



**Transit Development Plan 2018-2023  
&  
2017 Annual Report**

<b>Policy Level:</b> Board	<b>Approved by:</b> Resolution 2000-01
<b>Submitted by:</b> Lauren Loeb sack	<b>Department:</b> Financial
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**Transit Development Plan 2018-2023 & 2017 Annual Report  
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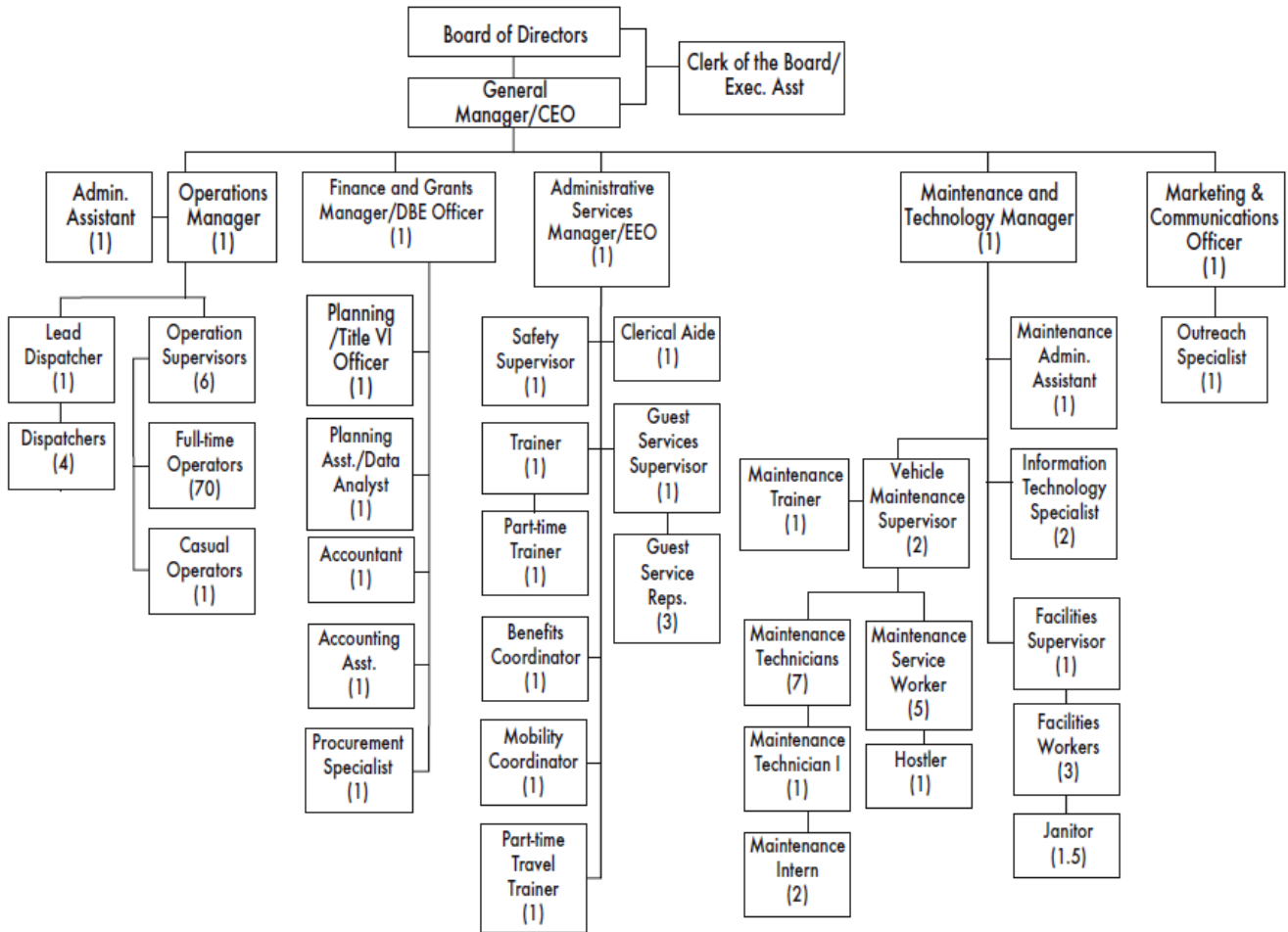
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**Section I: Organization Overview**

Organizational Chart



Link Transit is the service name of the Chelan-Douglas Public Transportation Benefit Area (PTBA), authorized by Chapter 36.57A RCW. The system’s operation base is located in Chelan County, Washington State. The Chelan-Douglas PTBA includes all of Chelan County and the southwest third of Douglas County.

In September 1990, Chelan-Douglas PTBA voters approved up to .04 percent sales tax to implement a bus service that emphasized community connectivity. Link Transit began providing public transportation services on December 16, 1991. In March 1995, the area of the Orondo School District, Douglas County was annexed into the Chelan-Douglas PTBA.

Link Transit’s thirteen member Board of Directors consists of two Chelan County commissioners, two Douglas County commissioners, and one city council/mayor member for each of the following cities: Cashmere, Chelan, East Wenatchee, Entiat, Leavenworth, Rock Island, Waterville and Wenatchee as well as a non-voting representative from the Teamsters Local 760.

The monthly business meeting of the Board of Directors is open to the public. In 2017, this meeting was held at the Link Transit Operations Base, 2700 Euclid Avenue, Wenatchee, Washington, on the third Tuesday of each month.

## **Section II: Physical Plant**

Link Transit owns and operates two main facilities: Columbia Station, an intermodal transportation center in downtown Wenatchee, and its Maintenance and Operations Base in Wenatchee's Olds Station commercial business park.

Columbia Station, located at 300 South Columbia Street, was opened in 1997 and was built as a "one-stop" transportation hub for North Central Washington.

Columbia Station houses Link Transit, Northwest Trailways, and Amtrak. Columbia Station has a three story Customer Service Building with the following amenities:

- The building is 15,000 square feet.
- A section of the first floor is leased to NW Trailways. Another section that has been developed in a food service area is currently leased to the Depot Cafe. Other amenities include an ATM machine and public restrooms.
- The second floor is Link Transit's Guest Service Center, passenger waiting room, Coach Operator break room, two offices used by Link Transit staff, two change machines and customer restrooms.
- The third floor has been leased to the Chelan-Douglas Regional Support Network since 2012.
- The bus platform has a total of sixteen bays with shelters located on the platform, utilizing both ends for bus circulation. The bus platform also provides bay space that is utilized by Grant and Okanogan Transit, enhancing regional connectivity. The bus platform also has a Momentum Dynamics 200 kilowatt inductive fast charger for fast charge of the BYD coaches.
- The lower section of the platform has covered parking for three NW Trailways buses for their passengers to board and deboard and eight employee parking spaces (one is reserved for disabled guests).
- The rail station is east of Columbia Station's Customer Service Building, across Columbia Street, which includes a partially enclosed shelter for Amtrak passengers, public parking for sixty-two parking stalls (two are reserved for disabled guests).
- The parking area of Columbia Station rail station is also utilized as an accessible curbside pick-up area for local taxi companies, a private operator "Wenatchee Valley Shuttle" that provides shuttle service from Wenatchee to/from SeaTac Airport.

Link Transit's Maintenance and Operations Base is located at 2700 Euclid Avenue. This facility has the following amenities:

- The total Operations Base sits on ten acres. Eight acres are developed and house the Maintenance and Operations facility, which includes the Agency's administrative offices. The two remaining undeveloped acres are reserved for future vehicle parking as needed with approximately ½ acre of this undeveloped property currently leased to a local trucking company for their vehicle storage needs.
- Maintenance, Operations, and Administration occupy a total of 36,700 square feet.
- 28,000 square feet house the vehicle maintenance shop, parts room and facility maintenance.
- 8,700 square feet is utilized for operation's dispatch, reservations and administrative offices.
- A total of 39,000 square feet of covered bus parking can accommodate up to 75 vehicles (35 full size buses and 40 cut-a-ways).
- A drive-through automated bus wash and a chassis wash is attached to the south end of the parking facility.
- A covered fuel island with an underground fuel capacity of 16,000 gallons of diesel and 4,000 gallons of gasoline. The fuel island is equipped with an office, which is used for weekly fare counting.
- A designated fueling area for propane equipped vehicles with a 2,000 gallon propane tank.
- Five slow-charging electric units and one five vehicle multi-plexing charger installed inside the covered parking area to be used for overnight charging of the Link Transit's battery electric vehicles.

Additional physical plant amenities include six park and ride lots located in Chelan, Entiat, Leavenworth, Peshastin (Big Y Junction), Olds Station, and the Columbia Station Amtrak lot.

There are five hundred eighty-seven bus stops currently installed system-wide of which ninety-three have shelters, and the majority of the stops have information kiosks with schedules and maps.

There are bus stops in Link Transit Transit's urban and non-urbanized area that have been identified as non-compliant with the Americans with Disabilities Act. Link Transit has and will continue to work with local jurisdictions to support efforts to improve bus stop accessibility at these and all Link Transit bus stop locations.

*Note: The Appendix contains the completed forms for the state's public transportation management system for Link Transit owned and contracted revenue vehicles and facilities.*

### **Section III: Service Characteristics**

In 2017, Link Transit provided service for seven urban fixed routes, five small community or rural routes, three urban downtown trolley / shuttle routes, three regional commuter routes, one seasonal route, one General Public Dial-a-Ride route and LinkPlus paratransit service serving 15 communities in Chelan and Douglas Counties. Link Transit also works with local taxi providers to provide some paratransit service and a "guaranteed ride home" service for commuters.

Link Transit provides *Travel Training* to assist individuals that are conditionally eligible for paratransit and for those interested in learning how to ride the fixed route service. Link Transit maintains and reports information monthly to the Board of Directors on guest boardings, vehicle miles, and vehicle hours, revenues from fares, complaints, and accidents. Note: The Appendix includes a system map showing fixed and deviated routes.

Link Transit continues to monitor ridership and make recommendations for route adjustments and cancellations based on a series of board adopted performance standards.

In 2017, ridership on Link Transit Transit's fixed route decreased from 981,913 to 951,695 boardings, a 3% decrease. Paratransit ridership trips tallied 54,895 passenger boardings, an increase of 4% from 2016.

Link Transit Transit's 2016 hours of service were approximately 5:00 AM to 9:00 PM Monday through Friday, with additional regularly scheduled Saturday service operating from 7:30 AM to 6:00 PM. Seasonal *Ski Link* Transit service to Mission Ridge ski area is the only service provided on Sundays.

Within the urban core and business districts of Wenatchee and East Wenatchee, Link Transit provides 15-minute and 30-minute fixed route "trolley / shuttle" services that are fare-free.

Link Transit urban area coaches are equipped with bike racks that will support two bicycles, and our regional buses are equipped with three-position bike racks and are available for year-around use. Due to increased interest in bicycle facilities from Link Transit guests, evaluation of options to increase bicycle facilities is planned.

During the winter ski season Link Transit provides weekend and holiday scheduled service to the Mission Ridge ski area.

Link Transit also provided free special event transportation services to Wenatchee's Apple Blossom Festival, and July 4<sup>th</sup> community fireworks service.

### **Section IV: Service Connections**

Link Transit provides the majority of public and human services transportation in Chelan and Douglas counties. Link Transit extensively connects and coordinates its services with this region's human services agencies, including our Medicaid

broker, various senior centers, senior care facilities, the developmental disabilities service provider network, and the community's non-profit agencies.

Link Transit has established regular timed transfers with Grant Transit, and periodic transfers with Okanogan County Transit at the Columbia Station facility.

In 2017, Link Transit provided services to the following public transportation facilities.

- Columbia Station rail passenger facility, which is located at the base of Kittitas Street on South Columbia Street in Wenatchee, served by Amtrak. This location is also utilized by a private shuttle service provider for travel between Wenatchee and SeaTac Airport in Seattle.
- Columbia Station inter-city motor coach depot, 300 South Columbia Street, Wenatchee, served by Northwest Trailways.
- Northwest Trailways Leavenworth passenger station.
- Washington State Department of Transportation's Apple Line Express operating from Columbia Station, a contracted through Northwest Trailways.

Link Transit also provides service to schools including Wenatchee Valley College and the North Central Washington Skills Center in Wenatchee on its regular fixed route system. Link Transit does not contract with any of the public school districts within its PTBA, but fixed routes serve most school campuses with stops located within one-quarter mile. Link Transit has continued a college pass program for all Wenatchee Valley College students and offers reduced fares to public and private primary and secondary school students.

Link Transit serves regional hospitals in Chelan, Leavenworth and Wenatchee, three major medical clinics, as well as other major employment and shopping centers throughout the PTBA.

Link Transit operates services to six park and ride lots located in Chelan, Entiat, Leavenworth, Peshastin East (Big Y), Olds Station, and Columbia Station.

## **Section V: Activities in 2017**

Following are the major accomplishments and events from Link Transit Transit's 2017 fiscal year:

### **Ridership:**

In 2017, Link Transit had 951,695 passenger boarding on fixed route services.

Demand Response (paratransit) tallied 54,895 passenger boardings.

### **Fares:**

Link Transit collected \$634,275 in cash fares in 2017.

### **Sales Tax:**

Total sales tax collected for 2017 was \$11,910,262.

### **Transfers to the Reserve Accounts:**

The following amounts were transferred to the capital reserve accounts in 2017:

- Vehicle: \$ 2,000,000
- Facility: \$ 800,000
- Contingency: \$20,000

### **Grants:**

2017-2022 Link Transit TDP & 2016 Annual Report

Below are listed the current grants funds awarded to Link Transit:

Grant	Year	Amount (\$)	Purpose
Rural Commuter Grant	2015-17	\$ 675,000	Leavenworth & Chelan intercity service
Lake Wenatchee/DART	2015-17	\$ 120,000	Leavenworth Dial-A-Ride
Special Needs	2015-17	\$ 349,473	Paratransit service
Mobility Coordinator Position	2015-17	\$ 120,000	Coordination of services and evaluation of ADA/para transit eligibility
TIGGER III	2011	\$2,500,000	Procurement of four 35 ft. battery electric buses, two fast charging stations, and four slow chargers.
5307 Federal Formula Grant	2016	\$2,160,420	Operations

### 2017 Operating & Capital Budgets:

Projects Completed in 2017:

- Five slow charge stations,
- Operations Base IT infrastructure and server updates,
- Security cameras at Columbia Station and Operations Base,
- Two bus transit Candidate II buses deployed for service.

### Partnership Development:

In 2017, Link Transit addressed the Washington State Department of Transportation’s public transportation policy objectives through the following action strategies:

*Preserve existing public transportation service levels:* In 2017 Link Transit maintained its existing service levels and design.

*Building partnerships between federal, state, regional, local and private sector public transportation entities to improve public transportation planning and coordinate service delivery:* In 2017, Link Transit provides coordinated services at the intermodal terminal, Columbia Station. This includes connections to the Lake Chelan Ferry, Chelan Airways, Amtrak, Northwestern Trailways, Amtrak, WSDOT’s Apple-Line Service, Grant Transit, Okanogan County Transit, and People for People.

- Amtrak operates two trains per day that make a stop at Columbia Station’s train platform, which Link Transit constructed and maintains.
- Northwest Trailways operates two trips per day from Seattle to Spokane through Columbia Station, including a full service ticket and luggage station inside the terminal.
- Washington State Department of Transportation (WSDOT), through its contractor, Northwest Trailways, provides two trips per day on its “Apple Line” service from Omak to Ellensburg.
- Grant Transit operates three trips per day to Columbia Station with service from Moses Lake and Quincy to Wenatchee.
- Okanogan County Transit operates service from Omak to Wenatchee for access to key medical services in the urbanized Wenatchee area. Columbia Station provides an opportunity for transfers to Link Transit Transit’s services.
- The Wenatchee-SeaTac Shuttle Service, a private provider utilizes Columbia Station’s rail platform parking area for its passenger connections.

*Other partnerships:*

- Link Transit maintains active membership and participation in the Chelan Douglas Transportation Council, the local metropolitan planning organization.

- Link Transit also maintains contracts with non-emergency medical transportation providers as subcontractors to provide supplemental services for inter-community special needs transportation.
- Throughout 2017, Link Transit maintained a service agreement with Lake Chelan Community Hospital for the transportation of the elderly to their senior meals program, which is served at the Lake Chelan Senior Center.
- Utilizing Washington State’s Special Needs Grant, federal funds, and internal savings, Link Transit continues to provide reliable, effective fixed route service. Ongoing focus on providing increased frequency of service to vital transit nodes as well and strong internal programs to support guests has helped paratransit riders migrate to fixed route. Additionally, these *Travel Training* services serve to help riders who were dependent on paratransit achieve an increased level of independence as they have learned and transitioned to using fixed route services.
- Link Transit continues to partner with Mission Ridge Ski Resort to provide seasonal service. For the 2017-2018 season, Link Transit and Mission Ridge partnered to provide free on Ski Link.
- Link Transit actively collaborates with local schools, hospital, large employers and community college to provide enhanced access to jobs, opportunities, and personal growth, including:
  - Continued partnership with local school districts to sell and distribute *Student Passes*, those specifically tailored for the students’ school year.
  - Continued partnership with the Wenatchee Valley College to perpetuate a *College Student Pass* program that provides, through the college registration process, unlimited transit access for full-time students.

*Eco-Pass*: An employer paid pass program whereby the employer pays an annual fee for all their employees to ride transit at a greatly discounted price over individual cash fares. CrunchPak, Confluence Health and Wenatchee Valley College all renewed their company participating in this program in 2017.

Employer	Notes
Wenatchee Valley College	Route 5 servicing the college sees some of the strongest ridership in urban service.
Confluence Health	Working with hospital administration to address parking overflow and lot congestion as well as commute between clinic and hospital facilities.
CrunchPak	Has generated substantial ridership for Routes 22 and 28 and provided vital access for Crunch Pak employees.

**Section VI: Proposed Action Strategies 2018-2023**

Link Transit is proposing to address the Washington State Department of Transportation’s public transportation policy objectives through the following actions:

**Preserve existing public transportation service levels:**

Continuing in 2018, Link Transit will analyze fixed route service based on adopted performance standards (Resolution 2008-09). These standards guide future service adjustments and assist in the decision making process for service expansion, reduction or elimination.

Link Transit will also expand weekday services funded through ongoing surplus of sales tax revenue.

- *ADA Paratransit Service*: In areas that have fixed route service, ADA paratransit service provides safe and accessible door-to-door (line of sight) specialized transportation service, fully compliant with ADA requirements,

for people unable to utilize the fixed route system. This service is provided within a three-quarter mile boundary of the fixed route service routes.

- *Fully Accessible Urban Fixed Route Service:* On going assessment and improvement of general public services to be as attractive and usable as possible for seniors and people with special needs and promote them as the preferred mobility option. Continued efforts will be made to add passenger amenities and accessibility enhancements.
- *Rural Service:* Provide viable connections between the rural communities of Ardenvoir, Cashmere, Chelan, Entiat, Leavenworth, Malaga, Orondo, Rock Island and Waterville with the Wenatchee urban area.

Link Transit participates in regional councils and planning groups such local pedestrian master plan development address on access accessibility challenges for Link Transit Plus patrons. Many elderly individuals cannot access fixed route services due to the lack of sidewalks and curb-cuts, broken asphalt/pavement and lack of adequate pedestrian crosswalks. Link Transit will continue to work with our constituent jurisdictions to identify and improve non-motorized access environments.

**Integrate public transportation services into a coordinated system with Link Transit by intermodal facilities:**

Link Transit will preserve Columbia Station as the intermodal hub in North Central Washington. Columbia Station provides intrastate connectivity through Northwest Stage Lines (Trailways), and Amtrak. Coordination with Grant Transit and Okanogan Transit provides connectivity for citizens coming to the urbanized greater Wenatchee area to access medical and human services programs.

Link Transit will maintain effective fixed route services that provide connections to the Lake Chelan “Lady of the Lake” Boat Company. Routed service will continue to provide connections to park-and-ride lots. Additionally, Link Transit will continue to consider new viable park and ride locations as they become available.

**2017 Fare Schedule:**

CASH	
Current	Fare Free
One Zone	\$1.00
<i>Reduced Fare One Zone</i>	<i>\$0.50</i>
Two Zone	\$2.50
<i>Reduced Fare Two Zone</i>	<i>\$1.25</i>
DART	\$1.00
TOKENS	
\$1.00	\$20.00 for 20 tokens
\$1.50	\$30.00 for 20 tokens
PASS	
One Zone Day	\$2.00
Two Zone Day	\$5.00
One Zone Monthly	\$30.00
<i>One Zone Reduced Fare</i>	<i>\$22.50</i>
Two Zone Monthly	\$70.00
<i>Two Zone Reduced Fare</i>	<i>\$52.50</i>
Youth Pass	\$15.00

**Section VII: Proposed Changes 2018-2023**



<b>2018</b>	<b>PRESERVATION</b>	<b>IMPROVEMENT</b>
Services	<ul style="list-style-type: none"> <li>• Service adjustments and reductions/additions as necessary.</li> <li>• Preserve existing services.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekday service span expansion.</li> <li>• Public Outreach for Strategic Planning effort.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>• Shelter and stop preservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Shelter and stop improvements.</li> <li>• Install security cameras at Ops Base.</li> <li>• Install electronic door locks at Columbia Station.</li> <li>• Construct break room at Columbia Station.</li> <li>• Construction of Leavenworth Park &amp; Ride facility.</li> <li>• Upgrade 3<sup>rd</sup> floor Columbia Station for Link Transit admin staff to reoccupy in 2018.</li> <li>• Floorplan redesign of Ops to accommodate staffing changes.</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>• Computer and software updates.</li> <li>• Replace coin sorter.</li> <li>• Replace two Sprinter buses.</li> <li>• Replace three Eldorado Cutaways.</li> <li>• Replace three paratransit minivans.</li> </ul>	<ul style="list-style-type: none"> <li>• Installation of fast charger for electric buses at Columbia Station's platform.</li> </ul>
<b>2019</b>	<b>PRESERVATION</b>	<b>IMPROVEMENT</b>
Services	<ul style="list-style-type: none"> <li>• Service adjustments as necessary.</li> <li>• Preserve existing service.</li> </ul>	<ul style="list-style-type: none"> <li>• Service improvements as guided by Strategic Plan findings.</li> <li>• Opening of Leavenworth Park &amp; Ride facility and transit access road.</li> <li>• Addition of local connection shuttle service in the City of Leavenworth.</li> <li>• Development of Rock Island Park &amp; Ride facility.</li> <li>• Purchase 7 Champion low floor vehicles.</li> <li>• Purchase 3 Candidate II vehicles.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>• Shelter and stop preservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Shelter and stop improvements.</li> <li>• Continued installation of solar lighting at passenger shelters in both urban and rural service corridors.</li> <li>• Installation of diesel generator at Ops to support service and facility needs in case of loss of power.</li> <li>• Initiate design for improvement of vehicle movement and staging at Ops, including potential expansion into north (UPS) lot.</li> <li>• Begin planned improvement work of vehicle movement and staging at Ops, including potential expansion into north (UPS) lot.</li> </ul>

Equipment	<ul style="list-style-type: none"> <li>• Vehicle maintenance equipment.</li> <li>• Maintenance equipment.</li> <li>• IT upgrades as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Security upgrades as needed.</li> <li>• Purchase twelve 40' Gillig low floor buses.</li> <li>• Purchase 6 Champion low floor vehicles.</li> <li>• Purchase of 6 Cutaway Supremes.</li> <li>• Remote rider alert installation at select bus stops.</li> <li>• Angel Tracks update to Pro CM8 camera system.</li> <li>• Installation of an additional five slow chargers for these vehicles.</li> </ul>
<b>2020</b>	<b>PRESERVATION</b>	<b>IMPROVEMENT</b>
Services	<ul style="list-style-type: none"> <li>• Service adjustments as necessary.</li> <li>• Preserve existing service.</li> </ul>	<ul style="list-style-type: none"> <li>• Service improvements as guided by Strategic Plan findings.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>• Shelter and stop preservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Shelter and stop improvements.</li> <li>• Development of plan to address underground fuel storage consistent with Department of Ecology policy and City of Wenatchee fire codes.</li> <li>• Construction of Rock Island Park &amp; Ride.</li> <li>• Necessary facility improvements in response to expansion of services as guided by Strategic Plan findings.</li> <li>• Automated stop enunciation on fixed route service vehicles.</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>• Vehicle Maintenance equipment.</li> <li>• Maintenance equipment.</li> <li>• IT upgrades as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition of necessary equipment to meet service expansion as guided by Strategic Plan.</li> <li>• Electrification of all commuter service vehicles.</li> <li>• Phase II electric bus fleet.</li> <li>• Security upgrades as needed.</li> </ul>
<b>2021</b>	<b>PRESERVATION</b>	<b>IMPROVEMENT</b>
Services	<ul style="list-style-type: none"> <li>• Service adjustments as necessary.</li> <li>• Preserve existing service.</li> </ul>	<ul style="list-style-type: none"> <li>• Service improvements as necessary or as guided by Strategic Plan findings.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>• Shelter and stop preservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Shelter and stop improvements.</li> <li>• Construct planned improvements of underground fuel storage.</li> <li>• Necessary facility improvements in response to expansion of services as guided by Strategic Plan findings.</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>• Vehicle maintenance equipment.</li> <li>• Maintenance equipment.</li> <li>• IT upgrades as needed.</li> <li>• Replace 6 paratransit minivans.</li> <li>• Replace seven Arbocs.</li> </ul>	<ul style="list-style-type: none"> <li>• Security upgrades as needed.</li> <li>• Acquisition of necessary equipment to meet service expansion as guided by Strategic Plan.</li> </ul>
<b>2022</b>	<b>PRESERVATION</b>	<b>IMPROVEMENT</b>
Services	<ul style="list-style-type: none"> <li>• Service adjustments as necessary.</li> <li>• Preserve existing service.</li> </ul>	<ul style="list-style-type: none"> <li>• Service improvements as necessary or as guided by Strategic Plan findings.</li> </ul>

Facilities	<ul style="list-style-type: none"> <li>Shelter and stop preservation.</li> </ul>	<ul style="list-style-type: none"> <li>Shelter and stop improvements.</li> <li>Necessary facility improvements in response to expansion of services as guided by Strategic Plan findings.</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>Vehicle Maintenance equipment.</li> <li>Maintenance equipment.</li> <li>IT upgrades as needed.</li> <li>Replace three 35 ft. Gillig..</li> </ul>	<ul style="list-style-type: none"> <li>Security upgrades as needed.</li> <li>Acquisition of necessary equipment to meet service expansion as guided by Strategic Plan.</li> </ul>
<b>2023</b>	<b>PRESERVATION</b>	<b>IMPROVEMENT</b>
Services	<ul style="list-style-type: none"> <li>Service adjustments as necessary</li> <li>Preserve existing service</li> </ul>	<ul style="list-style-type: none"> <li>Service improvements as necessary or as guided by Strategic Plan findings.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>Shelter and stop preservation</li> </ul>	<ul style="list-style-type: none"> <li>Shelter and stop improvements.</li> <li>Necessary facility improvements in response to expansion of services as guided by Strategic Plan findings.</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>Vehicle Maintenance equipment</li> <li>Maintenance equipment</li> <li>IT upgrades as needed</li> <li>Replace one 40 ft. Gillig.</li> </ul>	<ul style="list-style-type: none"> <li>Security upgrades as needed.</li> <li>Acquisition of necessary equipment to meet service expansion as guided by Strategic Plan.</li> </ul>

**Section VIII: Capital Improvement Program 2017 – 2023** (All figures, except 2017, in thousands)

IMPROVEMENTS	2017	2018	2019	2020	2021	2022	2023
Columbia Station Improvements	10,121	470	0*	0*	0*	0*	0*
Operations & Maintenance Facility Improvement	99,748	135	70*	0*	0*	0*	0*
Office Equipment	31,444	58	0*	0*	0*	0*	0*
Computer/Software	14,700	1,000	50*	100*	100*	100*	100*
Communication Equipment	0	0	0*	0*	0*	0*	0*
Security/Surveillance Equipment	9,484	30	50*	50*	50*	50*	50*
Revenue Vehicles	3,439,612	4,949	8,851	3,350*	1,002*	0*	0*
Vehicle Maintenance Equip.	0	0	75*	50*	50*	150*	150*

Service Vehicles	0	28	0*	0*	0*	0*	0*
Facility Maintenance Equip.	18	0	50*	50*	50*	50*	50*
Bus Pullout/Park & Ride Lots	455,388	4,027	0*	0*	0*	0*	0*
Shelters & Stop Upgrades	0	10	20*	20*	20*	20*	20*
<b>Total</b>	<b>4,079,000</b>	<b>10,668</b>	<b>9,096*</b>	<b>3,620*</b>	<b>1,273*</b>	<b>370*</b>	<b>370*</b>

**Section IX: Operating Data 2017 – 2023** (All figures, except 2017, in thousands)

<b>FIXED ROUTES</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Vehicle Hours	77,028	83	89	89*	89*	89*	89*
Vehicle Revenue Hours	71,916	78	84	84*	84*	84*	84*
Vehicle Miles	1,516,060	1,568	1,620	1,620*	1,620*	1,620*	1,620*
Vehicle Revenue Miles	1,449,823	1,502	1,554	1,554*	1,554*	1,554*	1,554*
Passenger Trips	885,715	956	989	1,009*	1,009*	1,009*	1,009*
Kilowatt Hours	73,845	35	20	75*	150*	150*	150*
Propane Consumed (gal)	32,842	33	65	65*	65*	65*	65*
Diesel Fuel Consumed (gal)	191,177	210	210	140*	70*	70*	70*

<b>ROUTE DEVIATED</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Vehicle Hours	13,007	13	13	13*	13*	13*	13*
Vehicle Revenue Hours	11,864	12	12	12*	12*	12*	12*
Vehicle Miles	317,751	319	319	319*	319*	319*	319*
Vehicle Revenue Miles	294,013	294	294	294*	294*	294*	294*
Passenger Trips	65,980	66	66	66*	66*	66*	66*
Gasoline Consumed (gal)	8,951	9	9	9*	9*	9*	9*
Propane Consumed (gal)	26,217	26	44	50*	50*	50*	50*
Diesel Fuel Consumed	23,264	23	6	6*	6*	6*	6*

DEMAND RESPONSE	2017	2018	2019	2020	2021	2022	2023
Vehicle Hours	19,581	20	20	20*	20*	20*	20*
Vehicle Revenue Hours	18,234	18	18	18*	18*	18*	18*
Vehicle Miles	258,932	259	259	259*	259*	259*	259*
Vehicle Revenue Miles	222,220	222	222	222*	222*	222*	222*
Passenger Trips	54,895	55	55	55*	55*	55*	55*
Gasoline Consumed (gal)	6,796	7	7	7*	7*	7*	7*
Propane Consumes (gal)	24,472	24	24	24*	24*	24*	24*

\* See Appendix C

**Section X: Operating Revenues and Expenditures 2017 – 2023**

(All figures, except 2017, in thousands of dollars)

See pages 14-20.

<b>2017 Actual</b>	<b>GENERAL FUND</b>	<b>VEHICLE RESERVE</b>	<b>EQUIPMENT FACILITY RESERVE</b>	<b>CONTINGENCY RESERVE</b>	<b>FTA VEHICLE RESERVE</b>	<b>TOTAL</b>
	<b>\$ 7,210,737</b>	<b>\$ 1,970,131</b>	<b>\$ 266,508</b>	<b>\$ 1,580,000</b>	<b>\$ 144,365</b>	<b>\$ 11,171,741</b>
<b>Revenues</b>						
Sales Tax	11,910,262					11,910,262
Fares	635,163					635,163
Interest on Sales Tax	10,234					10,234
Interest on Investment Account	137,083					137,083
Rental Revenue	70,267					70,267
Bus Advertising	2,975					2,975
Miscellaneous	3,880					3,880
Section 5307 Grant	2,195,750					2,195,750
Section 5310 Grant	74,951					74,951
Section 5311 - Operating Grant	425,000					425,000
JARC						-
Washington State Special Needs Grant	328,706					328,706
Washington State Regional Mobility Grant	624,000					624,000
Tigger Bus Grant						-
WSTIP	3,000					3,000
Contribution to Reserve Accounts	-	2,000,000	800,000	20,000		2,820,000
<b>Total Available</b>	<b>23,632,007</b>	<b>3,970,131</b>	<b>1,066,508</b>	<b>1,600,000</b>	<b>144,365</b>	<b>30,413,012</b>
<b>Operating Expenses</b>						
Fixed Route Preservation & Maint. (b)	8,847,904					8,847,904
Fixed Route Expansion						-
Route Deviated Preservation & Maint.(b)	1,494,781					1,494,781
Route Deviated Expansion						-
Paratransit Preservation & Maint. (b)	2,250,216					2,250,216
Paratransit Expansion						-
Annual Depreciation	2,330,145					2,330,145
Contribution to Reserve Accounts	2,820,000					2,820,000
<b>Total Expenses</b>	<b>17,743,046</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,743,046</b>
Add Back Depreciation	2,330,145					2,330,145
<b>Net Cash Available</b>	<b>\$ 8,219,106</b>	<b>\$ 3,970,131</b>	<b>\$ 1,066,508</b>	<b>\$ 1,600,000</b>	<b>\$ 144,365</b>	<b>\$ 15,000,111</b>
<b>Capital Grants and Other Revenue Sources</b>						
Sale of Fixed Assets	(4,569)					(4,569)
Section 5339 - Capital	-					-
TIGGER Grant	-	2,500,000				2,500,000
<b>Total Capital Revenue</b>	<b>\$ (4,569)</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,495,431</b>
<b>Expenditures</b>						
<b>System Preservation &amp; Maint.</b>						
Hp Proliant Server-VM Ware			6,770			6,770
Fleetnet - Contract Module			6,259			6,259
VM Ware Store Easy			10,715			10,715
Oaisys Serv-Voice Recorder			7,700			7,700
CAD/AVL RFP			14,700			14,700
CS Platform Restrooms/Breakroom			10,121			10,121
Security Cameras - LTOB			9,484			9,484
Facility LED Lighting			59,516			59,516
Bus Wash Rehab			15,285			15,285
Facility Enclosure			24,947			24,947
Standby Generator			18,503			18,503
Leavenworth P&R			120,952			120,952
Leavenworth P&R-Land only			334,436			334,436
(2) Cut-a-Way		164,241				164,241
Electric Bus Phase II		3,255,309				3,255,309
BYD Charging System-LTOB		19,811				19,811
BYD Charging System-CS		251				251
						-
						-
<b>Total Capital Expenditures</b>	<b>-</b>	<b>3,439,612</b>	<b>639,388</b>	<b>-</b>	<b>-</b>	<b>4,079,000</b>
Accrual Adj to balance to cash accts	1,506,840					1,506,840
<b>Ending Cash Balance</b>	<b>\$ 9,721,377</b>	<b>\$ 3,030,519</b>	<b>\$ 427,120</b>	<b>\$ 1,600,000</b>	<b>\$ 144,365</b>	<b>\$ 14,923,382</b>

<b>2018 BUDGETED</b>	<b>GENERAL FUND</b>	<b>VEHICLE RESERVE</b>	<b>EQUIPMENT FACILITY RESERVE</b>	<b>CONTINGENCY RESERVE</b>	<b>FTA VEHICLE RESERVE</b>	<b>TOTAL</b>
<b>Beginning Balance</b>	\$ 9,721,377	\$ 3,030,519	\$ 427,120	\$ 1,600,000	\$ 144,365	\$ 14,923,382
<b>Revenues</b>						
Sales Tax	12,306,555					12,306,555
Fares	622,728					622,728
Interest on Sales Tax	5,500					5,500
Interest on Investment Account	70,000					70,000
Non-Transportation Fee (Col Str)	34,799					34,799
Advertising/Miscellaneous	7,500					7,500
Fed. Sec. 5307 Formula Funding	2,011,572					2,011,572
Fed. Sec. 5311 - Rural Com & Upper Valley Se	447,500					447,500
Special Needs - Paratransit	291,216					291,216
Regional Mobility Grant	624,000					624,000
Fed. Sec. 5310 - Mobility Coordinator	80,000					80,000
Transfer to Reserve Accounts			2,100,000			2,100,000
Transfer to Vehicle Reserves		1,500,000				1,500,000
Transfer to Contingency Account				20,000		20,000
<b>Total Available</b>	\$ 26,222,747	\$ 4,530,519	\$ 2,527,120	\$ 1,620,000	\$ 144,365	\$ 35,044,752
<b>Operating Expenses</b>						
Fixed Route Preservation & Maint. (b)	10,392,716					10,392,716
Fixed Route Expansion	-					-
Route Deviated Preservation & Maint. (b)	1,691,838					1,691,838
Route Deviated Expansion	-					-
Paratransit Preservation & Maint. (b)	2,387,162					2,387,162
Paratransit Expansion	-					-
Annual Depreciation (d)	2,295,000					2,295,000
Contribution to Reserve Accounts	3,620,000					3,620,000
<b>Total Expenses</b>	\$ 20,386,716	\$ -	\$ -	\$ -	\$ -	\$ 20,386,716
Add Back Depreciation	2,295,000					2,295,000
<b>Net Cash Available</b>	\$ 8,131,031	\$ 4,530,519	\$ 2,527,120	\$ 1,620,000	\$ 144,365	\$ 16,953,036
<b>Capital Grants and Other Revenue Sources</b>						
TIGGER III Grant (Electric Bus Project)						-
5339 (2) Ford Startrans		340,000				
5339 LoNo Grant - (16) 35' Electric Buses & 3 Chargers		3,768,489				3,768,489
5307 - 1% Security Requirement			21,413			21,413
Leavenworth Park & Ride			3,222,000			3,222,000
<b>Total Capital Revenue</b>	\$ -	\$ 4,108,489	\$ 3,243,413	\$ -	\$ -	\$ 7,011,902
<b>Expenditures</b>						
<b>System Preservation &amp; Maint.</b>						
HP ProLiant Server			7,200			7,200
CS 3rd Floor Copier			20,000			20,000
CS 3rd Floor Furniture			31,500			31,500
CAD/AVL			1,000,000			1,000,000
Platform Restrooms/Breakroom			275,000			275,000
Plumbing Renovation			195,000			195,000
Operations Renovation			85,000			85,000
LTOB Door Replacements			50,000			50,000
Staff Car		28,000				28,000
Five (5) BYD Buses (No-Low Grant) (replace 5 30' 2004 Gilligs)		4,347,216				4,347,216
Five (5) StarTrans		409,094				409,094
Three (3) Mini vans		192,000				192,000
<b>System Expansion</b>						
Leavenworth P&R -			4,027,500			4,027,500
<b>Total Capital Expenditures</b>	\$ -	\$ 4,976,310	\$ 5,691,200	\$ -	\$ -	\$ 10,667,510
<b>Ending Cash Balance</b>	\$ 8,131,031	\$ 3,662,698	\$ 79,333	\$ 1,620,000	\$ 144,365	\$ 13,297,428

<b>2019</b>	<b>GENERAL FUND</b>	<b>VEHICLE RESERVE</b>	<b>EQUIPMENT FACILITY RESERVE</b>	<b>CONTINGENCY RESERVE</b>	<b>FTA VEHICLE RESERVE</b>	<b>TOTAL</b>
<b>Beginning Balance</b>	\$ 8,131,031	\$ 3,662,698	\$ 79,333	\$ 1,620,000	\$ 144,365	\$ 13,637,428
<b>Revenues</b>						
Sales Tax (5% increase based on history)	12,921,883					12,921,883
Fares	622,728					622,728
Interest on Sales Tax	5,610					5,610
Interest on Investment Account	71,400					71,400
Non-Transportation Fee (Col Stn) (a)	25,578					25,578
Advertising/Miscellaneous	5,000					5,000
Fed. Sec. 5307 Formula Funding	2,011,572					2,011,572
Fed. Sec. 5311 - Rural Com & Upper Valley S	447,500					447,500
Fed. Sec. 5310 - Mobility Coordinator	70,000					70,000
Special Needs Grant	366,197					366,197
Regional Mobility Grant (Riverfront Shuttle)	624,000					624,000
Contribution to Vehicle Reserve		3,600,000				3,600,000
Contribution to Equip/Fac. Reserve			250,000	20,000	-	270,000
<b>Total Available</b>	<b>\$ 25,302,499</b>	<b>\$ 7,262,698</b>	<b>\$ 329,333</b>	<b>\$ 1,640,000</b>	<b>\$ 144,365</b>	<b>\$ 34,678,895</b>
<b>Operating Expenses (5% Increase)</b>						
Fixed Route Preservation & Maint. (b)	10,436,028					10,436,028
Fixed Route Expansion						-
Route Deviated Preservation & Maint. (b)	1,698,888					1,698,888
Route Deviated Expansion	-					-
Paratransit Preservation & Maint. (b)	2,397,111					2,397,111
Paratransit Expansion	-					-
Annual Depreciation	2,295,000					2,295,000
Contribution to Reserve Accts	3,870,000	-	-	-	-	3,870,000
<b>Total Expenses</b>	<b>\$ 20,697,027</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,697,027</b>
Add Back Depreciation	2,295,000					2,295,000
<b>Net Cash Available</b>	<b>\$ 6,900,472</b>	<b>\$ 7,262,698</b>	<b>\$ 329,333</b>	<b>\$ 1,640,000</b>	<b>\$ 144,365</b>	<b>\$ 16,276,868</b>
<b>Capital Grants</b>						
5339 Grant - 4 of the 7 cutaways		521,112				521,112
5339 (5) Cutaways		497,000				497,000
5339 Grant for six (6) cutaways		648,000				648,000
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ 1,666,112</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,169,112</b>
<b>System Preservation &amp; Maint.</b>						
IT Upgrades			50,000			50,000
Columbia Station - 3rd Floor Upgrade						-
Ops Base Admin Office Upgrade						-
Shelter Upgrades			20,000			20,000
Facility Maintenance (ongoing projects)			50,000			50,000
Maintenance Equipment (ongoing projects)		75,000				75,000
Replace Five (5) Cutaways Supremes & Two (2) 1999 40' Gilli		989,779				989,779
Replace 12 40' Gilligs		7,050,336				7,050,336
Replace Five (5) 2003 30' Gilligs		675,000				675,000
Cutaway for Leavenworth Shuttle		135,000				135,000
<b>System Expansion</b>						-
Security Upgrades			50,000			50,000
Leavenworth P&R						-
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ 8,925,115</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,095,115</b>
<b>Ending Cash Balance</b>	<b>\$ 6,900,472</b>	<b>\$ 3,695</b>	<b>\$ 159,333</b>	<b>\$ 1,640,000</b>	<b>\$ 144,365</b>	<b>\$ 8,350,865</b>



2020	GENERAL FUND	VEHICLE RESERVE	EQUIPMENT FACILITY RESERVE	CONTINGENCY RESERVE	FTA VEHICLE RESERVE	TOTAL
	\$ 6,900,472	\$ 3,695	\$ 159,333	\$ 1,640,000	\$ 144,365	\$ 8,847,865
<b>Revenues</b>						
Sales Tax (2% increase)	13,567,977					13,567,977
Fares (2% increase)	635,183					635,183
Interest on Sales Tax	5,722					5,722
Interest on Investment Account	72,828					72,828
Non-Transportation Fee (Col Stn) (a)	25,578					25,578
Advertising/Miscellaneous	5,000					5,000
Fed. Sec. 5307 Formula Funding	2,011,572					2,011,572
Fed. Sec. 5311 - Operating Grant (Leave)	447,500					447,500
Fed. Sec. 5311 - Moses Lake Commuter						-
Fed. Sec. 5310 - Mobility Coordinator	70,000					70,000
Washington State Special Needs Grant	366,197					366,197
Regional Mobility Grant (Riverfront Shutt)	312,000					312,000
Contribution to Vehicle Reserve		500,000				500,000
Contribution to Equip/Fac. Reserve			250,000	20,000		270,000
						-
<b>Total Available</b>	<b>\$ 24,420,029</b>	<b>\$ 503,695</b>	<b>\$ 409,333</b>	<b>\$ 1,660,000</b>	<b>\$ 144,365</b>	<b>\$ 27,137,422</b>
<b>Operating Expenses</b>						
Fixed Route Preservation & Maint. (b)	11,059,766					11,059,766
Fixed Route Expansion	-					-
Route Deviated Preservation & Maint. (b)	1,790,628					1,790,628
Route Deviated Expansion	-					-
Paratransit Preservation & Maint. (b)	2,526,555					2,526,555
Paratransit Expansion						-
Annual Depreciation	2,295,000					2,295,000
Contribution to Reserve Accounts	770,000					770,000
<b>Total Expenses</b>	<b>\$ 18,441,948</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,441,948</b>
Add Back Depreciation	2,295,000					2,295,000
<b>Net Cash Available</b>	<b>\$ 8,273,080</b>	<b>\$ 503,695</b>	<b>\$ 409,333</b>	<b>\$ 1,660,000</b>	<b>\$ 144,365</b>	<b>\$ 10,990,473</b>
<b>Capital Grants</b>						
5339 LoNo Grant -		3,328,508				3,328,508
5339 Grant - 3 40' coaches		-				-
5311 Grant - 5 cutaways		-				-
5310 Grant - 9 minivans		-				-
						-
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ 3,328,508</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,328,508</b>
<b>Expenditures</b>						
<b>System Preservation &amp; Maint.</b>						
Computer Software Updates			100,000			100,000
Security Upgrades			50,000			50,000
Facility Maintenance			50,000			50,000
Five (5) 35' BYD Buses - ordered in 2018 receive in 2020 - 2016 NoLo		3,350,000				3,350,000
Bus Stop & Shelter Upgrades			20,000			20,000
Replace Three (3) 40' Gilligs						-
Replace Five (5) PT Cutaways						-
Replace Nine (9) Minivans						-
Maintenance Equipment (ongoing projects)		50,000				50,000
<b>System Expansion</b>						
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ 3,400,000</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,620,000</b>
<b>Ending Cash Balance</b>	<b>\$ 8,273,080</b>	<b>\$ 432,203</b>	<b>\$ 189,333</b>	<b>\$ 1,660,000</b>	<b>\$ 144,365</b>	<b>\$ 10,698,981</b>

<b>2021</b>	<b>GENERAL FUND</b>	<b>VEHICLE RESERVE</b>	<b>EQUIPMENT FACILITY RESERVE</b>	<b>CONTINGENCY RESERVE</b>	<b>FTA VEHICLE RESERVE</b>	<b>TOTAL</b>
<b>Beginning Balance</b>	<b>\$ 8,273,080</b>	<b>\$ 432,203</b>	<b>\$ 189,333</b>	<b>\$ 1,660,000</b>	<b>\$ 144,365</b>	<b>\$ 10,698,981</b>
<b>Revenues</b>						
Sales Tax (2% increase)	14,246,376					14,246,376
Fares (2% increase)	647,886					647,886
Interest on Sales Tax	5,837					5,837
Interest on Investment Account	74,285					74,285
Non-Transportation Fee (Col Stn) (a)	25,578					25,578
Advertising/Miscellaneous	5,000					5,000
5307 FTA Funds	2,011,572					2,011,572
Fed. Sec. 5311 - Operating Grant	447,500					447,500
Fed. Sec. 5310 - Mobility Coordinator	70,000					70,000
Washington State Special Needs Grant	366,197					366,197
Contribution to Equip/Fac. Reserve			250,000	20,000		270,000
Contribution to Vehicle Reserve		500,000				500,000
<b>Total Available</b>	<b>\$ 26,173,310</b>	<b>\$ 932,203</b>	<b>\$ 439,333</b>	<b>\$ 1,680,000</b>	<b>\$ 144,365</b>	<b>\$ 29,369,212</b>
<b>Operating Expenses</b>						
Fixed Route Preservation & Maint. (b)	11,704,986					11,704,986
Fixed Route Expansion	-					-
Route Deviated Preservation & Maint. (b)	1,894,485					1,894,485
Route Deviated Expansion						-
Paratransit Preservation & Maint. (b)	2,673,095					2,673,095
Paratransit Expansion						-
Annual Depreciation	2,295,000					2,295,000
Contribution to Reserve Account	770,000		-			770,000
<b>Total Expenses</b>	<b>\$ 19,337,565</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,337,565</b>
Add Back Depreciation	2,295,000					2,295,000
<b>Net Cash Available</b>	<b>\$ 9,130,745</b>	<b>\$ 932,203</b>	<b>\$ 439,333</b>	<b>\$ 1,680,000</b>	<b>\$ 144,365</b>	<b>\$ 12,326,646</b>
5311 Grant - 5 cutaways		515,984				
5310 Grant - 9 minivans		286,176				
<b>Capital Grants</b>						
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ 802,160</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
<b>System Preservation &amp; Maint.</b>						
Computer Software Updates			100,000			100,000
Security Upgrades			50,000			50,000
Facility Maintenance			50,000			50,000
Bus Stop & Shelter Upgrades			20,000			20,000
Replace Gilligs						-
Vehicle Maintenance Equipment		50,000				50,000
Replace Five (7) PT Cutaways (Arbocs)		644,980	-			644,980
Replace Nine (9) Minivans		357,720				357,720
<b>System Expansion</b>						
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ 1,052,700</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,272,700</b>
<b>Ending Cash Balance</b>	<b>\$ 9,130,745</b>	<b>\$ 681,663</b>	<b>\$ 219,333</b>	<b>\$ 1,680,000</b>	<b>\$ 144,365</b>	<b>\$ 11,053,946</b>

<b>2022</b>	<b>GENERAL FUND</b>	<b>VEHICLE RESERVE</b>	<b>EQUIPMENT FACILITY RESERVE</b>	<b>CONTINGENCY RESERVE</b>	<b>FTA VEHICLE RESERVE</b>	<b>TOTAL</b>
<b>Beginning Balance</b>	<b>\$ 9,130,745</b>	<b>\$ 681,663</b>	<b>\$ 219,333</b>	<b>\$ 1,680,000</b>	<b>\$ 144,365</b>	<b>\$ 11,856,106</b>
<b>Revenues</b>						
Sales Tax (2% increase)	14,958,695					14,958,695
Fares (2% increase)	660,844					660,844
Interest on Sales Tax	5,953					5,953
Interest on Investment Account	75,770					75,770
Non-Transportation Fee (Col Stn) (a)	25,578					25,578
Advertising/Miscellaneous	5,000					5,000
5307 FTA Funds	2,011,572					2,011,572
Fed. Sec. 5311 - Operating Grant	447,500					447,500
Fed. Sec. 5310 - Mobility Coordinator	70,000					70,000
Washington State Special Needs Grant	366,197					366,197
Contribution to Equip/Fac. Reserve			250,000	20,000		270,000
Contribution to Vehicle Reserve		500,000				500,000
<b>Total Available</b>	<b>\$ 27,757,854</b>	<b>\$ 1,181,663</b>	<b>\$ 469,333</b>	<b>\$ 1,700,000</b>	<b>\$ 144,365</b>	<b>\$ 31,253,215</b>
<b>Operating Expenses</b>						
Fixed Route Preservation & Maint. (b)	12,387,387					12,387,387
Fixed Route Expansion	-					-
Route Deviated Preservation & Maint. (b)	2,004,933					2,004,933
Route Deviated Expansion	-					-
Paratransit Preservation & Maint. (b)	2,828,936					2,828,936
Paratransit Expansion	-					-
Annual Depreciation	2,295,000					2,295,000
Contribution to Reserve Account	770,000					770,000
<b>Total Expenses</b>	<b>\$ 20,286,256</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,286,256</b>
Add Back Depreciation	2,295,000					2,295,000
<b>Net Cash Available</b>	<b>\$ 9,766,598</b>	<b>\$ 1,181,663</b>	<b>\$ 469,333</b>	<b>\$ 1,700,000</b>	<b>\$ 144,365</b>	<b>\$ 13,261,959</b>
<b>Capital Grants</b>						
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
<b>System Preservation &amp; Maint.</b>						
Computer Software Updates			100,000			100,000
Security Upgrades			50,000			50,000
Facility Maintenance			50,000			50,000
Bus Stop & Shelter Upgrades			20,000			20,000
Maintenance Equipment (ongoing Projects)		150,000				150,000
<b>System Expansion</b>						
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 370,000</b>
<b>Ending Cash Balance</b>	<b>\$ 9,766,598</b>	<b>\$ 1,031,663</b>	<b>\$ 249,333</b>	<b>\$ 1,700,000</b>	<b>\$ 144,365</b>	<b>\$ 12,891,959</b>

<b>2023</b>	<b>GENERAL FUND</b>	<b>VEHICLE RESERVE</b>	<b>EQUIPMENT FACILITY RESERVE</b>	<b>CONTINGENCY RESERVE</b>	<b>FTA VEHICLE RESERVE</b>	<b>TOTAL</b>
<b>Beginning Balance</b>	<b>\$ 9,766,598</b>	<b>\$ 1,031,663</b>	<b>\$ 249,333</b>	<b>\$ 1,700,000</b>	<b>\$ 144,365</b>	<b>\$ 12,891,959</b>
<b>Revenues</b>						
Sales Tax (2% increase)	15,706,629					15,706,629
Fares (2% increase)	674,061					674,061
Interest on Sales Tax	6,072					6,072
Interest on Investment Account	77,286					77,286
Non-Transportation Fee (Col Stn)	25,578					25,578
Advertising/Miscellaneous	5,000					5,000
5307 FTA Funds	2,011,572					2,011,572
Fed. Sec. 5311 - Operating Grant	447,500					447,500
Washington State Special Needs Grant	366,197					366,197
Fed. Sec. 5310 - Mobility Coordinator	70,000					70,000
Contribution to Equip/Fac. Reserve			250,000	20,000		270,000
Contribution to Vehicle Reserve		500,000			-	500,000
						-
<b>Total Available</b>	<b>\$ 29,156,493</b>	<b>\$ 1,531,663</b>	<b>\$ 499,333</b>	<b>\$ 1,720,000</b>	<b>\$ 144,365</b>	<b>\$ 33,051,854</b>
<b>Operating Expenses</b>						
Fixed Route Preservation & Maint.	13,109,571					13,109,571
Fixed Route Expansion	-					-
Route Deviated Preservation & Maint.	2,121,821					2,121,821
Route Deviated Expansion						-
Paratransit Preservation & Maint.	2,993,863					2,993,863
Paratransit Expansion						-
Annual Depreciation	2,295,000					2,295,000
Contribution to Reserve Accounts	770,000					770,000
<b>Total Expenses</b>	<b>\$ 21,290,255</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,290,255</b>
Add Back Depreciation	2,295,000					2,295,000
<b>Net Cash Available</b>	<b>\$ 10,161,238</b>	<b>\$ 1,531,663</b>	<b>\$ 499,333</b>	<b>\$ 1,720,000</b>	<b>\$ 144,365</b>	<b>\$ 14,056,599</b>
<b>Capital Grants</b>						
						-
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
<b>System Preservation &amp; Maint.</b>						
Computer Software Updates			100,000			100,000
Security Upgrades			50,000			50,000
Facility Maintenance			50,000			50,000
Bus Stop & Shelter Upgrades			20,000			20,000
Maintenance Equipment (ongoing projects)		150,000				150,000
<b>System Expansion</b>						
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 370,000</b>
<b>Ending Cash Balance</b>	<b>\$ 10,161,238</b>	<b>\$ 1,381,663</b>	<b>\$ 279,333</b>	<b>\$ 1,720,000</b>	<b>\$ 144,365</b>	<b>\$ 13,686,599</b>



## Appendix B: Facilities Description

Title	Description	Comments
Maintenance & Operations Base (Ops)	2700 Euclid Avenue, Wenatchee, WA 98801  36,700 square ft.  Maintenance, operations & administrative facilities	Construction completed and opened for operations January 2000.  Energy audit completed 2016.
Covered Bus Garage (at Ops)	2700 Euclid Avenue, Wenatchee, WA 98801  Covered shelter housing 75 buses and electric slow-charge base	Construction completed and opened for operations January 2000.
Columbia Station (CS)	300 S. Columbia Street, Wenatchee, WA 98801  Regional intermodal facility, including off-street transfer center, intercity buses, passenger rail, taxi, bicycle/pedestrian connections to intercity waterfront trail.  Guest services, café	Construction completed and opened for business July 1997.  Energy audit completed 2016.
"Big Y" Park & Ride	Located at Highway 97 exit to Blewett Pass)  Provides park & ride and sheltered bus stop.  Under agreement with WSDOT, Link Transit has maintenance responsibilities.	Served by Link Transit Route 22.
Leavenworth Park & Ride	Located on Highway 2 in Leavenworth, WA 98816  Provides park & ride and sheltered bus stop with bicycle facilities.  Under agreement with WSDOT, Link Transit has maintenance responsibilities.	Served by Link Transit Route 22.
Olds Station Park & Ride	Adjacent to Link Transit Ops Base, Wenatchee, WA 98801.  225 parking spaces.	Served by Link Transit Routes 8, 20, 21, 22, 26, 28.
Entiat Park & Ride	Located on Highway 97-A in the City of Entiat.	Served by Link Transit Routes 21, 26

	20 parking spaces.	
Chelan Park & Ride at Lakeside	Located on Highway 97-A by Lakeside Park in Chelan, Washington.  20 parking spaces.	Served by Link Transit Route 21.
Peshastin Bus Turn-Around	Located near Hi-Up Growers facility in Peshastin, Washington.  Turn-around and stop to provide service to Peshastin.	Served by Link Transit Route 22.
Wenatchee Valley Mall Transit Center	511 Valley Mall Parkway, East Wenatchee WA 98802  2 bus pull outs in mall lot, including four shelters and other stop amenities.	Served by Link Transit Routes 8, 11/12, 25, Current A.
Valley North Center Transit Center	Adjacent to JC Penny's at 1300 N. Miller, Wenatchee WA 98801 (Valley North Mall lot).  Passenger boarding island and two shelters.	Served by Link Transit Routes 8, Current C.

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**Appendix F: Strategic Plan & Potential Impacts on this Report**

Link Transit has initiated a Strategic Plan to evaluate the community's satisfaction with the current service level and characteristics and to develop a document that will guide ongoing growth and development of Link Transit's system.

As of June 1, 2017, the second round of public inquiry had closed; with analysis of results pending. This effort included a mailing throughout the Public Transportation Benefit Area and a strong web/social media campaign designed to attract response to a uniquely developed survey tool designed to allow a responsive relationship between the choices of the user and the cost associated with those choices to increase service and amenities offered by Link Transit.

A draft of this Strategic Plan and its implementation timeline will be finalized Fall of 2018. Results of the public survey have been presented to the Board of Directors and strategic options will be presented to the Board of Directors in a series of workshops to finalize this document. The Board of Directors will then determine how to initiate and implement the analysis of the survey findings.

Actions taken by the Board of Directors in response to the Strategic Plan may have substantial impacts of capital and operations in the coming years. Aspects of this Transportation Development Plan that will likely be impacted by such actions have been noted with an "\*" or otherwise specifically noted in the body of this document.

Any actions taken by the Board of Directors that impact this report will be addressed in amendment.

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