



TranGO

TRANSIT FOR GREATER OKANOGAN

2018-2023

Transit Development Plan

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Approved 8-28-18

Contents

Section I: Organization.....	3
Okanogan County Transit Authority Organizational Chart 2015	4
Section II. Framework for TranGO Development.....	5
Mission Statement	5
Policy Goals	5
Goal 1. Operate safe, clean, accessible, customer-oriented and cost-effective public transportation services.....	6
Goal 2. Provide mobility and access to critical services, employment and commerce.....	6
Goal 3. Enhance the character and economic vitality of communities.	6
Goal 4. Support local, regional and state policies for transportation system development, community and economic development, and environmental stewardship.....	7
System Description	9
Section III. Okanogan County Transit Authority Employees	10
Section IV. Facilities.....	10
Section V. Service Characteristics	11
Cash Fares	12
Coordinated Service.....	12
Section VI: Activities in 2017.....	13
Section VII. Proposed Action Strategies for 2018-2023.....	15
Service Continuation.....	15
Section VIII - Service Level Estimates.....	18
Service Level Estimates 2018-2023.....	18
(2018-2023) Capital Needs (Facilities and Equipment).....	18
Section IX - Financial Elements	19
Income Projection Assumptions	19
Expense Projection Assumptions.....	19
Section X - Budget Projections 2018-2023.....	20

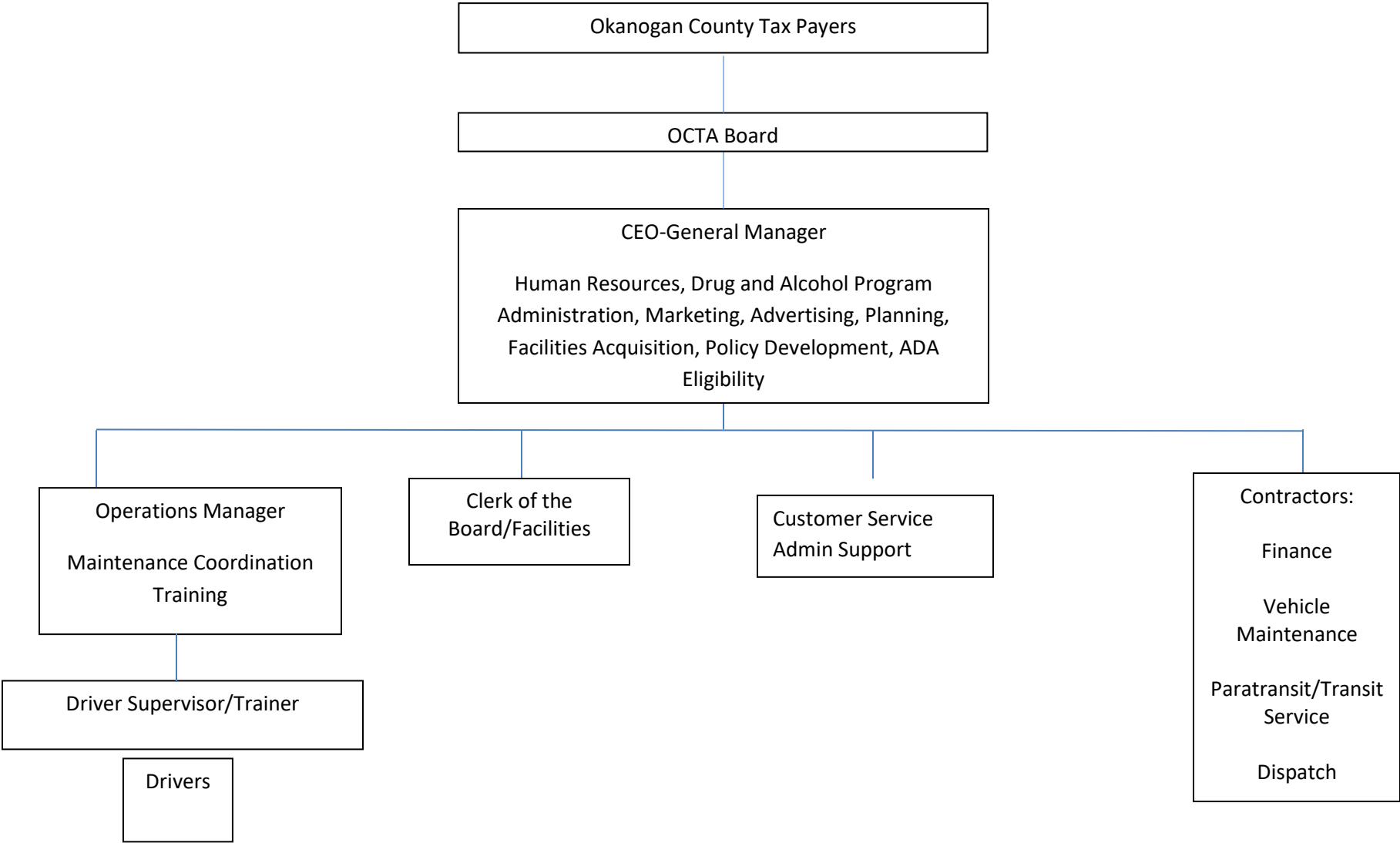
Section I: Organization

Okanogan County Transit Authority is a Public Transit Benefit Area (PTBA), authorized by RCW 36.57A.060. In November 2013, the voters of Okanogan County Transit Authority authorized a .4% sales tax to support transit service within the PTBA.

The Okanogan County Transit Authority is governed by a nine member Board representing the County and the 8 local cities within the PTBA. The members at the time of publication include:

Cindy Gagne – Mayor, City of Omak/Chair of the Board
Dennis Brown – Mayor, City of Tonasket/Vice-Chair of the Board
Andy Hover – County Commissioner
Aaron Studen – Council, City of Twisp
Carlene Anders – City of Pateros
Sally Ranzau – Mayor, City of Winthrop
Tim Rieb – Council, City of Brewster
Denise Varner – Council, City of Okanogan
Jon Neal – Mayor, City of Oroville

Okanogan County Transit Authority Organizational Chart 2015



Section II. Framework for TranGO Development

Okanogan County, the largest county in Washington State, is very rural (less than 8 people per square mile) with the population centered primarily in the river valleys. Less than forty percent of the county's total population (42,490)¹ resides within an incorporated area. The Washington State Office of Financial Management estimates the population of these towns and cities (April 2018) as follows.

City/Town	Population	City/Town	Population
Brewster	2405	Oroville	1705
Conconully	235	Pateros	585
Coulee Dam (part)	915	Elmer City	285
Nespelem	245	Okanogan	2620
Omak	4935	Riverside	285
Tonasket	1110	Twisp	975
Winthrop	465		

Mission Statement

The mission of TranGO is to provide safe, reliable and cost effective public transportation services that promote citizen access to work, recreation, commerce and public services.

Policy Goals

Four broad policy goals were intended to implement the OCTA mission statement by guiding the development of the comprehensive plan, the overall management of the authority, and the operation of its services. Each policy goal is supported by objectives and implementation strategies that are detailed below:

1. Operate safe, clean, accessible, customer-oriented and cost-effective public transportation services.
2. Provide mobility and access to critical services, employment and commerce.
3. Enhance the character and economic vitality of communities.
4. Support local, regional and state policies for transportation system development, community and economic development, and environmental stewardship.

¹ Washington State Office of Financial Management, April 1, 2018 Estimates

Goal 1. Operate safe, clean, accessible, customer-oriented and cost-effective public transportation services.

The key elements in this goal include;

- Facilitating public use.
- Serving the disabled.
- Community participation.
- Serving minority and low income populations.

Goal 2. Provide mobility and access to critical services, employment and commerce.

Among the desired outcomes under this goal are;

- Maintenance of focus on core services.
- Attracting new riders
- Coordination with the Colville Tribe
- Connections outside of Okanogan County
- Annexation and Geographic Expansion

Coordinated service with OCTN began July 1, 2016. OCTN provides fixed route service between Brewster and Okanogan, and between Oroville and Tonasket, Monday through Saturday. A combination of route deviation and door-to-door demand response service is utilized to provide paratransit service to ADA eligible riders.

Routes have been designed to provide access from residential areas to primary areas of commerce, including healthcare, shopping, social services and recreation.

Extending operational hours to include Saturday service provides additional options for people that need transportation in order to obtain or maintain employment. Saturday transit availability is particularly important to part time workers, including high school and college students as well as other low income workers.

The current focus for TranGO is operations within the public transit benefit area boundaries. Concerns such as annexation of additional geography, connections outside the county and increasing service to the Colville Reservation will occur after implementation is accomplished within the county.

Goal 3. Enhance the character and economic vitality of communities.

The 2018-2023 Transit Development plan supported this goal by developing bus stops in each of the communities and by creating a connected system that supports passenger transport

between towns on a regular and reliable schedule within the public transit authority boundaries. TranGO has acquired 16 bus shelters and is currently working with local jurisdictions and completing surveys to accomplish installation. Ridership is expected to increase when signs and shelters make bus stops easily recognizable.

Goal 4. Support local, regional and state policies for transportation system development, community and economic development, and environmental stewardship.

The current priorities as stated in the Washington State Transportation Plan 2035.

- **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.
- **ECONOMIC VITALITY:** To promote and develop transportation systems that stimulate, support and enhance the movement of people and goods to ensure a prosperous economy.

TranGO is addressing the goals established by the Washington State Department of Transportation in the following ways.

Preservation: TranGO has created an Asset Management Plan for ensuring the life and utility of investments made with local, state and federal funding. The current fleet includes 3 ARBOC low floor vehicles, purchased using funding from the FTA 5339 Bus and Bus Facilities Program. In addition, TranGO purchased 7 StarTrans, 22 passenger vehicles. Five vanpool vehicles were purchased in 2016, utilizing funds from the Washington State Vanpool Investment Program. In 2018, WSDOT transferred an additional 3 vans to TranGO for use in Vanpool. Vehicles are maintained utilizing manufacturer recommendations for regular service to ensure they are safe and operate well during their useful life. TranGO has also established a vehicle replacement reserve based on the useful life determined by WSDOT of 5 years or 150,000 miles. This will ensure that when vehicles need replaced, the funds are available for that replacement.

Safety: TranGO's first goal is to provide safe transportation. Driver applications are screened to help with selecting the most qualified applicants. TranGO conducts criminal history background checks, drug screening and reviews the driving record of applicants that are hired. Employment is contingent on a negative drug test, no driving violations within the past 5 years, and no disqualifying crimes have been committed as defined by the Department of Social and Health Service. A curriculum has been developed for ensuring that all drivers receive adequate training, especially with regard to persons that have special transportation needs. Monthly driver meetings provide the opportunity for ongoing training and always include safety topics.

Mobility: The focus for TranGO is getting buses on the road to increase mobility options for the residents of Okanogan County. Although Okanogan County Transportation and Nutrition (OCTN) has provided transportation for many years in Okanogan County, they are often viewed as a service only for populations with special needs. This misconception is common when viewing other community transportation providers across the state. The public often doesn't know that they are also eligible for service. OCTN's operating model is demand response transportation, which by nature is less predictable than fixed route service. TranGO's focus on building fixed route links between the communities in Okanogan County has increased ridership and increased mobility.

Environment: Transit, and vanpools are shared ride services, which reduce single occupancy vehicles on the road, and use natural resources wisely. Planning for implementation of additional routes and facility development also looks toward the future, embracing hybrid fuel/electric options, elimination of deadhead miles whenever possible, and encouraging healthy options. Design will consider pedestrian and bike friendly facilities, recognizing that many local citizens prefer non-motorized solutions to the first mile in and last mile out connections they need in order to utilize transit. With expected vehicle replacements needed in 2019, the General Manager and Operations Manager are reviewing options for lower emission vehicles including hybrids.

Stewardship: TranGO believes in coordination of services, and reduction of duplication of effort whenever plausible and is intentionally seeking ways to create the system with those two priorities in mind. Co-locating with OCTN, in Okanogan, resulted in a single call center for riders, while reducing the cost of having a dispatch center for each agency. In 2016, TranGO remodeled the former bank building located at 303 2nd Ave S., in Okanogan for the purpose of co-locating with OCTN. In November of 2016, TranGO was able to move into the facility. In January 2017, OCTN moved in.

OCTN is the current ADA Paratransit contractor for TranGO. TranGO purchased dispatch hardware and software, which is shared with OCTN in order to more efficiently utilize demand response vehicles. During the first year of operations (July 2016-June 2017), there were many technical issues with the software implementation. Between May and August 2017, many of these issues have been resolved. There is unused capacity in the OCTN system at this time,

which could potentially be used to provide trips currently unavailable, including to Wenatchee for higher level health care needs.

Economic Vitality: From the very first discussions about forming a public transit benefit area, the concerned citizens involved, have focused on the overall economic benefits that transit would have on the community. Each community in Okanogan County has their own distinct culture. Each has their own annual events and festivals to celebrate what brings them together as a community. The plan for implementation has always included some element focused on transporting the rest of the county to the event taking place in ABC City. The interconnectivity of the funds flowing from one community to another during these events is important to each city and to the county.



System Description

TranGO began direct service on July 1, 2015, with the Omak-Okanogan Shuttle. On July 1, 2016, direct service was expanded to include;

- North Methow (Twisp-Winthrop) – 9 round trips per day
- South Methow (Twisp-Pateros) – 4 round trips per day
- Twisp-Okanogan Connector – 4 round trips per day
- Mid-Okanogan (Tonasket-Okanogan) – 4 round trips per day

In addition, TranGO contracted with Okanogan County Transportation and Nutrition (OCTN) to provide the following services;

- South Okanogan (Okanogan – Pateros) – 4 round trips per day
- North Okanogan (Oroville – Tonasket) – 5 round trips per day
- Local demand response Oroville, Tonasket, Omak, Okanogan, Brewster, Twisp/Winthrop

All fixed route services (along with ADA Paratransit) operate Monday through Saturday. The first full year of service was completed in 2017.

In 2016, we started two vanpools. At the end of 2017, we had four vanpools operating and contacted WSDOT to see if there were any additional vehicles available. In 2018, WSDOT

transferred ownership of three additional vehicles for vanpool. They are smaller, six passenger vehicles. At the time this report is written, five vanpools are currently operating with a total of 72 passengers per month.

Customer service is streamlined between the two systems, for ease of use. OCTN and TranGO coordinate systems behind the scenes in a variety of ways.

- Fare media (punch cards) are purchased through the TranGO front desk. OCTN drivers use RouteMatch to track usage, and fares are compensated through billing at the end of the month.
- Customers can call either agency and are transferred through the internal phone system to the agency that can best meet their needs.
- ADA paratransit eligibility is determined by TranGO, and a copy of the authorization letter submitted directly to OCTN as the primary provider. Eligibility information is entered into RouteMatch by OCTN dispatch.
- Route deviations on fixed route are entered on RouteMatch by OCTN dispatchers for pick-up by TranGO drivers.
- Operations Managers and Driver Supervisors from both agencies organize and provide monthly training on a variety of topics including safety, populations with special needs and customer service.

Section III. Okanogan County Transit Authority Employees

At the time of publication, OCTA employed:

General Manager	1FTE
Board Clerk/Facilities	1FTE
Customer Service/Administrative Support	1FTE (Recruiting this position)
Operations Manager	1FTE
Driver Supervisor/Trainer	1FTE
Bus Driver/Operators	9.25 FTE

Section IV. Facilities

TranGo currently leases approximately 4000 square feet of office space located at 303 2nd Ave S., Okanogan, WA. OCTN leases part of the space from TranGO. TranGO also leases a vehicle parking lot, located at First and Rose in Okanogan. OCTN leases half of the secure parking

space. More office and vehicle space will be needed in the next few years to accommodate growing staff and secure parking needs for both agencies. The General Manager has opened discussions with the building owner, Marquis Holdings, regarding possible expansion of the lease or purchase of the facility. Marquis Holdings has submitted a proposal for an extended lease or purchase of the building, which will be evaluated.

TranGO also leases a parking area from the City of Twisp for \$250 per month. This site is the storage space for locating four buses to provide service originating from Twisp. The General Manager continues to explore options for covered storage, particularly in Twisp. The City of Tonasket provides space inside their secure vehicle area for two vehicles that operate from that location.

TranGO continues to work on identification of long term, secure storage for out stationed vehicles.

The next facility needed is for maintenance and repair of vehicles, and possibly relocation of all operations and administration. The General Manager will release a request for qualifications for design, feasibility and siting for this facility by the end of 2018.

Section V. Service Characteristics

The table below shows the annual operating information for 2016 and 2017.

TranGo		
Annual Operating Information	2016	2017
Fixed Route Services (Direct Operated)		
Revenue Vehicle Hours	10,455	14,200
Total Vehicle Hours	10,899	15,344
Revenue Vehicle Miles	216,640	376,755
Total Vehicle Miles	218,645	400,121
Passenger Trips	30,495	41,871
Gasoline Fuel Consumed (gallons)	25,292	43,711
Employees - FTEs	4.0	8.1
Operating Expenses	\$1,099,086	\$1,075,463
Farebox Revenues	\$54,591	\$44,410
Fixed Route Services (Purchased)		
Revenue Vehicle Hours	282	1,119
Total Vehicle Hours	294	1,161
Revenue Vehicle Miles	6,806	22,866
Total Vehicle Miles	6,945	22,594
Passenger Trips	341	1,368
Gasoline Fuel Consumed (gallons)	902	2,905
Employees - FTEs	0.3	0.5
Operating Expenses	\$11,480	\$46,828
Farebox Revenues	\$338	\$1,473

Demand Response Services (Purchased)		
Revenue Vehicle Hours	3,329	3,264
Total Vehicle Hours	3,541	3,316
Revenue Vehicle Miles	42,353	38,308
Total Vehicle Miles	47,059	40,449
Passenger Trips	9,023	7,954
Gasoline Fuel Consumed (gallons)	5,605	5,200
Employees - FTEs	1.8	1.6
Operating Expenses	\$202,190	\$206,118
Farebox Revenues	\$11,708	\$8,688
Vanpooling Services (Direct Operated)		
Revenue Vehicle Hours	258	1,124
Total Vehicle Hours	258	1,124
Revenue Vehicle Miles	14,667	48,196
Total Vehicle Miles	14,667	48,196
Passenger Trips	1,855	7,054
Gasoline Fuel Consumed (gallons)	1,342	3,016
Operating Expenses	\$3,352	\$10,503
Vanpool Revenue	\$5,132	\$23,193

ADA Paratransit

Okanogan County Transportation and Nutrition is contracted to provide paratransit services in compliance with the Americans with Disabilities Act requirements. TranGO determines ADA Paratransit eligibility, and trips are scheduled and provided by Okanogan County Transportation and Nutrition. TranGO has contracted with OCTN to provide ADA paratransit service in association with the fixed route Omak-Okanogan shuttle. Paratransit service is especially expensive to operate, because of the low number of riders on a bus at any particular time. By utilizing available capacity on OCTN vehicles (4 demand-response vehicles operating concurrently), the service can be delivered more efficiently. All vehicles in TranGO's fleet are equipped with ramps, or wheel chair lifts. Buses are also equipped with bike racks.

Cash Fares

The cash fare for each boarding is \$1 regardless of age. Seven travel zones were identified. Passengers can purchase monthly unlimited use passes for a single zone for \$30. For \$60, they can purchase unlimited travel within three zones. A monthly unlimited pass for the entire system is \$90. Passes are also sold in \$10 and \$20 punch card denominations. Passengers can utilize the same fare media on OCTN trips. TranGO reimburses OCTN for these trips. Having a single fare media makes it easier for passengers to access service on either system.

Coordinated Service

The three primary transportation providers in Okanogan County include;

- Okanogan County Transportation and Nutrition, providing public transportation with a focus on serving people with special transportation needs. People with special transportation needs are defined by Washington State as those that through age (too

young or too old to drive), disability or income are unable to provide or purchase their own transportation.

- TranGO, providing public transportation
- People for People, the Non-Emergency Medical Transportation (NEMT) Broker for the county. They contract with local transportation providers to purchase trips for people eligible for Medicaid paid transportation to Medicaid eligible healthcare providers. NEMT is considered one of the most expensive transportation costs in the state general fund.

TranGO is working together with both transportation providers in order to ensure that as additional service is implemented, the system becomes more efficient, and easier to use for passengers. TranGO currently sells passes to People for People for NEMT trips on fixed route transit throughout the system.

Section VI: Activities in 2017

During 2017, TranGO focused on improving service through;

- coordinating system design with OCTN recognizing that their priority is access (including door to door service for senior and disabled riders) while TranGO's priority is increasing transportation availability throughout the county. TranGO has contracted with OCTN to provide ADA paratransit service in association with the fixed route service. Paratransit service is especially expensive to operate, because of the low number of riders on a bus at any particular time. By utilizing available capacity on OCTN vehicles, the service can be delivered more efficiently. During hours when OCTN doesn't operate, TranGO operates deviated route service to meet the ADA requirement.
- adding a winter stop at the Oroville Harvest Shelter (low income housing) from November 15, 2017 to March 31, 2018
- addressing issues with RouteMatch to better utilize the software and ensure data is correct. There are issues with base map road speeds that are not fully functioning with demand response scheduling.
- ongoing training for OCTN and TranGO drivers to ensure safety and proficiency of ADA regulations.
- schedules for fixed route throughout the system (including OCTN) fixed route services are reflected for each valley.

During 2017, TranGO focused on improving facilities through

- completion of the main office and secure parking lot in Okanogan.
- Installation of inside and outside signs as well as window blinds.



- purchasing bus stop signs, posts and shelters. We had initially believed we could get all of these installed in the summer of 2017. We continue to work on that in 2018. Signs have been installed throughout Omak.

Section VII. Proposed Action Strategies for 2018-2023

The most important emphasis for 2018-2023, is on completion of facility installations (shelters and bus signs) as well as beginning the design and feasibility of a maintenance facility.

Service Continuation

TranGO provides the following fixed route services Monday-Saturday (with deviation for ADA eligible passengers):

- Winthrop and Twisp (9 round-trips/day Monday-Saturday)
- Twisp and Okanogan (4 round-trips/day Monday-Saturday)
- Twisp and Pateros (4 round-trips/day Monday-Saturday)
- Tonasket and Omak (4 round-trips/day Monday-Saturday)
- Omak and Okanogan (14 round-trips/day Monday-Friday and 9 round trips/day on Saturdays)

The update to the Coordinated Public Transit Human Services Transportation Plan (currently in draft) indicates some needs for expanding service both inside the county and to destinations in neighboring counties. In order to better quantify that need, TranGO will open an RFQ process and engage a consultant to better gather the information. The Okanogan Council of Governments/Regional Transportation Planning Organization funded the CPTHSTP update, and it is required for submission of grant applications to the WSDOT Consolidated Grants, which are due September 2018. Unfortunately, there was limited time to really gather as much public data as is needed to really determine the service level needed.

The Vanpool option is growing and supporting employment transportation. During 2018, when WSDOT transferred three 6-passenger vans, they indicated they also had two 10-passenger vans that could be available to support expansion of the program.

These routes are coordinated with OCTN providing the local service, and TranGO providing the service between cities. The system develops service in the following geographic sections.

OCTN – Dial a Ride and Fixed Stops Feeder Routes

Oroville – Tonasket

TranGO – Fixed Route

Tonasket-Omak Deviated Fixed Route (4 - 6 round trips/day – Monday-Friday, 4 round trips Saturdays)

Omak-Okanogan Dial-a-Ride

Omak-Okanogan Shuttle (14 loops weekdays, 9 loops Saturdays and Holidays)

Winthrop-Twisp – Dial-a-Ride and Fixed Stops

Twisp-Brewster (via Pateros) Deviated Fixed Route (4-6 round trips Weekdays, 4 round trips Saturdays)

Twisp-Okanogan Deviated Fixed Route (4-6 round trips weekdays, 4 Round Trips Saturdays)

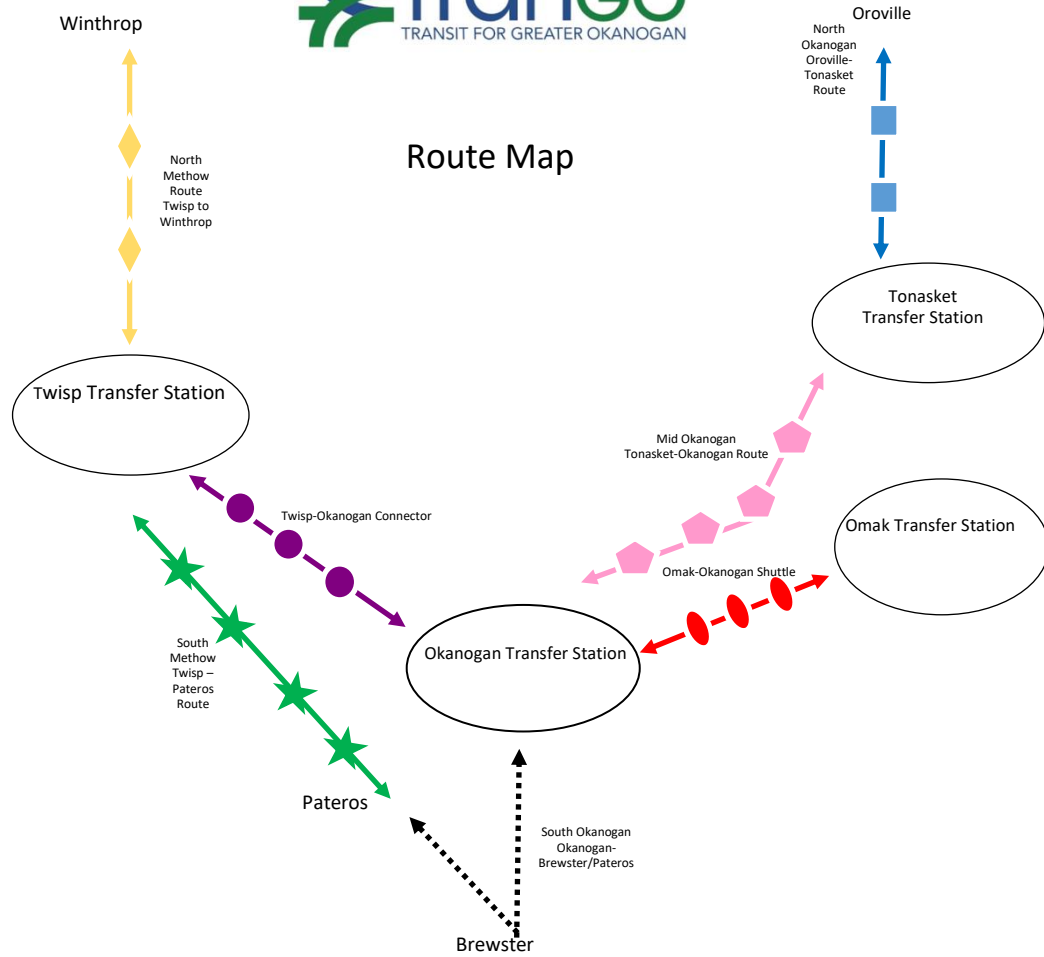
Omak-Brewster – Deviated Fixed Route

Omak-Nespelem – Contracted Fixed Route

Phase 2 – Service Map and Description 2018



Route Map



Route Key

- ←★→ South Methow—Twisp to Pateros
- ←■→ North Okanogan—Oroville to Tonasket
- ←●→ Omak-Okanogan Shuttle
- ←◡→ Mid Okanogan—Tonasket to Okanogan
- ←●→ Twisp-Okanogan Connector
- ←◇→ North Methow—Twisp to Winthrop
- ←⋯→ South Okanogan—Okanogan to Malott, Brewster/Pateros

Section VIII - Service Level Estimates

Service Level Estimates 2018-2023

TranGO completed initial implementation ahead of schedule. Between 2018 and 2023, the focus will be on facilities, continued maintenance of assets, and strengthening security. There will be replacement of vehicles, maintenance and expansion of facilities (including park and ride lots) as well as potentially a maintenance facility based on financial modeling of cost versus benefit to the system beyond 2018.

Estimates	2018	2019	2020	2021	2022	2023
Non Revenue Hrs	1,216.41	1,216.41	1,216.41	1,216.41	1,216.41	1,216.41
Revenue Hours	14,104.47	14,104.47	14,104.47	14,104.47	14,104.47	14,104.47
Non Revenue Miles	1,925.14	1,925.14	1,925.14	1,925.14	1,925.14	1,925.14
Revenue Miles	374,319.43	374,319.43	374,319.43	374,319.43	374,319.43	374,319.43
Trips	47,732.57	48,209.90	48,692.00	49,178.92	49,670.71	50,167.41
Trip/Hour	3.38	3.42	3.45	3.49	3.52	3.56

(2018-2023) Capital Needs (Facilities and Equipment)

			2019 Proposed Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
353	640.000.013	CAPITAL OUTLAY					
355	171.00.00.00	CAPITAL ASSETS-LAND			500,000.00		
361	181.00.00.00	CAPITAL ASSETS-MACHINERY & EQUIPMENT -BUSES	300,000.00	400,000.00	300,000.00		
363	181.00.00.02	CAPITAL OUTLAY - MACHINERY & EQUIPMENT - AGENCY VEH	80,000.00				
364	191.10.00.00	CAPITAL OUTLAY - FACILITIES - OPERATIONS	160,000.00	160,000.00	160,000.00	160,000.00	160,000.00
367	191.10.00.03	CAPITAL OUTLAY - ROUTE SIGNAGE	1000				

Section IX - Financial Elements

The 2018-2023 TranGO Transit Development Plan makes the following assumptions.

Income Projection Assumptions

Sales tax revenue will remain relatively flat. The budget is based on a very conservative \$175,000 sales tax revenue per month. Revenues have varied slightly since 2015, and a conservative approach to the budget is recommended.

Sales tax revenue is projected at a 1% increase year over year, an increase of \$84,761 per year in 2023.

Ridership levels are also projected to increase very slightly (1% per year) from 2018-2023. Obviously, the goal is to increase ridership from year to year, and we will work toward that goal. However, the potential increase in transit fares remains flat in order to develop a conservative budget.

TranGO currently has invested reserves for operations (\$700,000), capital facilities (\$850,000), and capital equipment (\$950,000). TranGO will continue to build the reserves in order to meet facility and equipment needs to ensure progress in building the system.

Expense Projection Assumptions

Leasing of satellite facilities is budgeted in each of the years between 2018 and 2023.

Equipment purchases (vanpools, buses) occurred in 2015 and 2016. Replacement is projected based on useful life of five years or 150,000 miles for buses, and 200,000 miles for vanpool vans.

Section X - Budget Projections 2018-2023

Line Numbers					2018 Approved Budget	2019 Proposed Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
	Admin	Fleet	OPS	Capital						
1	Ordinary Income/Expense									
2	Income									
3	4004 - 640.000.000 Revenue									
4	400.10.00.00 Reserve Beg. Balan				834,992	1,192,906	1,408,039	1,582,627	1,227,810	1,252,569
5	640.000.110 Local									
6	4002 - 408.21.00.00 Sales Tax Revenue				2,142,000	2,163,420	2,163,420	2,185,054	2,185,054	2,206,905
7	Total 640.000.110 Local				2,142,000	2,163,420	2,163,420	2,185,054	2,185,054	2,206,905
8	640.000.111 Fares									
9	4000 - 401.00.00.00 Trans Fares									
17	Total 4000 - 401.00.00.00 Trans Fares				51,703	53,500	54,060	54,626	55,197	55,774
18	4007 - 401.07.00.00 Vanpool									
24	Total 4007 - 401.07.00.00 Vanpool				26,620	33,178	33,178	33,178	33,178	33,178
25	Total 640.000.111 Fares				78,323	86,678	87,238	87,804	88,375	88,952
26	640.000.407 Non Transportation									
29	Total 640.000.407 Non Transportation				68,135	68,135	68,135	68,135	68,135	68,135
30	640.000.410 State & Federal									
31	4003.01 - 414.00.00.00 Cap Contributions									
35	Total 4003.01 - 414.00.00.00 Cap Contributions				0	0	0	0	0	0
36	4005 - 412.99.00.00 GCB2688 St Sales E				196,845	196,845	196,845	196,845	196,845	196,845
37	Total 640.000.410 State & Federal				196,845	196,845	196,845	196,845	196,845	196,845
38	Total 4004 - 640.000.000 Revenue				3,320,295	3,707,984	3,923,677	4,120,464	3,766,219	3,813,405
39	Total Income				3,320,295	3,707,984	3,923,677	4,120,464	3,766,219	3,813,405

40	Expense				2020 Budget	2021 Budget	2022 Budget	2023 Budget
41		640.000.110 Administration						
42		6001 - 501.00 Admin Salaries & Wages						
47		Total 6001 - 501.00 Admin Salaries & Wages	211,950	229,160	237,938	247,066	256,560	266,434
48		6002 - 502.00 Admin Personnel Benefits						
60		Total 6002 - 502.00 Admin Personnel Benefits	100,726	117,023	122,751	125,804	128,971	132,255
61		6003 - 503.00 Admin Professional Serv						
72		Total 6003 - 503.00 Admin Professional Serv	348,200	377,800	377,800	127,800	127,800	127,800
73		6004 - 504.99 Admin Supplies						
79		Total 6004 - 504.99 Admin Supplies	26,036	26,036	26,036	26,036	26,036	26,036
80		6005 - 505.00 Admin Utilitites						
88		Total 6005 - 505.00 Admin Utilitites	10,300	10,400	10,400	10,400	10,400	10,400
89		6006 - 507.99 Admin Taxes						
91		Total 6006 - 507.99 Admin Taxes	0	0	0	0	0	0
92		6007 - 509.00 Admin Misc Expenses						
100		Total 6007 - 509.00 Admin Misc Expenses	45,196	45,196	45,196	45,196	45,196	45,196
101		6008 - 512.00 Admin Leases & Rentals						
104		Total 6008 - 512.00 Admin Leases & Rentals	24,300	24,300	24,300	24,300	24,300	24,300
105		6009 - 513.00.00.00 Depreciation						
108		Total 6009 - 513.00.00.00 Depreciation	0	40,000	40,000	40,000	40,000	40,000
109		Total 640.000.110 Administration	766,708	869,915	884,420	646,603	659,263	672,421

			2018 Approved Budget	2019 Proposed Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
110		640.000.111 Fleet						
111		6103 - 503.00 Fleet Professional Serv						
114		Total 6103.501.502 Salaries, Wages and Benefits	60,356	51,832	233,990	243,350	253,084	263,207
115		6103.10 - 503.03.41.03 PS Pro & Tech						
122		Total 6103.10 - 503.03.41.03 PS Pro & Tech	0.00	1000	1000	1000	1000	1000
123		6103.20 - 503.03.47.00 PS Preventative M						
132		6103.20 - 503.03.47.00 PS Preventative M - Other	54,000.00	54,000.00	54,000.00	54,000.00	54,000.00	54,000.00
133		Total 6103.20 - 503.03.47.00 PS Preventative M	54,000	54,000	54,000	54,000	54,000	54,000
134		6103.30 - 503.05.48.00 PS Repair						
141		Total 6103.30 - 503.05.48.00 PS Repair	54,000	54,000	54,000	54,000	54,000	54,000
142		6103.40 - 503.07.41.04 Prof. Svc Security						
143		6103.50 - 503.99.41.05 Pro Ser Other						
144		Total 6103 - 503.00 Fleet Professional Serv	108,000	109,000	109,000	109,000	109,000	109,000
145		6104 - 504.00 Fleet Supplies						
146		6104.01 - 504.01.32.00 Fuel - Transit						
157		6104.01 - 504.01.32.00 Fuel - Transit - Other	175,000	175,000	175,000	175,000	175,000	175,000
158		Total 6104.01 - 504.01.32.00 Fuel - Transit	175,000	175,000	175,000	175,000	175,000	175,000
159		6104.20 - 504.01.32.01 Fuel - Maintenance	3,000	10,000	10,000	10,000	10,000	10,000
160		6104.30 - 504.01.32.02 Lubricants/Grease/						
166		6104.30 - 504.01.32.02 Lubricants/Grease/ - Other	1,800	1,800	1,800	1,800	1,800	1,800
167		Total 6104.30 - 504.01.32.02 Lubricants/Grease/	1,800	1,800	1,800	1,800	1,800	1,800
168		6104.40 - 504.02.48.02 MS Tires/Tubes						
174		6104.40 - 504.02.48.02 MS Tires/Tubes - Other	12,000	12,000	12,000	12,000	12,000	12,000
175		Total 6104.40 - 504.02.48.02 MS Tires/Tubes	12,000	12,000	12,000	12,000	12,000	12,000
176		6104.50 - 504.99.31.01 MS Office Supplies						
182		6104.50 - 504.99.31.01 MS Office Supplies - Other						
183		Total 6104.50 - 504.99.31.01 MS Office Supplies	0	0	0	0	0	0
184		6104.60 - 504.99.31.02 MS Operating Supp						
190		6104.60 - 504.99.31.02 MS Operating Supp - Other	1,500	1,500	1,500	1,500	1,500	1,500
191		Total 6104.60 - 504.99.31.02 MS Operating Supp	1,500	1,500	1,500	1,500	1,500	1,500
192		6104.70 - 504.99.31.03 MS R&M Parts/Supp						
198		6104.70 - 504.99.31.03 MS R&M Parts/Supp - Other	1,800	1,800	1,800	1,800	1,800	1,800
199		Total 6104.70 - 504.99.31.03 MS R&M Parts/Supp	1,800	1,800	1,800	1,800	1,800	1,800
200		6104.80 - 504.99.35.01 MS Small Tool/Equi						
206		6104.80 - 504.99.35.01 MS Small Tool/Equi - Other	10,000	10,000	10,000	10,000	10,000	10,000
207		Total 6104.80 - 504.99.35.01 MS Small Tool/Equi	10,000	10,000	10,000	10,000	10,000	10,000
208		6104.90 - 504.99.49.01 MS Misc	1,000	1,000	1,000	1,000	1,000	1,000
209		Total 6104 - 504.00 Fleet Supplies	206,100	213,100	213,100	213,100	213,100	213,100

210			6105 - 505.00 Fleet Utilities						
214			Total 6105 - 505.00 Fleet Utilities	7,800	7,800	7,800	7,800	7,800	7,800
215			6106 - 506.00 Fleet Casualty & Liabili						
216			6106.01 - 506.08.46.01 C&L Premiums Corp	84,996	84,996	84,996	84,996	84,996	84,996
228			Total 6106.01 - 506.08.46.01 C&L Premiums Corp	84,996	84,996	84,996	84,996	84,996	84,996
229			Total 6106 - 506.00 Fleet Casualty & Liabili	84,996	84,996	84,996	84,996	84,996	84,996
230			6107 - 507.00 Fleet Taxes						
231			6107.01 - 507.04.00.00 T. Vehicle Lic/Reg	6,504	500	500	500	500	500
232			Total 6107 - 507.00 Fleet Taxes	6,504	500	500	500	500	500
233			6108 - 509.00 Fleet Misc Expenses						
236			6108.05 - 509.99.49.04 ME Other		1,500	1,500	1,500	1,500	1,500
237			Total 6108 - 509.00 Fleet Misc Expenses	-	1,500	1,500	1,500	1,500	1,500
238			6109 - 512.06 Fleet Leases and Rentals						
239			6109.03 - 512.06.00.00 LR Yards or Statio	25,500	25,500	25,500	25,500	25,500	25,500
240			Total 6109 - 512.06 Fleet Leases and Rentals	25,500	25,500	25,500	25,500	25,500	25,500
241			6110 - 513.00.00.00 Depreciation						
243			Total 6110 - 513.00.00.00 Depreciation	-	80,000	80,000	80,000	80,000	80,000
244			Total 640.000.111 Fleet	499,256.00	574,227.71	756,385.97	765,745.57	775,479.55	785,602.89

			2018 Approved Budget	2019 Proposed Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
245		640.000.112 Operators						
246		6200 - 501.01 Operations Salaries						
255		Total 6200 - 501.01 Operations Salaries	452,130	582,973	606,292	630,543	655,765	681,996
256		6201 - 502.00 Operation Payroll Benefi						
268		Total 6201 - 502.00 Operation Payroll Benefi	248,208	322,416	335,113	348,318	362,050	376,332
269		6202 - 503.00 Operations Professional						
270		6202.10 - 503.05.48.00 PS Other Soft. Mai	30,000	30,000	30,000	30,000	30,000	30,000
271		6202.20 - 503.05.48.00 PS Printing						
279		Total 6202.20 - 503.05.48.00 PS Printing	9,996	15,000	15,000	15,000	15,000	15,000
280		6202.30 - 503.99.41.08 PS Other						
288		Total 6202.30 - 503.99.41.08 PS Other	0	25,000	25,000	25,000	25,000	25,000
289		Total 6202 - 503.00 Operations Professional	39,996	70,000	70,000	70,000	70,000	70,000
290		6203 - 504.99 Operating M&S Consumed S						
291		6203.10 - 504.99.31.01 Office Supplies						
299		Total 6203.10 - 504.99.31.01 Office Supplies	5,004	5,000	5,000	5,000	5,000	5,000
300		6203.20 - 504.99.31.02 Office/O&M Supplie						
308		Total 6203.20 - 504.99.31.02 Office/O&M Supplie	5,679	10,000	10,000	10,000	10,000	10,000
309		6203.40 - 504.99.35.00 Small Tools/Equipm						
317		Total 6203.40 - 504.99.35.00 Small Tools/Equipm	12,000	12,000	12,000	12,000	12,000	12,000
318		Total 6203 - 504.99 Operating M&S Consumed S	22,683	27,000	27,000	27,000	27,000	27,000
319		6204 - 505.00 Operations Utilities						
325		Total 6204 - 505.00 Operations Utilities	26,400	26,400	26,400	26,400	26,400	26,400
326		6205 - 508.00 Op. Purchased Transit Se						
328		Total 6205 - 508.00 Op. Purchased Transit Se	342,000	362,520	367,078	384,271	389,103	407,327
329		6206 - 509.00 Operations Misc Expenses						
337		Total 6206 - 509.00 Operations Misc Expenses	58,000	66,400	66,400	66,400	66,400	66,400
338		6207 - 512.00 Operating Leases & Renta						
342		Total 6207 - 512.00 Operating Leases & Renta	132,000	50,000	50,000	50,000	50,000	50,000
343		Total 640.000.112 Operators	1,321,417	1,507,709	1,548,283	1,602,932	1,646,718	1,705,455
344		6300 - Payroll Expense						
345		Total Expense	2,587,381	2,951,852	3,189,089	3,015,280	3,081,461	3,163,479

