



**2018 Annual Report
&
Transit Development
Plan
2019 – 2024**



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Adopted in Public Hearing
by LPTBA Board: October 15, 2019

TABLE OF CONTENTS

INTRODUCTION	3
SECTION 1: ORGANIZATION	4
SECTION 2: BASE FACILITY	5
SECTION 3: SERVICE CHARACTERISTICS	5
SECTION 4: SERVICE CONNECTIONS	10
SECTION 5: ACTIVITIES AS OF DECEMBER 31, 2018	11
SECTION 6: PROPOSED ACTION STRATEGIES 2019 - 2024	17
SECTION 7: PROPOSED CHANGES 2019 – 2024	23
SECTION 8: CAPITAL IMPROVEMENT PROGRAM 2019 - 2024	30
SECTION 9: OPERATING REVENUES AND EXPENSES: 2019 – 2024	34

INTRODUCTION

As a requirement of RCW 35.58.2795, Twin Transit has prepared and submitted this Annual Report for 2018 and a subsequent Transit Development Plan (TDP) for years 2019 through 2024.

The purpose of the annual report is to summarize the major or significant events that effected delivery of transit services in the Lewis Public Transportation Benefit Area (LPTBA). Additionally, this document serves to illustrate changes in local transit services in the next five years based on known facts, forecasted trends and political tendencies. Described in this plan are the methods and strategies proposed by Twin Transit staff and endorsed by the Authority Board of Directors necessary to fulfill the provisions contained in our Mission and Vision statements.

Mission Statement

To provide safe and accessible public transportation service in and around the cities of Centralia and Chehalis, Washington that is reliable, professional and financially sustainable.

Vision Statement

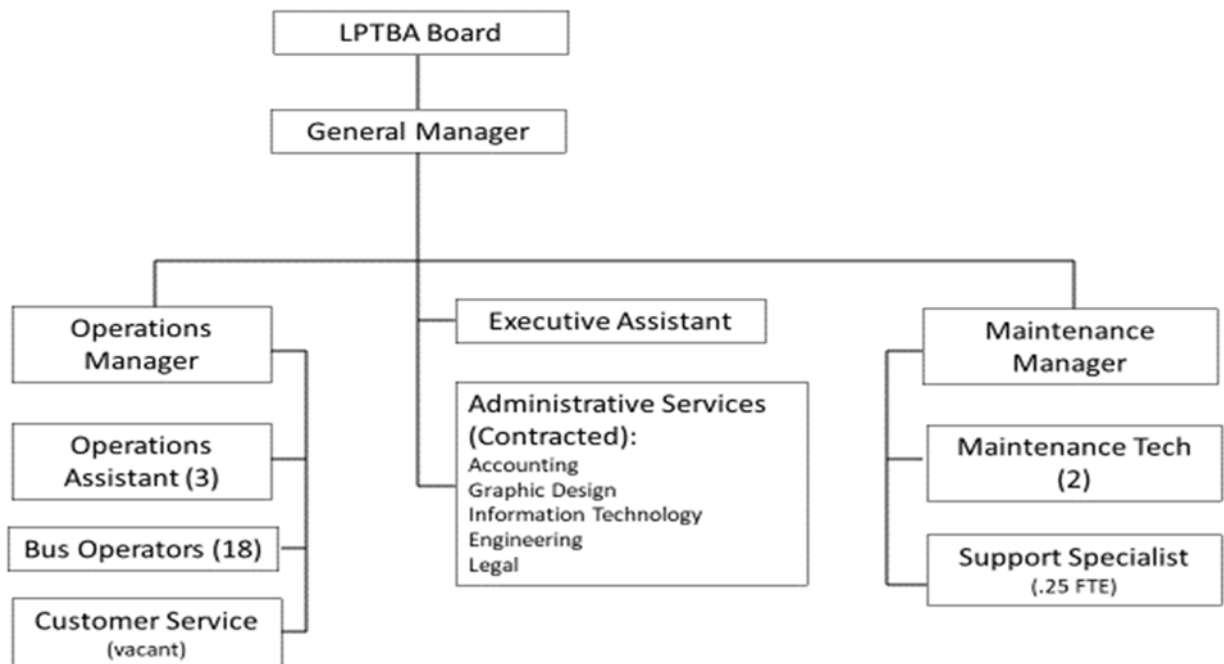
To exceed public expectations by becoming an exemplary transit system that embraces innovation, customer service, and industry best practices.

SECTION 1: ORGANIZATION

The Lewis Public Transportation Benefit Area was established by local voters in 1985 under the authority granted in Chapter 36.57A of the Revised Code of Washington (RCW). From 1977 to 1985, Twin Transit operated as a public transit agency funded through a “household tax.” Doing business as Twin Transit, the benefit area was established in order to provide public transit services in and around the communities of Centralia and Chehalis, Washington. Today, Twin Transit operates four (4) fixed bus routes throughout the community and is governed by a three-member board of directors. The Board members for the 2018 calendar year included:

- Rebecca Staebler, City of Centralia City Council
- Bobby Jackson, Lewis County Commissioner
- Chad Taylor, City of Chehalis City Council
- Debbie Lytle, Twin Transit Bus Operator (non-voting Labor Representative)

At 2018 year-end, Twin Transit employed 31 people (26 FTEs) throughout three divisions of responsibility common to the transit industry which include: Operations, Maintenance, and Administration. The General Manager, now known as Director of Transit Services, oversees daily operations and administrative affairs and ensures compliance with State and Federal laws and grant regulations. A basic organizational chart is provided below describing the organizational structure as of August 31, 2018:



As a local Public Transportation Benefit Area (PTBA), Twin Transit is funded approximately 62% through a .2% local sales tax collected within the corporate limits of Centralia and Chehalis, Washington. Twin Transit also receives 33% of total revenues from State and Federal grant assistance for eligible operational and capital expenses. An additional 5% of revenue is generated through rider fares, vehicle advertising, and interest.

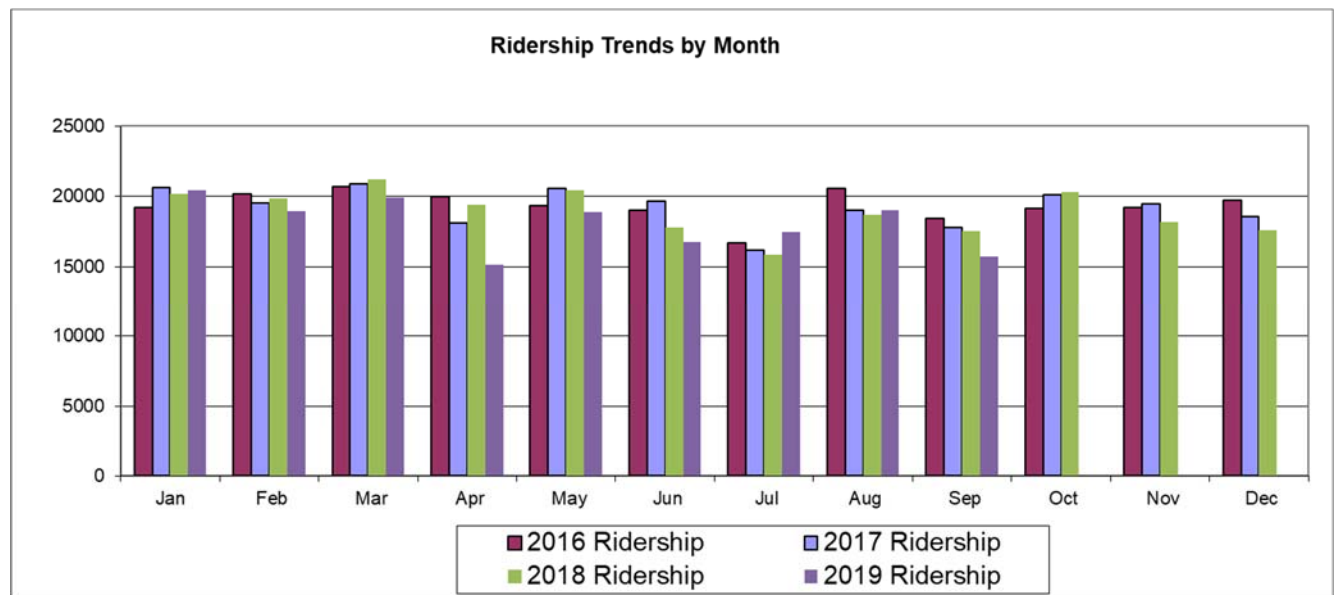
SECTION 2: BASE FACILITY

The Twin Transit administrative offices, maintenance garage, and bus storage yard are located at 212 E. Locust St. in Centralia, Washington. In late 2015 and early 2016, Twin Transit purchased two pieces of property located in downtown Centralia for potential future use as a transit station; however, as Twin Transit looked to the future feasibility of the Transit Center, management began to question the project scope and the likelihood that necessary resources would be available to achieve the original intent. Therefore, based on guidance from the Board of the Lewis Public Transit Benefit Area, the entirety of the project has been put on hold with plans to sell the two properties by 2020. Instead, a plan to remodel the existing structures at 212 E. Locust St. is in place with completion forecasted in late 2020.

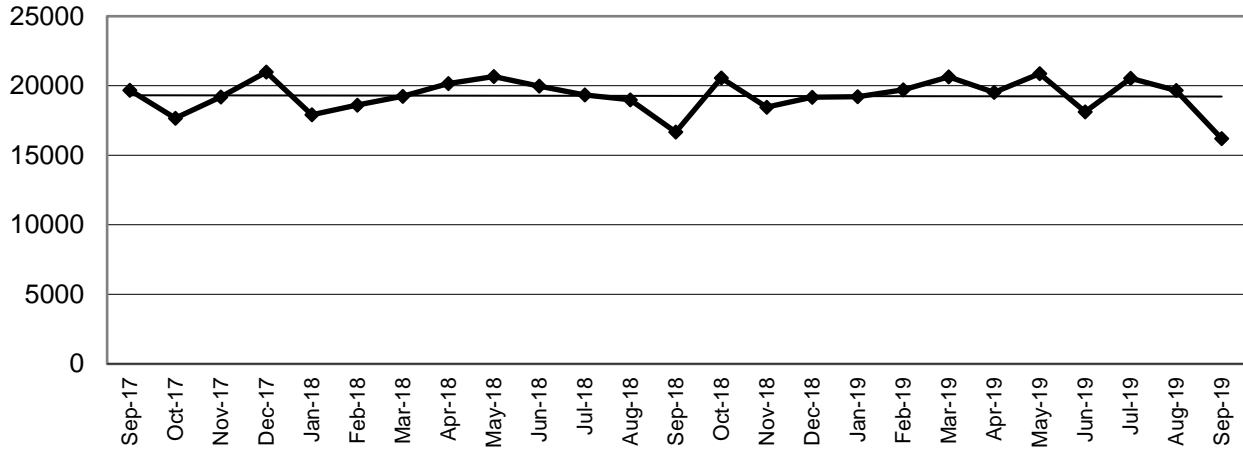
Currently, most fixed routes start/end from the Centralia *Amtrak* train depot. Passengers may also transfer routes at several other common bus stops. Twin Transit owns 54 signed bus stops/shelters throughout the service area and provides regular and routine maintenance on both a scheduled and as-needed basis.

SECTION 3: SERVICE CHARACTERISTICS

In 2018, Twin Transit provided an estimated 24,757 hours of fixed route transit service with ADA complementary paratransit to the Centralia and Chehalis community.



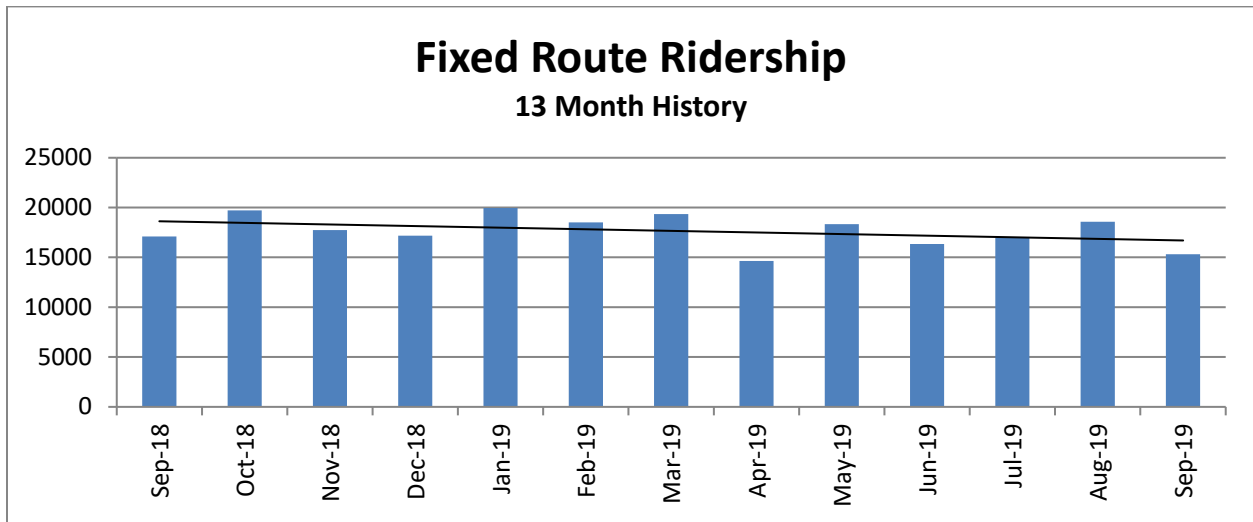
24 Month Ridership Trend



(Deviated) Fixed Route Transit In 2018 Twin Transit operated five (5) fixed routes; Monday through Friday, 5:00 am - 9:00 pm; and Saturday, 8:00 am – 6:00 pm. Currently in 2019, fixed route and paratransit operates between 6 a.m. and 9 p.m. Monday through Friday. On Saturday, paratransit and fixed route services operate from 8 a.m. - 6:00 p.m. Two express routes run Sundays from 10 am - 6pm. Individuals need to call in advance to schedule a paratransit trip Monday - Friday from 8 a.m. to 4 p.m.

Centralia is the largest city in Lewis County and Chehalis, which serves as the County seat, is the second largest. The twin cities of Centralia and Chehalis combine for a total population of approximately 23,595 spread over 13.1 square miles, which translates into a population density of 1,801 residents per square mile. Such density is reasonable given the size and location of the community but is about 20-50% less than what is found in a more urbanized area such as nearby Olympia or Vancouver, Washington.

Twin Transit uses a combination of heavy-duty low-floor coach buses and light-duty low-floor buses for fixed route service, and no new buses were placed into service in 2018. Historically, Twin Transit has used a combination of low-floor buses and high-floor buses in fixed route service; however, in recent years, all of the buses were converted to low floor buses. The low-floor buses with ramps have considerably improved the efficiency of fixed route service; however, because the cut-a-way buses rely on a roadside driver door, Twin Transit does not permit the buses to momentarily stop in the lane of travel to board/alight passengers on heavily traveled roadways. While the smaller buses are less expensive to purchase, they often require additional roadway infrastructure (i.e. large shoulders, bus turnout lanes, etc.) to better accommodate the bus operator entering/exiting the vehicle when helping passengers with disabilities.



Provided below is a table illustrating fixed route boardings:

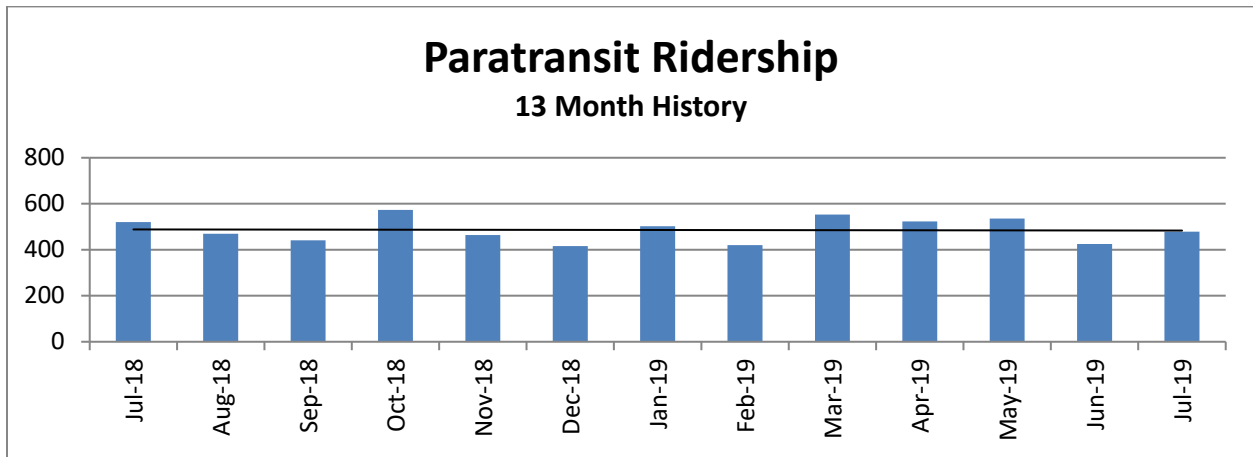
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	23,492	22,907	18,792	17,513	19,320	21,835	20,470	19,128	18,303	20,635	20,173
February	25,090	25,474	18,567	15,514	20,464	21,043	19,334	19,335	18,241	19,522	19,868
March	23,707	26,307	19,480	19,111	21,757	22,517	22,031	20,132	19,574	20,865	21,208
April	25,656	27,069	19,544	18,785	20,594	22,829	22,662	19,466	18,993	18,124	19,382
May	26,265	25,840	17,587	18,268	22,496	23,040	23,176	17,728	18,340	20,530	20,430
June	25,371	25,106	18,742	18,574	20,955	19,991	20,488	17,669	18,043	19,655	17,788
July	26,013	25,392	20,450	17,628	20,071	20,914	21,512	18,722	15,903	16,196	15,856
August	25,625	25,972	18,979	19,168	21,761	21,172	21,726	16,773	19,709	19,016	18,665
September	26,464	26,030	17,246	17,126	18,058	18,655	20,671	18,291	17,651	17,754	17,529
October	30,423	26,761	18,233	18,876	22,276	22,590	24,798	20,011	18,323	20,085	20,275
November	24,898	23,757	15,628	18,519	19,752	19,703	20,354	17,136	18,434	19,436	18,194
December	21,707	25,516	16,594	19,482	17,984	17,468	20,936	17,802	18,894	18,549	17,580
	304,711	306,131	219,842	218,564	245,488	251,757	258,158	222,193	220,408	230,367	226,948

Complementary ADA Paratransit & Fixed Route Deviations: ADA accessible paratransit services are available the same days and hours as fixed route bus service for passengers prevented from using the fixed route service due to a mobility limitation. Paratransit ridership has continued to decrease in 2018 compared to recent years, where Twin Transit was forced to decrease fixed route service in order to comply with federal capacity constraint standards due to previous increases in paratransit demand. In recent years, Twin Transit made comprehensive improvements to the paratransit program and invested in computer-aided dispatching software as well as other policy changes intended to improve the efficiency of paratransit service. The existing paratransit database was purged of old files and remaining passengers were required to complete a re-certification process in order to demonstrate eligibility of the program. As a result, Twin Transit was able to reduce the amount of bus operator work shifts assigned to paratransit. Paratransit ridership was 10.4% less than recorded previously.

Twin Transit uses a combination of both complementary paratransit as well as fixed route deviations to serve the community’s paratransit demand. Fixed route deviations allow dispatch staff to schedule less complicated trips for paratransit approved passengers while preserving the capacity and reducing the cost of operating complementary paratransit to all eligible passengers. It is hoped that computer-aided dispatching software can be implemented into fixed route in the coming years to better coordinate passenger trips between the two modes.

Provided below is a table illustrating paratransit boardings:

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	1,062	937	941	1,048	809	841	897	1,001	933	736	779
February	1,034	1,004	966	898	953	752	894	1,029	913	728	686
March	947	1,100	1,053	1,183	1,012	885	1,082	1,036	1,085	755	897
April	1,026	1,147	1,121	1,045	978	839	1,120	1,105	975	621	821
May	1,043	1,080	1,026	1,026	1,006	865	1,150	971	996	683	795
June	934	954	992	887	975	754	1,056	972	944	651	561
July	937	806	749	778	914	744	1,072	955	765	527	520
August	948	818	677	871	920	795	1,053	889	848	654	469
September	1,016	932	1,034	897	817	709	1,182	899	805	700	441
October	1,269	1,112	1,179	909	1,115	876	1,303	967	844	761	573
November	1,055	902	945	806	979	834	906	776	772	794	464
December	779	889	847	767	884	895	1,052	805	809	674	416
	12,050	11,681	11,530	11,115	11,362	9,789	12,767	11,405	10,689	8,284	7,422



Passenger Fare: No changes were made to the fare structure in 2018:

Passenger Fare Schedule

	Single Trip	Fixed Route	Paratransit
Adult		\$1	\$2
Child (6 or less)		no charge	no charge
Personal Care Attendant		no charge	no charge
	Passes		
Day Pass		\$2	\$4
Monthly Pass		\$20	\$25

SECTION 4: SERVICE CONNECTIONS

In 2018, Twin Transit continued to use the Centralia Amtrak Train Station as the primary passenger transfer center. Additionally, Twin Transit route #21 maintained access to the Greyhound bus stop once each hour. Regional service providers also utilize the Amtrak Station to allow passengers traveling to/from locations outside Twin Transit's service area to connect with Twin Transit services. The Amtrak Station facilitates service connections with:

- Rural/Tribal Transit (Thurston Co.)
- Lewis Mountain Highway Transit
- Grays Harbor Transit
- Amtrak Cascades & Coaster trains

SECTION 5: ACTIVITIES AS OF DECEMBER 31, 2018

Service

In 2018, Twin Transit provided an estimated 24,757 hours of bus service and 226,948 trips to residents and visitors to the community.

Revenue Miles and Hours

In 2018, Twin Transit recorded the following:

	Fixed Route (including Deviated)	Demand Response
Revenue Hours	24,757	4,255
Revenue Miles	291,770	33,068

Injuries, Fatalities, collisions

In 2018, Twin Transit did not have any reportable injuries, collisions or fatalities.

Facilities

During 2018, work slowed on the new Transit Center property located at 415 N. Pearl St. and 417 N. Pearl St. in Centralia. The project manager, Skillings & Connolly, has been notified to cease all work, and Twin Transit plans to sell the two properties by 2020. A plan to remodel the existing structures at 212 E. Locust St. is in place with completion forecasted in late 2020. The plan includes enclosing and renovating the existing metal building on this property to accommodate Twin Transit's administration programs currently housed in the building facing East Locust Street. The program for this building will include the following spaces:

- Reception room for visitors
- Reception office
- Community meeting room for 45 people
- Dispatch Room
- Drivers Break Room
- Para Transit Office
- General Office space with 3 stations
- HR Office
- Facilities Manager Office
- Facilities Room
- Directors Office
- Bus Manager Office
- Operations Office
- Supply Room
- Staff Conference Room
- Men's and Women's Restrooms per code
- Required Mechanical and Electrical Rooms

The Twin Transit Board of Directors completed the purchase of property located at 2364 Jackson Highway in Chehalis on April 25, 2017, which was intended to be used as a substation and bus turn-around for fixed route service. Improvements to the property are no longer anticipated and Twin Transit plans to sell the property by 2019.



Twin Transit property located at 2364 Jackson Hwy., Chehalis

Twin Transit has also continued work on the electric gate project at 212 E Locust St. During 2017, site work consisted of wiring the gate for electric motors, installing new fencing, and rehabilitating the gate rollers for ease of use. The rear gate located on Walnut Street was completed in 2019. The front gate is anticipated to be completed in 2020.



Rear gate project at 212 E. Locust



Fleet & Equipment

One older Gillig bus was declared surplus in 2017 and sold at auction. A new replacement bus arrived in early 2019.

The following equipment was declared surplus in 2018: a diagnostic computer system, Apollo bus video equipment, and two Dell Optiplex GX620 workstations.

Assets anticipated to be declared surplus in 2019 are as follows: a 2007 Ford F450 El Dorado Light-duty Cut-a-way Bus, a 2012 Ford F550 El Dorado Medium-duty Cut-a-way Bus, a 2012 Ford F550 El Dorado Medium-duty Cut-a-way Bus, and a 1994 Dodge Voyager Van.

Fuel Consumption

In 2018, Twin Transit consumed the following amounts of fuel (gallons):

	Fixed Route (including Deviated)	Demand Response
Gasoline	10,328	4,455
Diesel	31,971	0

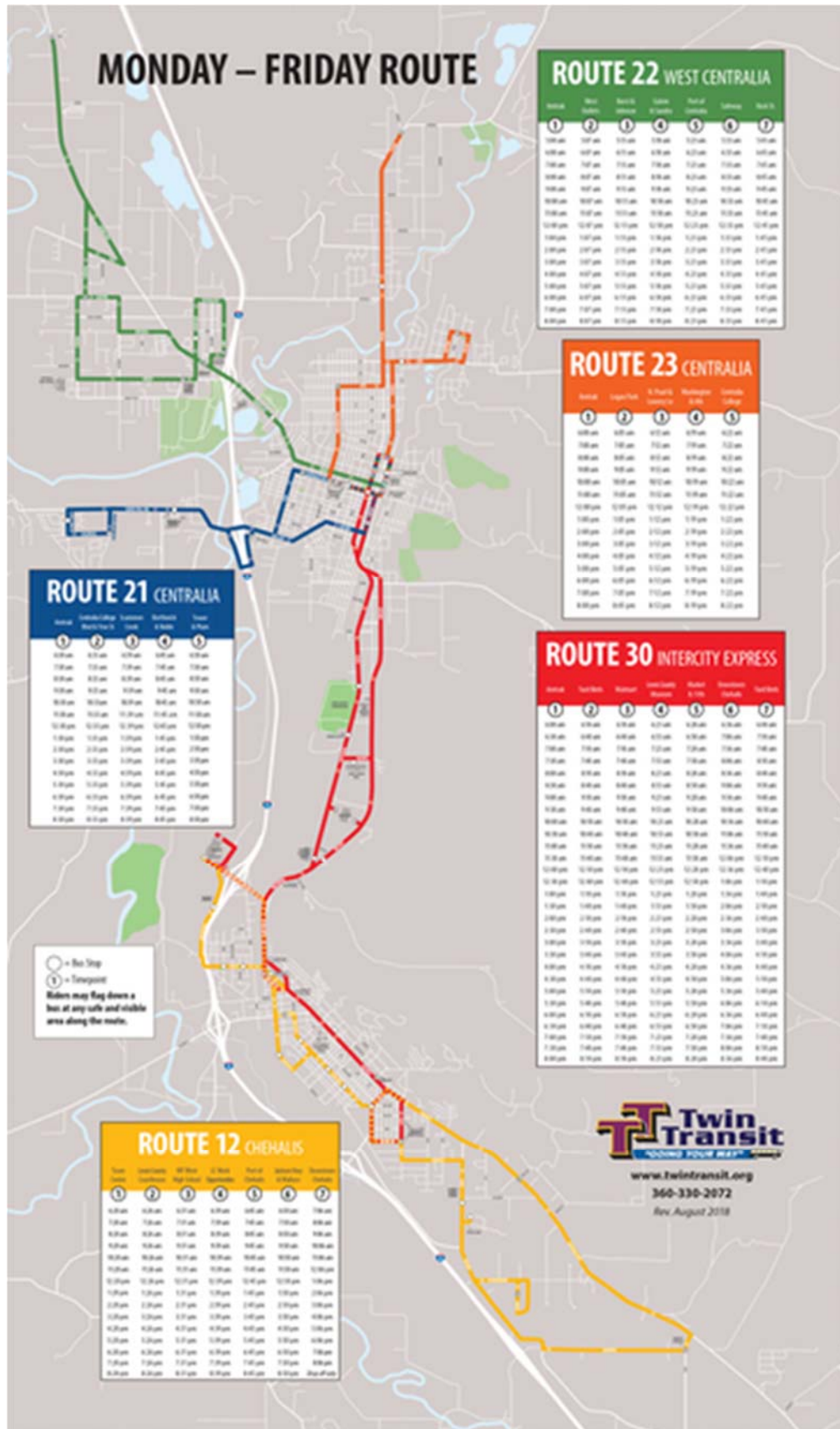
Personnel

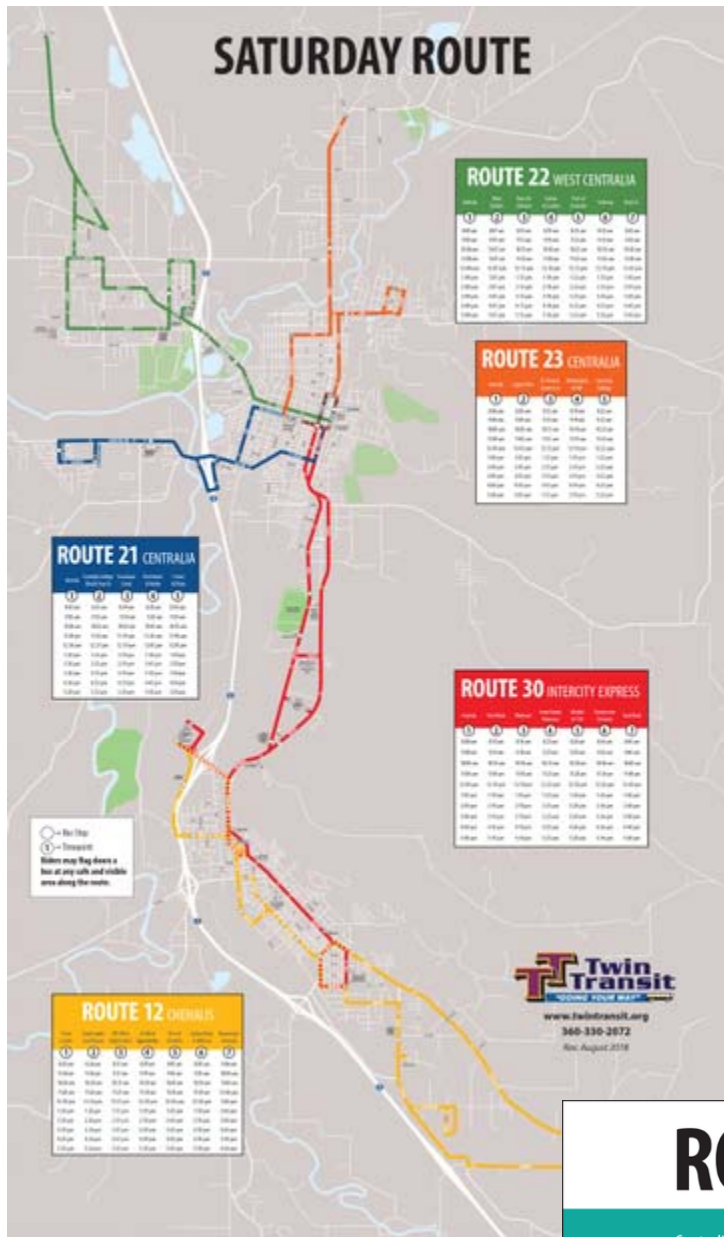
The total number of positions remained steady in 2018; provided below is the number of FTEs by department as of the end of 2018 and projected FTEs for years 2019-2024:

	2018	2019	2020	2021	2022	2023	2024
Administration	3.0	4.0	5.0	5.0	5.0	5.0	5.0
Maintenance	3.0	4.0	4.0	4.0	4.0	4.0	4.0
Operations	20.0	20.0	20.0	20.0	22.0	24.0	26.0

A weekend dispatch position has been added to Twin Transit's staff in 2019; however, this new position is not reflected in the chart above, as it is currently a part-time position only. In analyzing the effects of plans for county-wide route expansion, management foresees that this position will become full-time in the year 2024. Furthermore, it is anticipated that five additional full-time bus operators will be hired between 2022 and 2024 to accommodate future route expansions.

Twin Transit System Maps





ROUTE 39 SUNDAY EXPRESS

Amtrak	Centralia High School	S. Pearl & Plum	Lewis County Mall South	Walmart	Downtown Chehalis	Town Center	Lewis County Mall North
①	②	③	④	⑤	⑥	⑦	⑧
			*10:35 am	10:45 am	10:15 am	10:20 am	*10:35 am
10:00 am	10:15 am	10:30 am	*11:20 am	11:30 am	11:00 am	11:05 am	*11:20 am
10:45 am	11:00 am	11:15 am	*12:05 pm	12:15 pm	11:45 am	11:50 am	*12:05 pm
11:30 am	11:45 am	12:00 pm	*12:50 pm	1:00 pm	12:30 pm	12:35 pm	*12:50 pm
12:15 pm	12:30 pm	12:45 pm	*1:35 pm	1:45 pm	1:15 pm	1:20 pm	*1:35 pm
1:00 pm	1:15 pm	1:30 pm	*2:20 pm	2:30 pm	2:00 pm	2:05 pm	*2:20 pm
1:45 pm	2:00 pm	2:15 pm	*3:05 pm	3:15 pm	2:45 pm	2:50 pm	*3:05 pm
2:30 pm	2:45 pm	3:00 pm	*3:50 pm	4:00 pm	3:30 pm	3:35 pm	*3:50 pm
3:15 pm	3:30 pm	3:45 pm	*4:35 pm	4:45 pm	4:15 pm	4:20 pm	*4:35 pm
4:00 pm	4:15 pm	4:30 pm	*5:20 pm	5:30 pm	5:00 pm	5:05 pm	*5:20 pm
4:45 pm	5:00 pm	5:15 pm			5:45 pm		
5:30 pm	5:45 pm						
6:00 pm							

Centralia bus ends service at Amtrak • Chehalis bus ends service at Downtown Chehalis *Transfer point

SECTION 6: PROPOSED ACTION STRATEGIES 2019 - 2024

As part of the annual report and six-year transit development plan, the Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress toward accomplishing the state's six Transportation System Policy Goals identified in RCW 47.04.280 as well as identify action strategies for upcoming years.

2018 Overview and Progress Update

In review, 2018 was a year of change and focus in what has become a multi-year recovery resulting from a transition in leadership and vision. Local transit sales tax increased by \$227,406 or 13% from 2017 and Twin Transit delivered 24,757 hours of public transit service in 2018 compared to 26,390 hours in 2017—a decrease of 1,633 hours or 6.19%.

During 2018, work slowed to a halt on the new Transit Center property located at 415 N. Pearl St. and 417 N. Pearl St. in Centralia. As Twin Transit looked to the future feasibility of the Transit Center, management began to question the project scope and the likelihood that necessary resources would be available in a timely fashion to achieve the original intent. Therefore, based on guidance from the Board of the Lewis Public Transit Benefit Area, the entirety of the project has been put on hold. The project manager, Skillings & Connolly, has been notified to cease all work. At this point in time, the Transit Center will remain a shovel-ready project site and will be put up for sale, with a target date of late 2019. Twin Transit will continue to pursue grant opportunities as they arise and did submit new grant requests in 2018 in connection with the Federal BUILD grant and WSDOT RMG grant cycles. Unfortunately, Twin Transit did not receive either of these grants in 2018.

The new Twin Transit 35' Gillig bus, purchased under a combination of state and federal grants, arrived in November of 2018. This purchase was connected to a grant that was first awarded in 2012 for an electric bus, but due to several issues with the bus manufacturer which did not meet Buy in America requirements, it was not able to be used until 2018. By this time, the grant was reworked into a traditional diesel transit purchase with the Gillig Corporation and is expected to be completed in early 2019 for on the road service.

Economic Vitality – To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.

Other accomplishments for 2018 included;

- Continued transit service to major employers in the community including the two industrial land ports.
- Continued coordination with Centralia College on a cooperative program to allow registered college students to ride transit at a no charge.
- Ongoing development of bus stops and pull-outs to better serve the downtown areas of both cities.
- The addition of road supervisor personnel to assist in the expansion of service hours and days.

2019 –2024 Forecast and Objectives

Commercial and residential construction has increased significantly in the Centralia and Chehalis area over the past 24 months. More development is either being planned or is currently under

construction in the local community. As a result, the sales tax forecast is encouraging for the coming years. Additionally, grant subsidies continue to improve, and there are no signs of change to existing funding programs. Twin Transit will continue to aggressively participate in eligible grant programs including the Consolidated Transit Grant program administered by the Washington State Department of Transportation's Public Transportation Division for additional revenue necessary to sustain transit service in Centralia and Chehalis. Grant awards from the Consolidated Program have been announced for the 2019-2021 biennium, and Twin Transit is expecting to receive general operating assistance and capital at a slightly increased level for the upcoming biennium.

There are discussions beginning with the service area leadership to tentatively plan increases to the local transit sales tax rate at some point in the next three years. These increases will be used to support the population and ridership growth related to the expansion of the Twin Transit service area. Currently, at .2%, the agency has the lowest transit tax rate in the state; however, momentum is building in the community to support a .1% increase, which would help correct the funding gap for the immediate future.

Since 2014, Twin Transit has had limited expansions in bus service and has dedicated growth in revenue to a backlog of capital improvement needs. In 2018, Twin Transit will achieve 41 years of local bus service. Unfortunately, it has not attained the equivalent amount of transit-related infrastructure in the community during that time. There continues to be a need for investment in bus stops, dispatching software, and facility improvements. Operating expenses are expected to reflect increases resulting from inflation and the cost of labor, but otherwise remain stable in the coming years as there are no major plans to increase or decrease transit service.

2019 – 2024 Action Strategies:

- Continue to assist residents seeking employment opportunities by offering fixed route bus service during most of the day, every day of the week.
- Add van pool service for employees and employers to assist in the under-served labor market and provide access to job opportunities to those living in more rural areas of Lewis County.
- Work to increase service hours for Saturday as well as Sunday service. Adjust bus schedules to match ridership needs and grow ridership in our service area.
- As a local employer, Twin Transit will strive to increase its current number of employees earning and spending within the community.
- Support local businesses by purchasing goods and services within the community whenever possible.
- When possible, source DBE certified business for Twin Transit needs, thereby stimulating small business activity and growth in our community.
- Work toward the expansion of bus services and education of county-wide transit services.

Preservation – *To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.*

2018 Progress:

- Twin Transit continued to provide stable bus service in and around Centralia and Chehalis. No reductions in service were made.
- Twin Transit placed an order for one new heavy-duty bus (GCB1490) intended for fixed route preservation.
- Replaced the gate at primary vehicle entrance to the property at 212 E. Locust in Centralia and continued working on the gate to electrify its operation.
- Twin Transit completed the 480v 3-Phase electrical upgrades in anticipation of integrating electric buses into the fleet.

2019 – 2024 Action Strategies:

- Apply for additional operating grant assistance in the forthcoming grant periods in order to **increase fixed route service** and supplement local transit sales tax.
- Participate in discretionary grant programs offering funding assistance for bus and bus facilities. Funding may be sought for either an unfunded project contained in this plan or a project that was not adequately funded by other sources.
- Maintain adequate vehicle depth by replacing buses that have reached their useful life with new or used buses. Between 2019 and 2024, Twin Transit intends to seek capital funding for four (4) retrofit electric buses, one (1) paratransit cutaway bus, and three (3) additional rehabilitated heavy-duty buses.
- Budget accordingly each year to replace aged office equipment and information technology resources.

Safety – *To provide for and improve the safety and security of transportation customers and the transportation system.*

2018 Progress:

- Refresher and remedial training was provided to employees on topics related to safe service delivery and customer service. Management held various “all-hands” meetings 2018.
- Staff attended several training events including: Annual ADA Conference, Reasonable Suspicion training, and the State Transit Conference.
- Revitalized the employee Safety Committee and held monthly meetings with posted minutes.

- Replaced several flag bus stops with conventional roadside bus stops in areas approved by local engineering departments.
- Refreshed the customer complaint procedure to ensure responsiveness on all safety related comments and concerns.
- Continued a comprehensive audit of onboard digital recording systems (cameras) and initiated replacement of damaged or outdated components.

2019 – 2024 Action Strategies:

- Continue replacing flag bus stops with conventional roadside bus stops in areas approved by local engineering departments.
- Participate in supervisory training necessary to stay current on industry standards and best practices.
- Make continued progress to improve facility security.
- Hire a Training and Driver Safety position.
- Strengthen our safety committee practices as well as complete our agency safety plan.

Mobility – To improve the predictable movement of goods and people throughout Washington State.

2018 Progress:

- Twin Transit continued to operate as a flag-style bus system to maximize access to the fixed routes.
- Purchased real estate in Chehalis for future development to improve the quality and efficiency of bus transfers in the south end.

2019 – 2024 Action Strategies:

- Establish an I-5 corridor transit model focusing on the use of existing and re-developed park and ride sites.
- Using expanded fixed-route service, provide additional collection and express routes to reduce time-on-bus travel to key areas of the community.
- Over the next two years, complete the construction of four transit stations – the attributes of which are transit, parking and electric car charging – to provide decongestion strategies in the growth areas of our current service footprint.
- Improve or maintain existing service connections with neighboring service providers.

- Increase all routes to 30-minute frequencies during peak time periods.
- Identify underserved areas within the community and assess options on fixed route bus service.
- Remodel existing Building 1 structure located at 212 E. Locust St. for use as the Centralia Regional Transit Center, to improve the quality of transit service and access to transit support staff and management.
- Explore the expansion of bus service to a larger geographic area including county-wide service.

Environment – *To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.*

2018 Progress:

- Twin Transit reduced local carbon emissions by giving over 226,948 rides in 2018 that may have otherwise occurred inside a single occupancy vehicle.
- Encouraged public knowledge of the transit system via online articles and media releases.
- Continued internal recycling of paper, plastic, aluminum, and steel; as well as reusing old engine oil to heat the vehicle maintenance shop.

2019 – 2024 Action Strategies:

- Encourage improvements to pedestrian amenities and transit-related development within the community as alternative forms of transportation.
- Increase public information and awareness in an effort to promote the use of public transportation as an alternative to the single occupancy vehicle.
- Work toward the addition of electric buses to the fleet, including electric retrofit buses, and source the additional buses through grant opportunities

Stewardship – *To continuously improve the quality, effectiveness, and efficiency of the transportation system.*

2018 Progress:

- Continued development of updated administrative policies and procedures that contain contemporary provisions and current industry best practices.
- Existing service levels were preserved, and efforts were made to encourage and incentivize new ridership.

- Purchased real estate in Chehalis for future development to improve the quality and efficiency of bus transfers in the south end.

2019 – 2024 Action Strategies:

- Consider the aging population and be mindful of accessibility when considering fixed route changes and paratransit demand.
- Emphasize the importance of customer service in retaining passengers and continue to strive for improved quality.
- Continue to encourage transit-oriented development as well as purchase/acquire additional transit-friendly infrastructure to support reliable and accessible transit service.

SECTION 7: PROPOSED CHANGES 2019 – 2024

REVENUE

Changes to service hours, facilities and equipment for the next six years will be a direct result of available revenue. As a public agency, Twin Transit does not have the capacity to increase major revenue streams; reductions in service were made in 2013 and 2014 to keep expenses within the bounds of predicted revenue. In 2018, Twin Transit is expecting to increase service hours and introduce new Sunday service. The increase will be dependent upon available revenue. Any increases in service during the next six years will be based upon available revenue at that time. Twin Transit has seen sales tax levels steadily increase over the last few years. Twin Transit intends to apply increases in future revenues toward increasing service levels in a managed and responsible manner.

Below is a table that displays operating and non-operating revenue sources as a percentage of Twin Transit's total revenue for the past three fiscal years:

Revenue Source	2018	Percent of Total Revenue	2017	Percent of Total Revenue	2016	Percent of Total Revenue
Operating Revenues:						
Passenger fares	\$152,417	4.7%	\$153,204	5.5%	\$156,596	5.8%
Supplementary transportation	9,503	0.3%	6,639	0.2%	9,297	0.3%
Total Operating Revenues	161,920	5.0%	159,843	5.8%	165,892	6.2%
Non-Operating Revenues:						
Gain (loss) on disposal of assets	(5,145)	-0.2%	(17,535)	-0.6%	(11,542)	-0.4%
Sales tax	2,014,035	62.7%	1,786,629	64.5%	1,672,397	62.2%
External operating subsidies:						
Indirect federal grants	736,402	22.9%	608,282	22.0%	435,705	16.2%
State grants	267,768	8.3%	207,924	7.5%	350,653	13.0%
Local grants	-	0.0%	3,190	0.1%	15,977	0.6%
Investment income	29,592	0.9%	17,623	0.6%	9,103	0.3%
Other income	5,185	0.2%	3,211	0.1%	50,864	1.9%
Total Non-Operating Revenues	3,047,837	95.0%	2,609,324	94.2%	2,523,157	93.8%
Total Revenues	\$3,209,757	100.0%	\$2,769,167	100.0%	\$2,689,049	100.0%

Note on Possible Boundary Expansion:

This version of the TDP and financial forecast contains potential local transit sales tax revenue and increased salary expenses that may result from an expansion of the PTBA boundary beginning in the year 2022. In an effort to preserve bus service in east Lewis County, the Twin Transit Board of Directors indicated interest in exploring an expansion of the taxation and service boundary to include a larger geographic area, perhaps even county-wide. A feasibility study was conducted in 2017 to assess the financial and political realities of expanding the transit district. It is anticipated that the discussion on expansion will continue in 2019 and likely result in a vote to expand the PTBA countywide.

Sales Tax Forecast

Local transit sales tax provides approximately 62% of the revenue necessary to support transit service. Total sales tax collected in 2018 was \$227,406 or 12.73% more than received in 2017; nevertheless, the forecast for 2019-2024 assumes a conservative increase of 2.6% per year in the amount of revenue received through taxation. Twin Transit directly deposits a portion of monthly sales tax revenue into a *Capital Replacement Fund*; the remaining amount is deposited into an *Operations Fund*. Between 2019 and 2024, Twin Transit expects to deposit a total of \$2,232,000 into the Capital Fund which will be used to fund significant facility improvements, as well as provide matching funds for grant funded capital purchases.

	2018 Actual	2019 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Operating	\$ 1,642,035	\$ 1,685,899	\$ 1,809,668	\$ 1,739,405	\$ 1,794,301	\$ 2,775,937	\$ 2,862,620	\$ 2,951,556
Capital	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000
Total	\$ 2,014,035	\$ 2,057,899	\$ 2,181,668	\$ 2,111,405	\$ 2,166,301	\$ 3,147,937	\$ 3,234,620	\$ 3,323,556

	2018 Actual	2019 Adopted	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Operating	\$ 1,642,035	\$ 1,685,899	\$ 1,809,668	\$ 1,739,405	\$ 1,794,301	\$ 2,775,937	\$ 2,862,620	\$ 2,951,556
Capital	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000	\$ 372,000
Total	\$ 2,014,035	\$ 2,057,899	\$ 2,181,668	\$ 2,111,405	\$ 2,166,301	\$ 3,147,937	\$ 3,234,620	\$ 3,323,556

Changes to Tax Rate: At .2% the LPTBA has the lowest tax of any of the public transit districts in the state of Washington. Given the geographic location, the twin cities enjoy an above average amount of non-resident sales activity. Recognizing the volatility of the economy as well as the importance of keeping a competitive regional advantage, the current Board of Directors does not have any firm intentions of proposing to local voters an increase to the rate.

State & Federal Grants

Consolidated Transit Grant Program: The primary source of grant assistance comes from the WSDOT Consolidated Grants Program which combines both State and Federal assistance programs. Through the Consolidated Program, Twin Transit received \$960,728 in State/Federal operating assistance for 2018; by comparison, Twin Transit received \$819,396 in 2017, an increase of \$141,332. The increase in grant assistance for 2018 is the result of a larger award for the 2017-2019 biennium than what was granted in the 2013-2015 biennium. The increase in intergovernmental [Grant] awards for 2018 was 17.25% greater than in 2017.

Twin Transit will continue to participate aggressively in the *Consolidated Transit Grant* program administered by the Washington State Department of Transportation. The Consolidated Grant program combines State and Federal funds and has historically provided Twin Transit with 20-40% of the revenue necessary for Transit operations. Additionally, Twin Transit intends to purchase all replacement and expansion buses through capital grants administered through WSDOT (i.e. Consolidated Program or Federal Discretionary) as much as practicable.

General Operating Assistance Awards	2017-2019 (GCB2636)	2019-2021 Awarded	2021-2023 Projected
Consolidated Grant Program	\$ 1,390,553	\$ 1,439,222	\$ 1,489,595
State Formula (Special Needs)	\$ 457,340	\$ 528,512	\$ 544,367
Total Operating Awards	\$ 1,847,893	\$ 1,967,734	\$ 2,033,962

Capital Projects Awards	2017-2019 (GCB1490)	2017-2019 (GCB2955)	2019-2021 Application	2021-2023 Application
Consolidated Program	\$ 80,000	\$ 43,366	\$ 256,000	\$ -
Regional Mobility	\$ -	\$ -		\$ -
FTA Discretionary	\$ 297,063	\$ -	\$ -	\$ 1,097,753
Total Capital Awards	\$ 377,063	\$ 43,366	\$ 256,000	\$ 1,097,753

Regional Mobility Grant Program: Twin Transit intended to apply in the 2019-2021 RMG cycle to request \$5.4M to construct the Centralia Regional Transit Center. Work had begun on the project, but as Twin Transit looked to the future feasibility of the Transit Center, management began to question the project scope and the likelihood that necessary resources would be available to achieve the original intent. Therefore, based on guidance from the Board of the Lewis Public Transit Benefit Area, the entirety of the project has been put on hold.

The proposed project will provide a safe and convenient bus transfer site for passengers connecting with other Twin Transit routes, or neighboring service providers. The selected location is less than two blocks from the Centralia Train Station and will provide a transit office building to allow passengers to easily interact with customer service representatives or management. Phase 1 environmental review was completed in 2016 and demolition of an unnecessary building occurred in 2017. The project is eligible for federal funding and Twin Transit will also submit a BUILD application in 2018 for funding.

Commuter Bus Service (Operating): Twin Transit is considering offering commuter bus service to the communities of Tumwater and Kelso as part of the county wide transit expansion proposition. This went to ballot in November 2018 but was not approved by the voters. Twin Transit would still like to expand the boundaries of the PTBA and will continue to seek approval by the voters. If the boundaries of the PTBA are expanded as a result of favorable votes by the community, then Twin Transit will begin the planning stages of the commuter service as part of the county wide transit expansion. The service, if offered, would most likely start in 2022 or 2023.

Federal Discretionary Grants: Between 2019 and 2024, Twin Transit will participate in all applicable grant programs offered by the State and Federal governments that provide funding assistance for capital or operating projects contained in this plan. Of particular interest are programs such as the “Low/No” grant (Washington State DOE Volkswagen Settlement Grant) which is intended to offer capital funding assistance for electric vehicles and related infrastructure. Twin Transit seeks to replace as many vehicles as practicable with new electric or retrofit electric vehicles. Twin Transit intends to migrate to a 65/35% ratio of electric vehicles verses conventional powered vehicles in the fleet.

Emergency Preparedness Grants: Southwest Washington is subject to flooding as well as earthquake/volcano activity and fires. Moreover, Lewis County could be a refuge area during a

large-scale evacuation of highly populated communities to the north/south or coastal communities. As a result, Twin Transit is a recognized local agency in the Lewis County Emergency Management Plan and owns a variety of unique and valuable resources that could be used during the recovery period following a natural disaster. Between 2019 and 2024, Twin Transit intends to explore emergency preparedness grants administered by agencies such as the Federal Emergency Management Agency (FEMA). Potential grant projects include the replacement of fuel tanks and pumps, property security, remodel of Chehalis Station, and flood/earthquake mitigation.

Energy Efficiency & Solar Grants: Between 2019 and 2024, Twin Transit intends to explore the Energy Efficiency & Solar Grants program administered by the Washington State Department of Commerce. Potential project(s) would include the installation of roof-top solar panels on our existing Maintenance facility; the energy produced would be used to mitigate the expense of introducing 100% electric vehicles into the bus fleet.

Passenger Fare

Twin Transit charges a base fare of \$1.00 to ride the fixed route bus one-way. Paratransit trips are \$2.00 one-way. Fare revenue provides approximately 6% of the revenue needed to support the transit system. In 2015, Twin Transit removed all discounts on monthly bus passes and implemented a flat fare structure for all passengers. Paratransit monthly passes increased from \$10 to \$25. While the forecast assumes 5% growth in revenue, no changes to the fare structure are presented in this plan.

2018 Budget	2019 Budget	2019 Projected	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
\$ 152,832	\$ 154,212	\$ 144,035	\$ 140,000	\$ 147,000	\$ 154,350	\$ 162,068	\$ 170,171

Advertising

Twin Transit leases space temporarily on the exterior of buses to organizations for the purpose of commercial advertising. All buses have three exterior mounted brackets capable of holding an approximate 1,000 square inch placard. Advertising revenue resulted in an estimated .35% of the agency’s total operating budget in 2018 or \$9,503. Twin Transit has not realized the full potential of its advertising capabilities. Twin Transit’s goal over the next six years is to grow advertising revenues by 25% per year.

EXPENDITURES

Several variables will impact expenditures between 2019 and 2024. The remodel of the existing structures at 212 E. Locust St. will increase utility expenses as well as office furnishings. Once complete, the transit center will allow the existing building at 212 E. Locust St. to be converted to better accommodate vehicle maintenance and operational needs. Lastly, approximately 30% of the existing employee group will reach retirement age by 2021. As a result, management is expecting increased costs related to recruitment, selection and training.

Operating Expenses

Each fiscal year, management prepares a budget of expected revenue and expenses which separates forecasted purchases between the Operations function and investments in capital assets. Throughout the year, as purchases are made, expenses are recorded by class (i.e., Administration, Maintenance, Operations) within the Operations function. The adopted budget for FY2018 was \$3,214,903 for Operations—which did not include depreciation expense. In 2018, total operating expenses were \$2,850,895 less depreciation costs of \$226,292. The actual operating expenses were \$2,624,603. This represented a savings of \$590,300 in the FY2018 budget. This decrease was largely due to less money spent on Operations in the areas of personnel, equipment and technology.

The percent of each operating expense classification in relation to total operating expenses is presented in the following table:

Operating Expenses	2018	Percent of Total Expenses	2017	Percent of Total Expenses	2016	Percent of Total Expenses
Operations	\$1,804,648	63.3%	\$1,563,727	64.7%	\$1,697,637	65.0%
Maintenance	429,635	15.1%	361,698	15.0%	350,419	13.4%
Administration	390,319	13.7%	231,367	9.6%	291,851	11.2%
Depreciation	226,292	7.9%	261,294	10.8%	270,188	10.3%
Total Operating Expenses	\$2,850,895	100.0%	\$2,418,086	100.0%	\$2,610,095	100.0%

Administration expenses include 100% of the pension adjustments. 2017 reduced operating expenses by \$57,502. 2018 resulted in a reduction of \$148,204.

Wages and Benefits

Twin Transit bus operators are represented by Teamsters Local No. 252 and are under a collective bargaining agreement through December 31, 2019. Modest increases for all positions are forecasted each year in order to compensate for changes due to inflation and cost of living. In 2015, Twin Transit increased the health and welfare benefits package offered to employees and began an employee contribution toward the insurance premium in January 2017. The Director of Transit Services maintains an open-ended written employment agreement with the Authority Board that specifies annual increases to salary based on performance. Twin Transit introduced an HR Manager in 2018, and in 2019 has renamed this position as Director of Operations. Twin Transit has recently updated its organization chart, introducing a Grants, Planning and IT Specialist, a Marketing and Public Relations Specialist, a Safety and Training Officer, and an additional Facilities Technician job position. Twin Transit plans to add a full-time Finance Manager position in 2020 and has eliminated the Executive Assistant position in 2019. As compliance with State and Federal regulations becomes more sophisticated, action is necessary to

create new administrative positions with demonstrated experience in governmental accounting, procurement, safety, and information technology.

Transit Service

Over the last few years, sales tax revenues have been steadily increasing. As sales tax revenues continue to recover to pre-recession levels, Twin Transit will continue to invest in additional service in a sustainable manner.

Fixed Route Developments:

In order to improve the attractiveness of the bus system, Twin Transit must increase the amount of transit-related infrastructure inside the service area. As stated, significant investment is being programmed for the development of two key transit centers (Centralia and south of Chehalis). Following the completion of those projects, local funds could potentially return to the Operating Fund to support development of bus service.

New Bus Stops

Since its inception, Twin Transit has operated as a *flag-style* transit system with only a limited number of physical bus stops. While this method has kept capital costs low, it has resulted in high levels of uncertainty with the fixed route system. Modern transit practices require passengers to board/alight at designated stops and limit flag-stops to selected zones. Twin Transit has several bus stops that are located on privately owned property. In order to improve efficiency and reduce liability exposure, capital investment needs to be made to relocate stops to the public right-of-way. Furthermore, right-of-way placed bus stops are necessary to support the transition to low-floor buses. Between 2019 and 2024, the following bus shelters should be relocated to the public right-of-way:

- The Senior Center
- The Lewis County Mall
- Sunbirds
- Shop n' Kart (Yardbirds)

Between 2019 and 2024, Twin Transit will continue to work with Centralia and Chehalis to implement bus stops and pullout areas that are safe and efficient for transit operations. These areas include:

Centralia

- Harrison Ave.
- Kresky Ave.

Chehalis

- Market Blvd.
- National Ave.

Computer-aided Dispatch & On-Board Technologies:

In 2019-2024 Twin Transit will continue to invest in technology that would provide useful features including:

- Next bus smartphone app
- Automated bus stop announcements
- Passenger counts by time/location
- Paratransit coordination with fixed route service

Twin Transit is in the process of implementing three significant projects that will greatly enhance our direct delivery of services to our riders and community. The first is a totally revamped website that will have an easy to use "Riders" page. This will assist clients with navigating routes, fares and trip coordination. Second is the release of Unite GPS, a technology application that allows riders to track the location of their bus and see when it will arrive at their stop. Third is Token Ticket, which gives our riders the ability to buy passes from their cell phone or other personal device. The combination of these three initiatives will provide seamless end-to-end solutions for our community of riders.

Paratransit Developments: As a recognized public transit agency, Twin Transit is required to provide complementary paratransit to passengers who are prevented from using the fixed route system due to a functional or cognitive condition that limits mobility. Paratransit service must be provided to within $\frac{3}{4}$ of a mile surrounding a fixed bus route to eligible passengers. Between 2019 and 2024, Twin Transit intends to meet the community's demand for paratransit service as well as implement a more formalized *travel training* program intended to coach individuals on use of the fixed route system. Fixed route buses should remain the premier service and investments in bus stops and technology intended to improve the efficiency of the fixed route system should help to offset and manage future paratransit cost and service. Transit staff currently performs eligibility interviews for applicants seeking paratransit service; using a third-party to perform an objective functional or cognitive assessment would improve the screening process and help preserve paratransit service for passengers with genuine limitations that prevent reasonable use of the fixed route system. Twin Transit intends to approach other organizations (including Centralia College, United Way, or Easter Seals) on their ability to perform eligibility assessments. Twin Transit offers complimentary travel training for community entities and individual riders.

Expenses							
Service Development							
Bus Shelters	\$9,200	\$3,462	\$60,000	\$25,000	\$25,000	\$25,000	\$25,000
Bus Pullouts		\$14,991					
<i>Kresky @ Grand (Fairway Center)</i>		\$7,000					
<i>Market Blvd. (4 pullouts)</i>		\$43,710	\$60,000				
Transit Stations		\$10,846	\$300,000				
Facility Improvements							
212 Locust Bldg #1 Remodel		\$22,025	\$1,000,000				
Paved Parking Lot			\$200,000				
Locust St. Sidewalk/Curbing		\$15,000					
Transit Office	\$220,655	\$20,609					
Building 1, HVAC	\$24,193	\$251					
Security Cameras	\$2,156	\$5,344		\$10,000			
Electric Gate Opener	\$17,028	\$258	\$20,000				
Front Sign Rehab	\$2,940	\$4,368					
Roof Replacement - Maint. Bldg	\$44,987						
480V 3 Phase Building 1		\$13,624					
Air E-vac System			\$15,000				
Fuel Island & Shelter*		\$2,000	\$70,000				
Facility Improvements (Pre-Paint)		\$4,051					
Facility Improvements (Paint)		\$5,648					
New Office Spaces Bld #1		\$10,000	\$25,000				
Revenue Service Vehicles (buses)							
Paratransit Specialty Vehicle					\$150,000	\$150,000	\$150,000
Heavy Duty Bus (used)			\$80,000	\$20,000	\$20,000		
Heavy Duty Bus (diesel)	\$2,285	\$485,621					
Repower (Light-duty)							\$8,000

Repower (Heavy-duty)*				\$705,000			
Bus 445 Gillig	\$6,772						
Bus 444 Gillig	\$19,100	\$33,179					
Diesel Pump	\$9,848	\$60					
Diesel Engine 442 2001 Gillig		\$54,565					
Bus 446 2004 Gillig		\$2,225					
Vehicle Repaint/ Anticorrosion			\$24,000	\$30,000	\$30,000	\$30,000	\$30,000
Community Vans		\$32,065	\$20,000				
Non-Revenue Service Vehicles							
Administrative Vehicle	\$24,896	\$6,384				\$40,000	\$40,000
Maintenance Vehicle		\$19,076				\$75,000	\$75,000
Dual Compressor		\$10,729	\$10,000				
Hydraulic Vehicle Lift	\$48,337			\$50,000			
Transfer to Operating			\$644,000				
Total Expenses	\$432,397	\$827,090	\$2,528,000	\$840,000	\$225,000	\$320,000	\$328,000
Estimated Ending Fund Balance	\$901,592	\$781,325	\$2,769,325	\$5,321,325	\$5,468,325	\$5,520,325	\$5,564,325

* Indicates that the project assumes successful grant award

Vehicles & Facilities

Vehicle Replacement: Between 2020 and 2024, Twin Transit intends on using capital grant assistance to replace three (3) beyond-useful-life cutaway paratransit vehicles.

Electric Buses and Alternative Fuel Requirements

New legislation effective June 1, 2018 will require public transit authorities in Washington State to maintain only electric or biofuel vehicles. As of 2018, none of Twin Transit's vehicles operate on electricity, biofuel, or any other alternative fuel source. Although Twin Transit has recently installed the infrastructure necessary to charge electric buses, Twin Transit still does not have an electric bus. Twin Transit depends upon light-duty vehicles for a portion of its fixed route service; vehicles that are currently unavailable for purchase with an alternative fuel source. Recognizing that gasoline to propane conversions may result in voided engine warranties, Twin Transit is intending to purchase as many as four (4) fully electric buses between 2019 and 2024 and retrofit another four (4) heavy duty buses into electric buses as grant awards permit. Twin Transit was awarded a \$400,000 State Volkswagen Settlement grant from DOE and intends on purchasing the bus in 2021.

Used Heavy-Duty Buses

Twin Transit will purchase used heavy-duty buses from other public transit agencies to augment and to standardize our fixed route fleet, if grants for new buses are unattainable. In 2020, Twin Transit plans on purchasing eight (8) used heavy-duty buses. These buses will replace three (3) light-duty fixed route cutaways and three (3) heavy-duty buses, standardizing our fleet and expansion of fixed route services.

Fuel Island & Electric Gate: The 2019-2024 Capital Improvement Program (CIP) contains two planned projects intended to construct a new fuel island and install an electric gate within the perimeter fence. It is hoped that grant funds intended to improve security or protect critical infrastructure will provide revenue for these projects.

SECTION 9: OPERATING REVENUES AND EXPENSES: 2019 – 2024

Operations Fund - Summary							
	2019	2019	2020	2021	2022	2023	2024
	Budget	Projected	Proposed	Forecast	Forecast	Forecast	Forecast
REVENUE							
Beginning Fund Balance (estimated)	\$707,470	\$707,470	\$426,273	\$518,324	\$469,930	\$1,212,226	\$1,847,808
Revenue							
Sales Tax	\$1,685,899	\$1,809,668	\$1,739,405	\$1,794,301	\$1,850,625	\$1,908,413	\$1,967,704
Projected Sales Tax Revenue Increase					\$925,312	\$954,207	\$983,852
Federal Grants	\$707,443	\$707,443	\$719,611	\$741,199	\$763,435	\$786,338	\$809,929
State Grants	\$288,670	\$288,670	\$264,256	\$272,184	\$280,349	\$288,760	\$297,422
Sale of Maint. Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Passenger Fare	\$154,212	\$142,137	\$140,000	\$147,000	\$154,350	\$162,068	\$170,171
Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising	\$17,821	\$17,063	\$50,000	\$62,500	\$78,125	\$97,656	\$122,070
Other/Misc. Revenue	\$0	\$24,796	\$644,000	\$0	\$0	\$0	\$0
Route Enhancement Grants				\$500,000	\$500,000	\$500,000	\$500,000
Total [new] Revenue	\$2,854,045	\$2,989,777	\$3,557,272	\$3,517,184	\$4,552,197	\$4,697,442	\$4,851,148
EXPENSES							
Administration Expenses							
Total Salaries & Wages	\$213,855	\$266,162	\$349,830	\$358,576	\$367,540	\$376,729	\$386,147
Total Fringe Benefits	\$147,042	\$144,940	\$176,510	\$185,336	\$194,602	\$204,332	\$214,549
Total Materials & Supplies	\$8,000	\$31,947	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500
Total Services	\$226,542	\$332,936	\$297,352	\$297,352	\$297,352	\$297,352	\$297,352

Total Administration Budget	\$595,439	\$775,985	\$861,192	\$878,763	\$896,994	\$915,913	\$935,548
Maintenance Expenses							
Total Salaries & Wages	\$179,382	\$230,389	\$290,260	\$297,517	\$304,954	\$312,578	\$320,393
Total Fringe Benefits	\$92,581	\$123,091	\$185,673	\$194,957	\$204,704	\$214,940	\$225,687
Total Materials and Supplies	\$94,761	\$114,934	\$224,217	\$224,217	\$224,217	\$224,217	\$224,217
Total Services	\$38,348	\$87,522	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500
Total Maintenance Budget	\$405,072	\$555,936	\$741,650	\$758,190	\$775,376	\$793,235	\$811,796
Operations Expenses							
Total Operator Wages	\$790,083	\$787,285	\$812,745	\$833,064	\$993,890	\$1,158,737	\$1,257,706
Total Other Salaries & Wages	\$224,200	\$165,829	\$231,182	\$236,962	\$242,886	\$248,958	\$255,182
Total Salaries & Wages	\$1,014,283	\$953,114	\$1,043,927	\$1,070,025	\$1,236,776	\$1,407,695	\$1,512,888
Total Fringe Benefits	\$780,598	\$768,074	\$802,952	\$843,100	\$885,255	\$929,517	\$975,993
Total Materials and Supplies	\$146,717	\$129,532	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Services	\$70,371	\$88,333	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500
Total Operations Budget	\$2,011,969	\$1,939,053	\$1,862,379	\$1,928,625	\$2,137,530	\$2,352,713	\$2,504,381
Total Budgeted Expenses	\$3,012,480	\$3,270,974	\$3,465,221	\$3,565,578	\$3,809,901	\$4,061,861	\$4,251,725
Change in Fund Balance	-\$158,435	-\$281,197	\$92,051	-\$48,394	\$742,296	\$635,582	\$599,423
Ending Fund Balance (estimated)	\$549,035	\$426,273	\$518,324	\$469,930	\$1,212,226	\$1,847,808	\$2,447,231