger facility is established to accommodate both administrative, operations and maintenance personnel. The maintenance and operation facility located at 705 30th Street in Hoquiam, WA is on approximately 2½ acres in the industrial area of Hoquiam. A one-acre parcel adjacent to the maintenance facility was purchased in 2015 which contained a structure which required abatement with asbestos removal and a parking lot. The parking lot is used for employee parking and the building was demolished in 2019 and is unusable due to existing concrete foundation. Future plans for this one-acre plot will be to improve the bus staging and create a dedicated vehicle detailing area as well as maintaining employee parking. The Authority operates and maintains six major transfer facilities in Aberdeen, Hoquiam, McCleary, Montesano, Ocean Shores and Elma. A park and ride lot is located in the Westport vicinity.

In 2022, GHT had its 40-year-old fuel island and fuel pumps replaced, three main transit stations repainted, and initiated the expansion of the Aberdeen Transit Center by demolishing the adjacent two-story building on Wishkah St.

## ***Intermodal Connections***

Grays Harbor Transit provides services to the following public transportation facilities:

- Pacific Transit connection is made in Aberdeen by Pacific Transit.
- Jefferson Transit connection is made at Amanda Park.
- Intercity Transit, Pierce Transit,
- Mason Transit
- Greyhound in downtown Olympia.
- Twin Transit
- Amtrak in Centralia.



**Figure1**      **Current Grays Harbor Transit Fixed Route Network**



## State and agency goals, objectives, and strategies

From 2023-2028, Grays Harbor Transit will focus on the five key priorities in Table 2 below. The table shows how Grays Harbor Transit's local priorities align with state goals established in the [Washington State Transportation Plan](#).

**Table 2 2023-2028 Goals, objectives, and strategies, and alignment with state goals**

Goals, objectives and strategies	State goal areas <sup>1</sup>					
	Economic	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal 1: Improve convenience, reliability and customer service of transit services</b>						
Objective 1.1: Improve transit service reliability.						
<i>Strategy 1.1.1: Use of fully automated Paratransit scheduling system. This system provides efficient use of paratransit services and enhances the technical support of the entire system providing reliability and on-time performance.</i>	X			X		X
<i>Strategy 1.1.2: Adjust schedules to enhance on-time performance.</i> <i>Strategy 1.1.3 Utilize Token Transit for purchasing and using bus fares through on-line app.</i> <i>Strategy 1.1.4 Use of digital signage at transit centers for schedule info and rider alerts</i> <i>Strategy 1.1.5 GPS app for real time bus schedules and times</i>						
Objective 1.2: Provide amenities to make riding transit more comfortable and convenient to customers.			X	X		X
<i>Strategy 1.2.1 Install USB ports on all coaches</i> <i>Strategy 1.2.2 Install USB charging stations at transit centers</i>						
Objective 1.3: Improve service accessibility for non-motorized modes (e.g., bicycle, pedestrian connections)						
<i>Strategy 1.3.1: Identify non-motorized access deficiencies at existing stops and transit hubs.</i>			X	X		
<i>Strategy 1.3.2: Complete prioritized list of non-motorized access deficiencies at bus stations and transit hubs by 2025.</i>						
<b>Goal 2: Improve operational safety and security</b>						
Objective 2.1: Make transit vehicles and facilities a secure environment for customers.						
<i>Strategy 2.1.1: Install and maintain surveillance cameras at all transit facilities and in transit vehicles.</i>			X			

<sup>1</sup> The State's six policy goals are:

- **Economic Vitality.** To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy
- **Preservation.** To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services
- **Safety.** To provide for and improve the safety and security of transportation customers and the transportation system
- **Mobility.** To improve the predictable movement of goods and people throughout Washington State
- **Environment.** To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment
- **Stewardship.** To continuously improve the quality, effectiveness, and efficiency of the transportation system

**Table 2 2023-2028 Goals, objectives, and strategies, and alignment with state goals**

Goals, objectives and strategies	State goal areas <sup>1</sup>					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal 3: Enhance the integration of transit services to support the economy and preserve the environment</b>						
Objective 3.1: Reduce fossil fuels consumption through the consideration of alternative fuel vehicle technology.						
<i>Strategy 3.1.1: Procure low-emission fuel efficient vehicles.</i>						
<i>Strategy 3.1.2: Procure alternative fuel transit vehicles and associated infrastructure to replace diesel buses as capabilities are developed.</i>					X	
<b>Goal 4: Maximize and expand transit services</b>						
Objective 4.1: Upgrade and maintain existing transit rolling stock, equipment, infrastructure and facilities in a state of good repair.		X	X			
<i>Strategy 4.1.1: Increase capital expenditures to meet state of good repair targets.</i>						
Objective 4.2: Match transit service coverage with passenger demand.						
<i>Strategy 4.2.1: Aberdeen Transit Center future expansion.</i>	X			X		
<i>Strategy 4.2.2: Commuter study for park and ride lots along highways 12 &amp; 8.</i>						
Objective 4.3: Improve service for key priority populations.						
<i>Strategy 4.3.1: Evaluate service coverage and route design standards to improve access for low-income, youth, aging adults and people with limited mobility.</i>				X		
<i>Strategy 4.3.2: Increase coverage in areas with high concentrations of key priority populations.</i>						
<b>Goal 5: Meet the requirements of the Americans with Disabilities Act (ADA).</b>						
Objective 5.1: identify ways of containing paratransit cost increases while continuing to meet ADA requirements.						
<i>Strategy 5.1.1: Develop and implement travel training program to teach passengers with disabilities how to use fixed route service.</i>				X		X



## Local performance measures and targets

Grays Harbor Transit uses the following performance measures to evaluate progress toward the strategic goals and objectives noted above:

**Table3 2023-2028 Performance measurements and targets**

Performance measure	Target
On-time performance of transit vehicles	<ul style="list-style-type: none"> <li>Fixed route, p.m. (3-6 p.m.) peak trips: 90% on time.</li> <li>Fixed route, a.m. peak or non-peak trips: 95% on time.</li> <li>Paratransit: 90% of all trips arrive within 30-minute pick-up window.</li> </ul>
Amenities	Upgrade shelters at the top 25% most active stops and benches at 50% of the most active stops by 2025.
Connectivity	20% of non-motorized access deficiencies at existing stops and transit hubs addressed.
Collisions	Collisions per 100,000 revenue miles less than or equal to 3.7.
Alternative fuels	Convert 10% of the existing vehicle fleet to green, environmentally friendly propulsion technologies by 2027.
Transit Productivity	<ul style="list-style-type: none"> <li>Local route: 20 passengers/revenue hour</li> <li>Rural route: 4 passengers/revenue hour</li> <li>Paratransit: 2 passengers/revenue hour</li> </ul>
Vehicle State of Good Repair	Maintain 80% of the rolling stock within a state of good repair.
Equipment State of Good Repair	Maintain 80% of non-revenue equipment vehicles and other equipment worth greater than \$50,000 within a state of good repair.
Facility State of Good Repair	Maintain a minimum overall state of good repair of 85%.
Span of Service	Restore and expand service hours by 2,000 hours.
Coverage	<p>The following % of demographics in service area within 0.5 mile of a transit stop:</p> <ul style="list-style-type: none"> <li>90% of low-income households</li> <li>80% youth</li> <li>85% of aging adults (ages 65+)</li> <li>85% of persons with disability</li> </ul>





## Plan consistency

Grays Harbor Transit is a voting member on the Southwest Washington Regional Transportation Planning Organization. In this capacity, Grays Harbor Transit participates in policy and programming decisions for transportation projects and services. Grays Harbor Transit coordinates with other member agencies to prepare and regularly update the regional transportation plan. This coordination promotes integration between land use, public transit, and other transportation modes.

In addition, Grays Harbor Transit's programs, services, and five key priorities outlined in Table 3 are consistent with the following goals:

- Work with other agencies and jurisdictions to coordinate a safe, accessible, and integrated system of public transportation.
- Transit Support- Encourage citizens and businesses to use transit as an alternative to the single-occupant vehicle.
- Support adequate funds for transportation systems to provide for those who, through age and/or disability, are unable to transport themselves.
- Encourage coordination among public transit service providers, and between the public transit network and the non-motorized transportation system, to promote a more integrated transportation system for those traveling by means other than a private automobile.





## Planned capital expenses

Table 4 below outlines Grays Harbor Transit's planned capital expenses for 2023-2028.

**Table 4 2023-2028 Summary of planned capital expenses**

Year received/ expensed	Type	Preservation/ replacement (quantity)	Expansion/ improvement (quantity)
<b>Rolling stock</b>			
2023	Fixed Route buses*	3	
2023	Cutaway Buses*	5	
2023	Vanpool Vans	2	
2024	Fixed Route buses*	10	
2024	Cutaway Buses*	2	
2024	Vanpool Vans	5	
2025	Cutaway Buses*	3	1
2026	Fixed Route buses*		2
2027	Vanpool Vans	2	
2027	Fixed Route buses*	3	
2027	Vanpool Vans	2	
2028	Fixed Route Buses*	4	
<b>Equipment</b>			
2023	Radio System - Base	1	
2023	UPS Generator Back Up	1	
2023	Station Board Tower		1
2024	Vehicle Safety Technology		1
2025			
2026			
2027			
2028			
<b>Facilities and infrastructure</b>			
2023	Replace Bus Shelters & Benches	15	
2023	Bus Washer	1	
2023	A & E Maint. & Ops Building	1	
2023	Yard Improvements	1	
2024	Aberdeen Transit Center Expansion	1	
2024	Maint. & Ops Facility Upgrades	1	
2024	Yard Improvements	1	
2025	Purchase and Develop Park & Rides*		2
2025	Maintenance Facility Detail Building		1
2025	Yard Improvements	1	
2026	Replace Bus Shelters & Benches	15	
2026	Phase I New Transit Headquarters		1
2027	Phase II New Transit Headquarters		1
2028	Replace Bus Shelters & Benches	15	2

Projects identified with an asterisk (\*) in Table 4 above are either federally funded or regionally significant.

Grays Harbor Transit will coordinate with Southwest Regional Transportation Planning Organization to incorporate these into the Transportation Improvement Program.

## Planned operating changes

Table 5 outlines Grays Harbor Transit's planned operating changes for 2023-2028.

**Table 5 Summary of planned operating changes**

2023 - 2028 Summary of planned operating changes			
Year	Type	Reduction	Expansion/ Improvement
2023	Stand by Staffing		X
2024	Implement weekday Wave bus route in Hoquiam. Implement weekend DAR/SVS in Ocean Shores, and Westport in Spring 2024. Add weekend Wave bus route in Aberdeen.		X
2025	No Change		
2026	Implement weekend Wave bus route in Hoquiam		X
2027	Implement an express service from Aberdeen to Olympia with one stop at each city along Hwy.		X
2028	No Change		



## Multiyear financial plan

### Capital improvement program

Grays Harbor Transit's capital improvement program includes the capital expenses identified in Table 4.

Grays Harbor Transit funds its capital projects with federal, state, and local funds. Grays Harbor Transit assumes local match for federal and state grants to be 20 percent for vehicles and 50 percent for pedestrian improvements. Grays Harbor Transit estimates maximum WSDOT reimbursement for vanpool at \$43,667 per van, with local funds making up the difference.

Table 6 illustrates the approved and forecasted federal and state grant funding sources.

**Table 6** 2023-2028 Capital improvement program

### 2023 - 2028 Capital improvement program

Capital Expenditure	2023	2024	2025	2026	2027	2028
Fixed Route Heavy Duty Buses	\$1,818,000	\$5,500,000		\$1,200,000	\$1,800,000	\$2,400,000
Vanpool Vans	\$259,000	\$259,000			\$90,000	
Cutaway Buses	\$480,000	\$256,000	\$624,000			
Bus Shelters	\$200,000	\$200,000	\$200,000	\$200,000		\$200,000
Bus Washer	\$350,000					
Yard Improvement	\$500,000					
Transit Center	\$40,000	\$8,784,352	\$3,000,000	\$35,000,000	\$35,000,000	
System Preservation and Maintenance	\$1,550,000	450,000	200,000	200,000	-	200,000
Land Purchase & Development			\$2,000,000			
Total Capital Expenditures	\$5,197,000	\$15,449,352	\$6,024,000	\$36,600,000	\$36,890,000	\$2,800,000

Capital Revenue	2023	2024	2025	2026	2027	2028
Federal Grants	\$1,965,000	11,632,282	\$4,499,200	\$28,960,000	\$29,440,000	\$1,920,000
State Grants	\$207,200	207,200			\$72,000	
Local Funds	\$3,024,800	\$3,609,870	\$1,524,800	\$7,640,000	\$7,378,000	\$880,000
Other						

## *Operating financial plan*

Grays Harbor Transit is a locally funded agency.

Retail sales tax collected in the agency's county transportation area is the agency's primary revenue source. Other funding sources include vanpool fares, state and local grant funding, and other miscellaneous revenues.

Table 7 below details Grays Harbor Transit's operating financial plan. The plan includes operating changes identified in Table 5 with growth in baseline costs of 3 percent.

Operation revenue assumptions include:

- No change in the retail sales tax rate is anticipated within the planning period.
- Growth in sales tax revenue throughout the planning period. The forecast is 3 percent in all years, based on recent trend data.
- Minimal growth in formula federal and state operating grants.

**Table 7      Operating and maintenance financial plan**

OPERATING REVENUE	2023	2024	2025	2026	2027	2028
Sales Tax	\$12,700,000	\$13,208,000	\$13,736,320	\$14,285,773	\$14,857,204	\$15,451,492
Farebox	\$0	\$0	\$0	\$0	\$0	\$0
Vanpool	\$69,120	\$75,000	\$77,000	\$80,000	\$83,000	\$85,000
Sales Tax Equalization	\$1,259,818	\$1,259,818	\$1,259,818	\$1,259,818	\$1,259,818	\$1,259,818
State Operating	\$1,559,427	\$1,559,427	\$1,559,427	\$1,559,427	\$1,559,427	\$1,559,427
Federal Operating Grants	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000
Other	\$399,535	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Transfers	\$0					
<b>Total Operating Revenues</b>	<b>\$16,362,900</b>	<b>\$16,877,245</b>	<b>\$17,407,565</b>	<b>\$17,960,018</b>	<b>\$18,534,449</b>	<b>\$19,130,737</b>
<b>Annual % Change</b>		<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>

Operating and Maintenance Expenses	2023	2024	2025	2026	2027	2028
Fixed Route Preservation and Maintenance	\$11,647,468	\$11,996,892	\$12,671,092	\$13,051,225	\$13,442,762	\$13,846,044
Fixed Route Expand		337,100				
Demand Response Preservation and Maintenance	\$2,911,867	\$2,999,223	\$3,189,023	\$3,284,694	\$3,383,235	\$3,484,732
Demand Response Expand		94,900				
Vanpool Preservation and Maintenance	\$174,545	\$179,781	\$185,175	\$190,730	\$196,452	\$202,345
Vanpool Expand						
<b>Total Operating Expenses</b>	<b>\$14,733,880</b>	<b>\$15,607,896</b>	<b>\$16,045,290</b>	<b>\$16,526,648</b>	<b>\$17,022,448</b>	<b>\$17,533,121</b>

## Cash flow analysis

Table 8 through Table 13 represent Grays Harbor Transit's cash flow analyses for 2023-2028.

**Table 8 Consolidated Statements of Cash Flows**

### 2023 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Total
<b>Beginning Balance</b>	\$1,980,634	\$4,911,293	\$16,988,707	\$166,343	\$24,046,977
Sales Tax	\$12,700,000				\$12,700,000
Farebox	\$0				\$0
Vanpool	\$69,120				\$69,120
Sales Tax Equalization	\$1,259,818				\$1,259,818
State Operating	\$1,559,427				\$1,559,427
Federal Operating Grants	\$375,000				\$375,000
Other	\$399,535				\$399,535
Transfers					\$0
<b>Total Available</b>	<b>\$18,343,534</b>	<b>\$4,911,293</b>	<b>\$16,988,707</b>	<b>\$166,343</b>	<b>\$40,409,877</b>
<b>OPERATING EXPENSE (excludes depreciation)</b>					
Vanpool Preservation and Maintenance	\$174,545				\$174,545
Vanpool Expansion					\$0
Fixed Route Preservation and Maintenance	\$11,647,468				\$11,647,468
Fixed Route Expansion					\$0
Demand Response Preservation and Maintenance	\$2,911,867				\$2,911,867
Demand Response Preservation and Maintenance					\$0
<b>Total Expenses</b>	<b>\$14,733,880</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,733,880</b>
<b>Net Cash Available</b>	<b>\$3,609,654</b>	<b>\$4,911,293</b>	<b>\$16,988,707</b>	<b>\$166,343</b>	<b>\$25,675,997</b>
<b>CAPITAL REVENUE</b>					
Federal Grants			1,965,000		\$1,965,000
State Grants	\$0		207,200		\$207,200
Other			-		\$0
<b>Total Capital Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,172,200</b>	<b>\$0</b>	<b>\$2,172,200</b>
<b>Capital Obligations</b>					
System Preservation and Maintenance	3,024,800	-	2,298,000		\$5,322,800
Fixed Route Coaches	-				\$0
System Expansion			259,000		\$259,000
<b>Total Capital Obligation</b>	<b>3,024,800</b>	<b>-</b>	<b>2,557,000</b>	<b>-</b>	<b>5,581,800</b>
<b>Ending Cash Bal. 12/31</b>	<b>\$584,854</b>	<b>\$4,911,293</b>	<b>\$16,603,907</b>	<b>\$166,343</b>	<b>\$22,266,397</b>



## 2024 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Total
<b>Beginning Balance</b>	\$584,854	\$4,911,293	\$16,603,907	\$166,343	\$22,266,397
Sales Tax	\$13,208,000				\$13,208,000
Farebox	\$0				\$0
Vanpool	\$75,000				\$75,000
Sales Tax Equalization	\$1,259,818				\$1,259,818
State Operating	\$1,559,427				\$1,559,427
Federal Operating Grants	\$375,000				\$375,000
Other	\$400,000				\$400,000
Transfers	\$0				\$0
<b>Total Available</b>	<b>\$17,462,099</b>	<b>\$4,911,293</b>	<b>\$16,603,907</b>	<b>\$166,343</b>	<b>\$39,143,642</b>
<b>OPERATING EXPENSE (excludes depreciation)</b>					
Vanpool Preservation and Maintenance	\$179,781				\$179,781
Vanpool Expansion					\$0
Fixed Route Preservation and Maintenance	\$11,996,892				\$11,996,892
Fixed Route Expansion	337,100				\$337,100
Demand Response Preservation and Maintenance	\$2,999,223				\$2,999,223
Demand Response Expansion	94,900				\$94,900
<b>Total Expenses</b>	<b>\$15,607,896</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,607,896</b>
<b>Net Cash Available</b>	<b>\$1,854,203</b>	<b>\$4,911,293</b>	<b>\$16,603,907</b>	<b>\$166,343</b>	<b>\$23,535,746</b>
<b>CAPITAL REVENUE</b>					
Federal Grants			11,632,282		\$11,632,282
State Grants	\$0		207,200		\$207,200
Other					\$0
<b>Total Capital Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,839,482</b>	<b>\$0</b>	<b>\$11,839,482</b>
<b>Capital Obligations</b>					
System Preservation and Maintenance	709,000	-			709,000
Fixed Route Coaches			5,500,000		5,500,000
SVS Cutaway			256,000		256,000
Bus Shelters	200,000	-	8,784,352		8,984,352
Yard and Transit improvement		-			-
System Expansion					-
Land purchase - express service					-
<b>Total Capital Obligation</b>	<b>909,000</b>	<b>-</b>	<b>14,540,352</b>	<b>-</b>	<b>15,449,352</b>
<b>Ending Cash Bal. 12/31</b>	<b>\$945,203</b>	<b>\$4,911,293</b>	<b>\$13,903,037</b>	<b>\$166,343</b>	<b>\$19,925,876</b>

## 2025 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Total
<b>Beginning Balance</b>	\$945,203	\$4,911,293	\$13,903,037	\$166,343	\$19,925,876
Sales Tax	\$13,736,320				\$13,736,320
Farebox	\$0				\$0
Vanpool	\$77,000				\$77,000
Sales Tax Equalization	\$1,259,818				\$1,259,818
State Operating	\$1,559,427				\$1,559,427
Federal Operating Grants	\$375,000				\$375,000
Other	\$400,000				\$400,000
Transfers	(\$1,000,000)	-	\$1,000,000		\$0
<b>Total Available</b>	<b>\$17,352,768</b>	<b>\$4,911,293</b>	<b>\$14,903,037</b>	<b>\$166,343</b>	<b>\$37,333,441</b>
<b>OPERATING EXPENSE (excludes depreciation)</b>					
Vanpool Preservation and	\$185,175				\$185,175
Vanpool Expansion					\$0
Fixed Route Preservation and Maintenance	\$12,671,092				\$12,671,092
Fixed Route Expansion					\$0
Demand Response Preservation and Maintenance	\$3,189,023				\$3,189,023
Demand Response Expansion					\$0
<b>Total Expenses</b>	<b>\$16,045,290</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,045,290</b>
<b>Net Cash Available</b>	<b>\$1,307,478</b>	<b>\$4,911,293</b>	<b>\$14,903,037</b>	<b>\$166,343</b>	<b>\$21,288,151</b>
<b>CAPITAL REVENUE</b>					
Federal Grants		-	4,499,200		\$4,499,200
State Grants		-			\$0
Other					\$0
<b>Total Capital Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,499,200</b>	<b>\$0</b>	<b>\$4,499,200</b>
<b>Capital Obligations</b>					
System Preservation and Maintenance	200,000	-			200,000
Fixed Route Coaches		-	5,000,000		5,000,000
SVS Cutaway		-	624,000		624,000
Bus Shelters	200,000				200,000
Yard and Transit improvement					-
System Expansion					-
Land purchase - express service					-
<b>Total Capital Obligation</b>	<b>400,000</b>	<b>-</b>	<b>5,624,000</b>	<b>-</b>	<b>6,024,000</b>
<b>Ending Cash Bal. 12/31</b>	<b>\$907,478</b>	<b>\$4,911,293</b>	<b>\$13,778,237</b>	<b>\$166,343</b>	<b>\$19,763,351</b>

## 2026 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Total
<b>Beginning Balance</b>	\$907,478	\$4,911,293	\$13,778,237	\$166,343	\$19,763,351
Sales Tax	\$14,285,773				\$14,285,773
Farebox	\$0				\$0
Vanpool	\$80,000				\$80,000
Sales Tax Equalization	\$1,259,818				\$1,259,818
State Operating	\$1,559,427				\$1,559,427
Federal Operating Grants	\$375,000				\$375,000
Other	\$400,000				\$400,000
Transfers	(\$1,000,000)	-	\$1,000,000		\$0
<b>Total Available</b>	<b>\$17,867,496</b>	<b>\$4,911,293</b>	<b>\$14,778,237</b>	<b>\$166,343</b>	<b>\$37,723,369</b>
<b>OPERATING EXPENSE (excludes depreciation)</b>					
Vanpool Preservation and Maintenance	\$190,730				\$190,730
Vanpool Expansion					\$0
Fixed Route Preservation and Maintenance	\$13,051,225				\$13,051,225
Fixed Route Expansion					\$0
Demand Response Preservation and Maintenance	\$3,284,694				\$3,284,694
Demand Response Expansion					\$0
<b>Total Expenses</b>	<b>\$16,526,649</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,526,649</b>
<b>Net Cash Available</b>	<b>\$1,340,847</b>	<b>\$4,911,293</b>	<b>\$14,778,237</b>	<b>\$166,343</b>	<b>\$21,196,720</b>
<b>CAPITAL REVENUE</b>					
Federal Grants			28,960,000		\$28,960,000
State Grants	\$0				\$0
Other					\$0
<b>Total Capital Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,960,000</b>	<b>\$0</b>	<b>\$28,960,000</b>
<b>Capital Obligations</b>					
System Preservation and Maintenance	200,000				200,000
Fixed Route Coaches			1,200,000		1,200,000
SVS Cutaway			-		-
Bus Shelters	200,000				200,000
Yard and Transit improvement					-
System Expansion			35,000,000		35,000,000
Land purchase					-
<b>Total Capital Obligation</b>	<b>400,000</b>	<b>-</b>	<b>36,200,000</b>	<b>-</b>	<b>36,600,000</b>
<b>Ending Cash Bal. 12/31</b>	<b>\$940,847</b>	<b>\$4,911,293</b>	<b>\$7,538,237</b>	<b>\$166,343</b>	<b>\$13,556,720</b>

## 2027 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Total
<b>Beginning Balance</b>	\$940,847	\$4,911,293	\$7,538,237	\$166,343	\$13,556,720
Sales Tax	\$14,857,204				\$14,857,204
Farebox	\$0				\$0
Vanpool	\$83,000				\$83,000
Sales Tax Equalization	\$1,259,818				\$1,259,818
State Operating	\$1,559,427				\$1,559,427
Federal Operating Grants	\$375,000				\$375,000
Other	\$400,000				\$400,000
Transfers	(\$1,000,000)		\$1,000,000		\$0
<b>Total Available</b>	<b>\$18,475,296</b>	<b>\$4,911,293</b>	<b>\$8,538,237</b>	<b>\$166,343</b>	<b>\$32,091,169</b>
<b>OPERATING EXPENSE (excludes depreciation)</b>					
Vanpool Preservation and Maintenance	\$196,452				\$196,452
Vanpool Expansion					\$0
Fixed Route Preservation and Maintenance	\$13,442,762				\$13,442,762
Fixed Route Expansion					\$0
Demand Response Preservation and Maintenance	\$3,383,235				\$3,383,235
Demand Response Preservation and Maintenance					\$0
<b>Total Expenses</b>	<b>\$17,022,449</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,022,449</b>
<b>Net Cash Available</b>	<b>\$1,452,847</b>	<b>\$4,911,293</b>	<b>\$8,538,237</b>	<b>\$166,343</b>	<b>\$15,068,720</b>
<b>CAPITAL REVENUE</b>					
Federal Grants			29,440,000.00		\$29,440,000
State Grants	\$72,000		-		\$72,000
Other					\$0
<b>Total Capital Revenue</b>	<b>\$72,000</b>	<b>\$0</b>	<b>\$29,440,000</b>	<b>\$0</b>	<b>\$29,512,000</b>
<b>Capital Obligations</b>					
System Preservation and Maintenance	200,000		-		200,000
Fixed Route Coaches			1,800,000		1,800,000
SVS Cutaway			-		-
Bus Shelters	200,000				200,000
Yard and Transit improvement	-				-
System Expansion	90,000		35,000,000		35,090,000
Land purchase - express service			-		-
<b>Total Capital Obligation</b>	<b>490,000</b>	<b>-</b>	<b>36,800,000</b>	<b>-</b>	<b>37,290,000</b>
<b>Ending Cash Bal. 12/31</b>	<b>\$1,034,847</b>	<b>\$4,911,293</b>	<b>\$1,178,237</b>	<b>\$166,343</b>	<b>\$7,290,720</b>

## 2028 Cash Flow Analysis

	General Fund	Working Capital	Capital Fund	Self Ins.	Total
<b>Beginning Balance</b>	\$1,034,847	\$4,911,293	\$1,178,237	\$166,343	\$7,290,720
Sales Tax	\$15,451,492				\$15,451,492
Farebox	\$0				\$0
Vanpool	\$85,000				\$85,000
Sales Tax Equalization	\$1,259,818				\$1,259,818
State Operating	\$1,559,427				\$1,559,427
Federal Operating Grants	\$375,000				\$375,000
Other	\$400,000				\$400,000
Transfers	(\$1,000,000)	-	\$1,000,000		\$0
<b>Total Available</b>	<b>\$19,165,584</b>	<b>\$4,911,293</b>	<b>\$2,178,237</b>	<b>\$166,343</b>	<b>\$26,421,457</b>
<b>OPERATING EXPENSE (excludes depreciation)</b>					
Vanpool Preservation and Maintenance	\$202,345				\$202,345
Vanpool Expansion					\$0
Fixed Route Preservation and Maintenance	\$13,846,044				\$13,846,044
Fixed Route Expansion					\$0
Demand Response Preservation and Maintenance	\$3,484,732				\$3,484,732
Demand Response Preservation and Maintenance					\$0
<b>Total Expenses</b>	<b>\$17,533,121</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,533,121</b>
<b>Net Cash Available</b>	<b>\$1,632,463</b>	<b>\$4,911,293</b>	<b>\$2,178,237</b>	<b>\$166,343</b>	<b>\$8,888,336</b>
<b>CAPITAL REVENUE</b>					
Federal Grants			1,920,000		\$1,920,000
State Grants	\$0		-		\$0
Other					\$0
<b>Total Capital Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,920,000</b>	<b>\$0</b>	<b>\$1,920,000</b>
<b>Capital Obligations</b>					
System Preservation and Maintenance	200,000				200,000
Fixed Route Coaches			2,400,000		2,400,000
SVS Cutaway					-
Bus Shelters	200,000				200,000
Yard and Transit improvement	-				-
System Expansion					-
Land purchase and development					-
<b>Total Capital Obligation</b>	<b>400,000</b>	<b>-</b>	<b>2,400,000</b>	<b>-</b>	<b>2,800,000</b>
<b>Ending Cash Bal. 12/31</b>	<b>\$1,232,463</b>	<b>\$4,911,293</b>	<b>\$1,698,237</b>	<b>\$166,343</b>	<b>\$8,008,336</b>