



**Washington State  
Department of Transportation**

---

# **Transit Development Plan 2021**

**Northwest Transit  
2021 - 2026  
Date of Public Hearing: 8/21/2021**

**Americans with Disabilities Act (ADA) Information:** This material can be made available in an alternate format by emailing the Office of Equal Opportunity at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll free, 855-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

**Title VI Notice to Public:** It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at 360-705-7090.

## Contents

Plan adoption, public hearing, and distribution. . . . .	4
Plan adoption . . . . .	4
Public participation process . . . . .	4
Plan distribution . . . . .	4
Description of service area, operations and facilities. . . . .	5
Service Area. . . . .	5
Operations. . . . .	5
Facilities . . . . .	5
Intermodal Connections . . . . .	6
State and agency goals, objectives, and strategies. . . . .	7
Local performance measures and targets . . . . .	9
Plan consistency. . . . .	10
Planned capital expenses . . . . .	11
Planned operating changes . . . . .	12
Multiyear financial plan. . . . .	12
Capital improvement program . . . . .	12
Operating financial plan . . . . .	13
Cash flow analysis . . . . .	15
Projects of regional significance . . . . .	21

## Plan adoption, public hearing, and distribution

### ***Plan adoption***

The Northwest Transit Board of Directors adopted the 2021 Transit Development on August 21, 2021.

### ***Public participation process***

**Public comment period:** July 17-August 21, 2021

**Comments submitted to:** [Northwest@NWtransit.org](mailto:Northwest@NWtransit.org)  
Northwest Transit  
Service & Development Planner  
100 Northwest Lake Lane  
Northwest City, WA 98000

**Public hearing:** Northwest Transit held a public hearing on the Transit Development Plan on August 21, 2021 at 1:00 p.m. at the Northwest City Hall Council Chambers, 105 Northwest Lake Lane, Northwest City, WA 98000.

**Notice posted to website:** Northwest transit posted a notice of the hearing on the Transit Development Plan to its website at [www.Northwesttransit.org](http://www.Northwesttransit.org) on July 17, 2021.

**Notice published in local paper:** The Northwest Lake News published a notice of the hearing on the Transit Development Plan on July 17, 2021.

**Requests for paper or digital copies:** Northwest Transit allowed the public to request a paper or digital copy of the Transit Development Plan on and after July 17, 2021 by emailing [Northwest@NWtransit.org](mailto:Northwest@NWtransit.org) or calling 425-555-5555.

**Available to the public for review:** Northwest Transit allowed the public to view a copy of the draft Transit Development Plan at the Northwest Transit offices, 100 Northwest Lake Lane, Northwest City, WA 98000.

### ***Plan distribution***

On August 25, 2021, Northwest Transit distributed the adopted Transportation Development Plan to:

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

## Description of service area, operations and facilities

### Service Area

Northwest Transit serves the incorporated and unincorporated communities within Northwest County.

### Operations

Northwest Transit provides fixed route and complementary ADA paratransit services. The agency also operate a vanpool program. Northwest Transit's system map (Figure 1, p. 5) shows where its fixed routes operate.

Northwest Transit operates 10 fixed routes, Monday-Friday, 5:30 a.m. – 7:30 p.m., and Saturday, 7:30 a.m. – 6:00 p.m. All weekday routes operate on half-hour headways. Saturday routes operate on one-hour headways.

ADA accessible services are available at the same times as the agency's fixed route services.

Vanpool services operate independently, Monday-Friday, generally 5:00 a.m. – 6:00 p.m.

Northwest Transit's current fares are in Table 1 below:

**Table 1**      **Fares**

Fares			
	Regular	Youth	Reduced
Standard fare	\$1.00	\$1.00	\$1.00
One-day pass (local)	\$2.00	\$1.00	\$1.00
Monthly pass (local)	\$25.00	\$12.50	\$12.50
ADA	No set fare, donations accepted		
Vanpool	\$200/Month per vanpool group + mileage (\$0.30 7-person van; \$0.38 12-15-person van)		

### Facilities

Northwest Transit has administrative offices in the agency's maintenance and operations facility at 100 Northwest Lake Lane, Northwest City.

Northwest Transit operates services to five park and ride lots, three near North City, and one each outside of West Town and South Town.

## ***Intermodal Connections***

Northwest Transit provides services to the following public transportation facilities:

- Amtrak Depot, Northwest City for Amtrak rail passenger service
- Northwest City International Airport for regional air transportation services

**Figure 1**      **Current Northwest Transit Fixed Route Network**

## State and agency goals, objectives, and strategies

From 2021-2026, Northwest Transit will focus on the five key priorities in Table 2 below. The table shows how Northwest Transit's local priorities align with state goals established in the [Washington State Transportation Plan](#).

**Table 2 2021-2026 Goals, objectives, and strategies, and alignment with state goals**

Goals, objectives and strategies	State goal areas <sup>1</sup>					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal 1: Improve convenience, reliability and customer service of transit services</b>						
Objective 1.1: Improve transit service reliability.						
<i>Strategy 1.1.1: Evaluate current transit reliability and on-time performance.</i>	x			x		x
<i>Strategy 1.1.2: Adjust schedules to enhance on-time performance.</i>						
Objective 1.2: Provide amenities to make riding transit more comfortable and convenient to customers.			x	x		x
<i>Strategy 1.2.1: Add more bus shelters/seating.</i>						
Objective 1.3: Improve service accessibility for non-motorized modes (e.g., bicycle, pedestrian connections)						
<i>Strategy 1.3.1: Identify non-motorized access deficiencies at existing stops and transit hubs.</i>			x	x		
<i>Strategy 1.3.2: Complete prioritized list of non-motorized access deficiencies at bus stations and transit hubs by 2025.</i>						
<b>Goal 2: Improve operational safety and security</b>						
Objective 2.1: Reduce accidents on transit vehicles.						
<i>Strategy 2.1.1: Develop and implement a Safety Plan meeting the requirements of 49 C.F.R. Part 673 (Part 673)</i>			x			
Objective 2.2: Make transit vehicles and facilities a secure environment for customers.						
<i>Strategy 2.2.1: Install and maintain surveillance cameras at all transit facilities and in transit vehicles.</i>			x			

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

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

**Table 2 2021-2026 Goals, objectives, and strategies, and alignment with state goals**

Goals, objectives and strategies	State goal areas <sup>1</sup>					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal 3: Enhance the integration of transit services to support the economy and preserve the environment</b>						
Objective 3.1: Reduce fossil fuels consumption through the consideration of alternative fuel vehicle technology.						
<i>Strategy 3.1.1: Conduct a study to identify a transition plan toward use of alternative fuels.</i>						
<i>Strategy 3.1.2: Procure alternative fuel transit vehicles and associated infrastructure to replace diesel buses.</i>						
<b>Goal 4: Maximize and expand transit services</b>						
Objective 4.1: Upgrade and maintain existing transit rolling stock, equipment, infrastructure and facilities in a state of good repair.		x	x			
<i>Strategy 4.1.1: Increase capital expenditures to meet state of good repair targets.</i>						
Objective 4.2: Match transit service coverage with passenger demand.						
<i>Strategy 4.2.1: Provide local service earlier in the morning and later in the evening.</i>	x			x		
<i>Strategy 4.2.2: Provide Sunday service.</i>						
Objective 4.3: Improve service for key priority populations.						
<i>Strategy 4.3.1: Evaluate service coverage and route design standards to improve access for low-income, youth, aging adults and people with limited mobility.</i>				x		
<i>Strategy 4.3.2: Increase coverage in areas with high concentrations of key priority populations.</i>						
<b>Goal 5: Meet the requirements of the Americans with Disabilities Act (ADA).</b>						
Objective 5.1: identify ways of containing paratransit cost increases while continuing to meet ADA requirements.						
<i>Strategy 5.1.1: Implement travel training program to teach passengers with disabilities how to use fixed route service.</i>				x		x



## Local performance measures and targets

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

**Table 3 2021-2026 Performance measurements and targets**

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

## Plan consistency

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

In addition, Northwest Transit's programs, services, and five key priorities outlined in Table 3 above are consistent with the following transportation goal and policies in the Northwest County Comprehensive Plan:

- **Goal 8A-3:** Work with other agencies and jurisdictions to coordinate a safe, accessible, and integrated system of public transportation.
- **Policy 8A-3.1:** Transit Support- Encourage citizens and businesses to use transit as an alternative to the single-occupant vehicle.
- **Policy 8A-3.3:** Support adequate funds for transportation systems to provide for those who, through age and/or disability, are unable to transport themselves.
- **Policy 8A-3.6:** Encourage coordination among public transit service providers, and between the public transit network and the non-motorized transportation system, to promote a more integrated transportation system for those traveling by means other than a private automobile.

## Planned capital expenses

Table 4 below outlines Northwest Transit's planned capital expenses for 2021-2026.

**Table 4 2021-2026 Summary of planned capital expenses**

Year received/expensed	Type	Preservation/replacement (quantity)	Expansion/improvement (quantity)
<b>Rolling stock</b>			
2021	Fixed route heavy duty buses* <sup>2</sup>	2	
2022	Vanpool vans		5
2023	Cutaway buses	3	
2024			
2025			
2026	Fixed route heavy duty buses (with electric vehicle)	2	
<b>Equipment</b>			
2021			
2022	Surveillance equipment*2		20
2023			
2024			
2025	Construction of electric vehicle charger unit systems and transformer.		2
2026			
<b>Facilities and infrastructure</b>			
2021	Bus stop seating		5
2022	Bus stop seating		5
2023	Bus stop seating		5
2024	Construct non-motorized access facilities*2		7
2025	Bus shelter		3
2026	Bus shelter		4

<sup>2</sup> Regionally Significant Project

## Planned operating changes

Table 5 outlines Northwest Transit’s planned operating changes for 2021-2026.

**Table 5      2021-2026 Summary of planned operating changes**

Year	Type	Reduction	Expansion/ Improvement
2021	No change	-	-
2022	Implement local service earlier in the morning and later in the evening.		x
2023	Implement increase coverage in areas with high concentrations of key priority populations. Expand vanpool program (5 new vanpool groups).		x
2024	No change	-	-
2025	No change	-	-
2026	Implement Sunday service.		x

## Multiyear financial plan

### ***Capital improvement program***

Northwest Transit’s capital improvement program includes the capital expenses identified in Table 4 above.

Northwest Transit funds its capital projects with federal, state, and local funds.

Northwest Transit assumes local match for federal and state grants to be 20 percent for vehicles and 50 percent for pedestrian improvements.

Northwest Transit estimates maximum WSDOT reimbursement for vanpool at \$36,100 per van, with local funds making up the difference.

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

**Table 6 2021-2026 Capital improvement program**

Capital Expenditure	2021	2022	2023	2024	2025	2026
Fixed Route Heavy Duty Buses	\$1,120,000					\$1,600,000
Vanpool vans		\$390,000				
Cutaway Buses			\$450,000			
Surveillance equipment		\$200,000				
Electric vehicle charger unit systems and transformer.					\$350,000	
Bus stop seating	\$5,000	\$5,000	\$5,000			
Bus shelter					\$45,000	\$60,000
Non-motorized access facilities				\$98,000		
<b>Total Capital Expenditures</b>	<b>\$1,125,000</b>	<b>\$595,000</b>	<b>\$455,000</b>	<b>\$98,000</b>	<b>\$395,000</b>	<b>\$1,660,000</b>
Capital Revenue	2021	2022	2023	2024	2025	2026
Federal Competitive	\$896,000.00			\$49,000.00		
State Grants		\$180,500.00	\$360,000.00		\$280,000.00	\$ 1,280,000.00
Local Funds	\$229,000.00	\$414,500.00	\$ 95,000.00	\$49,000.00	\$115,000.00	\$ 380,000.00
Other						

**Operating financial plan**

Northwest Transit is a locally funded agency.

Retail sales tax collected in the agency’s public transportation benefit area is the agency’s primary revenue source. Other funding sources include rider fares, state and local grant funding, advertising, and other miscellaneous revenues.

Table 7 below details Northwest Transit’s operating financial plan. The plan includes operating changes identified in Table 5 above with growth in baseline costs of 3 percent.

Operation revenue assumptions include:

- No change in the retail sales tax rate is proposed within the planning period.
- Growth in sales tax revenue throughout the planning period. The forecast is 5 percent in all years, based on recent trend data.
- Minimal growth in formula federal and state operating grants (3 and 2 percent annual growth, respectively).

**Table 7 Operating and maintenance financial plan**

<b>Operating Revenues</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Sales Tax	\$ 8,044,947	\$ 8,447,195	\$ 8,869,554	\$ 9,313,032	\$ 9,778,684	\$ 10,267,618
Farebox	\$ 272,513	\$ 280,688	\$ 289,108	\$ 297,782	\$ 306,716	\$ 315,917
Vanpool	\$ 302,640	\$ 311,719	\$ 321,071	\$ 330,703	\$ 340,624	\$ 350,843
Sales Tax Equalization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Operating Grants	\$ 1,361,560	\$ 1,402,407	\$ 1,444,479	\$ 1,487,814	\$ 1,532,448	\$ 1,578,422
State Operating Grants	\$ 278,493	\$ 284,062	\$ 289,743	\$ 295,539	\$ 301,449	\$ 307,478
Other	\$ 92,138	\$ 93,980	\$ 95,860	\$ 97,777	\$ 99,733	\$ 101,727
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
<b>Total Operating Revenues</b>	<b>\$ 10,352,290</b>	<b>\$ 10,820,051</b>	<b>\$ 11,309,816</b>	<b>\$ 11,822,647</b>	<b>\$ 12,359,653</b>	<b>\$ 12,922,004</b>
<b>Annual % Change</b>		<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>
<b>Operating and Maintenance Expenses</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Fixed Route Preservation and Maintenance	\$ 5,746,464	\$ 5,918,858	\$ 6,417,783	\$ 6,829,913	\$ 7,147,286	\$ 7,419,282
Fixed Route Expand	\$ -	\$ 312,000	\$ 213,200	\$ -	\$ -	\$ 975,000
Demand Response Preservation and Maintenance	\$ 2,751,622	\$ 2,834,170	\$ 2,987,485	\$ 3,217,704	\$ 3,386,541	\$ 3,562,452
Demand Response Expand	\$ -	\$ 66,300	\$ 136,500	\$ -	\$ -	\$ 552,500
Vanpool Preservation and Maintenance	\$ 551,295	\$ 567,834	\$ 584,869	\$ 665,166	\$ 685,121	\$ 639,102
Vanpool Expand	\$ -	\$ -	\$ 60,924	\$ -	\$ -	\$ -
<b>Total Operating Expenses</b>	<b>\$ 9,049,381</b>	<b>\$ 9,699,162</b>	<b>\$ 10,400,760</b>	<b>\$ 10,712,784</b>	<b>\$ 11,218,948</b>	<b>\$ 13,148,336</b>

## Cash flow analysis

Table 8 through Table 13 below represent Northwest Transit's cash flow analyses for 2021-2026.

**Table 8 2021 Cash flow analysis**

2021 Cash Flow						
	GENERAL	WORKING	CAPITAL	SELF	DEBT	TOTAL
	FUND	CAPITAL	FUND	INSUR.	SERVICE	
<b>Beginning Balance</b>	\$5,944,214		\$2,855,542	\$0	\$0	\$8,799,757
<b>Revenues</b>						\$0
Sales Tax	\$ 8,044,947					\$8,044,947
Farebox	\$ 272,513					\$272,513
Vanpool	\$ 302,640					\$302,640
Sales Tax Equalization	\$ -					\$0
Federal Operating Grants	\$ 1,361,560					\$1,361,560
State Operating Grants	\$ 278,493					\$278,493
Other	\$ 92,138					\$92,138
Transfers	\$ -					\$0
<b>Total Available</b>	<b>\$16,296,504</b>	<b>\$0</b>	<b>\$2,855,542</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,152,047</b>
						\$0
<b>Operating Expenses (excludes depreciation)</b>						\$0
Fixed Route Preservation and Maintenance	\$ 5,746,464					\$5,746,464
Fixed Route Expand	\$ -					\$0
Demand Response Preservation and Maintenance	\$ 2,751,622					\$2,751,622
Demand Response Expand	\$ -					\$0
Vanpool Preservation and Maintenance	\$ 551,295					\$551,295
Vanpool Expand	\$ -					\$0
<b>Total Expenses</b>	<b>\$ 9,049,381</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,049,381</b>
<b>Net Cash Available</b>	<b>\$7,247,124</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,247,124</b>
						\$0
<b>Capital Revenue</b>						\$0
Federal Grants			\$ 896,000.00			\$896,000
State Grants						\$0
Other						\$0
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 896,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$896,000</b>
						\$0
<b>Capital Obligations</b>						\$0
System P&M						\$0
Fixed Route Heavy Duty Buses (2)			\$1,120,000			\$1,120,000
System Expansion						\$0
Bus stop seating			\$5,000			\$5,000
<b>Total Capital Obligations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,120,000</b>
						\$0
<b>Ending Cash Balance 12/31</b>	<b>\$7,247,124</b>		<b>\$2,626,542</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,873,666</b>

**Table 9 2022 Cash flow analysis**

2022 Cash Flow						
	GENERAL	WORKING	CAPITAL	SELF	DEBT	TOTAL
	FUND	CAPITAL	FUND	INSUR.	SERVICE	
<b>Beginning Balance</b>	\$7,247,124	\$0	\$2,626,542	\$0	\$0	\$9,873,666
<b>Revenues</b>						\$0
Sales Tax	\$ 8,447,195					\$8,447,195
Farebox	\$ 280,688					\$280,688
Vanpool	\$ 311,719					\$311,719
Sales Tax Equalization	\$ -					\$0
Federal Operating Grants	\$ 1,402,407					\$1,402,407
State Operating Grants	\$ 284,062					\$284,062
Other	\$ 93,980					\$93,980
Transfers	\$ -					\$0
<b>Total Available</b>	<b>\$18,067,175</b>	<b>\$0</b>	<b>\$2,626,542</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,693,717</b>
						\$0
<b>Operating Expenses (excludes depreciation)</b>						\$0
Fixed Route Preservation and Maintenance	\$ 5,918,858					\$5,918,858
Fixed Route Expand	\$ 312,000					\$312,000
Demand Response Preservation and Maintenance	\$ 2,834,170					\$2,834,170
Demand Response Expand	\$ 66,300					\$66,300
Vanpool Preservation and Maintenance	\$ 567,834					\$567,834
Vanpool Expand	\$ -					\$0
<b>Total Expenses</b>	<b>\$ 9,699,162</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,699,162</b>
<b>Net Cash Available</b>	<b>\$8,368,014</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,368,014</b>
						\$0
<b>Capital Revenue</b>						\$0
Federal Grants			\$ 180,500.00			\$180,500
State Grants						\$0
Other						\$0
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 180,500.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$180,500</b>
						\$0
<b>Capital Obligations</b>						\$0
System P&M						\$0
System Expansion						\$0
Vanpool Vans (5)			\$390,000			
Surveillance Equipment			\$200,000			
Bus stop seating			\$5,000			
<b>Total Capital Obligations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$595,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
						\$0
<b>Ending Cash Balance 12/31</b>	<b>\$8,368,014</b>		<b>\$2,212,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,580,056</b>



**Table 10      2023 Cash flow analysis**

2023 Cash Flow						
	GENERAL	WORKING	CAPITAL	SELF	DEBT	TOTAL
	FUND	CAPITAL	FUND	INSUR.	SERVICE	
<b>Beginning Balance</b>	\$8,368,014	\$0	\$2,212,042	\$0	\$0	\$10,580,056
<b>Revenues</b>						\$0
Sales Tax	\$ 8,869,554					\$8,869,554
Farebox	\$ 289,108					\$289,108
Vanpool	\$ 321,071					\$321,071
Sales Tax Equalization	\$ -					\$0
Federal Operating Grants	\$ 1,444,479					\$1,444,479
State Operating Grants	\$ 289,743					\$289,743
Other	\$ 95,860					\$95,860
Transfers	\$ -					\$0
<b>Total Available</b>	<b>\$19,677,830</b>	<b>\$0</b>	<b>\$2,212,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,889,872</b>
						\$0
<b>Operating Expenses (excludes depreciation)</b>						\$0
Fixed Route Preservation and Maintenance	\$ 6,417,783					\$6,417,783
Fixed Route Expand	\$ 213,200					\$213,200
Demand Response Preservation and Maintenance	\$ 2,987,485					\$2,987,485
Demand Response Expand	\$ 136,500					\$136,500
Vanpool Preservation and Maintenance	\$ 584,869					\$584,869
Vanpool Expand	\$ 60,924					\$60,924
<b>Total Expenses</b>	<b>\$ 10,400,760</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,400,760</b>
<b>Net Cash Available</b>	<b>\$9,277,069</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,277,069</b>
						\$0
<b>Capital Revenue</b>						\$0
Federal Grants			\$ 360,000.00			\$360,000
State Grants						\$0
Other						\$0
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$360,000</b>
						\$0
<b>Capital Obligations</b>						\$0
System P&M						\$0
Cutaway Buses (3)			\$450,000			
System Expansion						\$0
Bus stop seating			\$5,000			
<b>Total Capital Obligations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$455,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
						\$0
<b>Ending Cash Balance 12/31</b>	<b>\$9,277,069</b>		<b>\$2,117,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,394,111</b>

**Table 11      2024 Cash flow analysis**

2024 Cash Flow						
	GENERAL	WORKING	CAPITAL	SELF	DEBT	TOTAL
	FUND	CAPITAL	FUND	INSUR.	SERVICE	
<b>Beginning Balance</b>	\$9,277,069	\$0	\$2,117,042	\$0	\$0	\$11,394,111
<b>Revenues</b>						\$0
Sales Tax	\$ 9,313,032					\$9,313,032
Farebox	\$ 297,782					\$297,782
Vanpool	\$ 330,703					\$330,703
Sales Tax Equalization	\$ -					\$0
Federal Operating Grants	\$ 1,487,814					\$1,487,814
State Operating Grants	\$ 295,539					\$295,539
Other	\$ 97,777					\$97,777
Transfers	\$ -					\$0
<b>Total Available</b>	<b>\$21,099,716</b>	<b>\$0</b>	<b>\$2,117,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,216,758</b>
						\$0
<b>Operating Expenses (excludes depreciation)</b>						\$0
Fixed Route Preservation and Maintenance	\$ 6,829,913					\$6,829,913
Fixed Route Expand	\$ -					\$0
Demand Response Preservation and Maintenance	\$ 3,217,704					\$3,217,704
Demand Response Expand	\$ -					\$0
Vanpool Preservation and Maintenance	\$ 665,166					\$665,166
Vanpool Expand	\$ -					\$0
<b>Total Expenses</b>	<b>\$ 10,712,784</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,712,784</b>
<b>Net Cash Available</b>	<b>\$10,386,932</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,386,932</b>
						\$0
<b>Capital Revenue</b>						\$0
Federal Grants			\$ 49,000.00			\$49,000
State Grants						\$0
Other						\$0
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 49,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$49,000</b>
						\$0
<b>Capital Obligations</b>						\$0
System P&M						\$0
System Expansion						\$0
Non-motorized access facilities			\$98,000			
<b>Total Capital Obligations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$98,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
						\$0
<b>Ending Cash Balance 12/31</b>	<b>\$10,386,932</b>		<b>\$2,068,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,454,974</b>

**Table 12      2025 Cash flow analysis**

2025 Cash Flow						
	GENERAL	WORKING	CAPITAL	SELF	DEBT	TOTAL
	FUND	CAPITAL	FUND	INSUR.	SERVICE	
<b>Beginning Balance</b>	\$10,386,932	\$0	\$2,068,042	\$0	\$0	\$12,454,974
<b>Revenues</b>						\$0
Sales Tax	\$ 9,778,684					\$9,778,684
Farebox	\$ 306,716					\$306,716
Vanpool	\$ 340,624					\$340,624
Sales Tax Equalization	\$ -					\$0
Federal Operating Grants	\$ 1,532,448					\$1,532,448
State Operating Grants	\$ 301,449					\$301,449
Other	\$ 99,733					\$99,733
Transfers	\$ -					\$0
<b>Total Available</b>	<b>\$22,746,585</b>	<b>\$0</b>	<b>\$2,068,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,814,627</b>
						\$0
<b>Operating Expenses (excludes depreciation)</b>						\$0
Fixed Route Preservation and Maintenance	\$ 7,147,286					\$7,147,286
Fixed Route Expand	\$ -					\$0
Demand Response Preservation and Maintenance	\$ 3,386,541					\$3,386,541
Demand Response Expand	\$ -					\$0
Vanpool Preservation and Maintenance	\$ 685,121					\$685,121
Vanpool Expand	\$ -					\$0
<b>Total Expenses</b>	<b>\$ 11,218,948</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,218,948</b>
<b>Net Cash Available</b>	<b>\$11,527,637</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,527,637</b>
						\$0
<b>Capital Revenue</b>						\$0
Federal Grants						\$0
State Grants			\$ 280,000.00			\$280,000
Other						\$0
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 280,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$280,000</b>
						\$0
<b>Capital Obligations</b>						\$0
System P&M						\$0
System Expansion						\$0
Electric vehicle charger unit systems and transformer.			\$350,000			
Bus Shelter			\$45,000			
<b>Total Capital Obligations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$395,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
						\$0
<b>Ending Cash Balance 12/31</b>	<b>\$11,527,637</b>		<b>\$1,953,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,480,679</b>

**Table 13      2026 Cash flow analysis**

2026 Cash Flow						
	GENERAL	WORKING	CAPITAL	SELF	DEBT	TOTAL
	FUND	CAPITAL	FUND	INSUR.	SERVICE	
<b>Beginning Balance</b>	\$11,527,637	\$0	\$1,953,042	\$0	\$0	\$13,480,679
<b>Revenues</b>						\$0
Sales Tax	\$ 10,267,618					\$10,267,618
Farebox	\$ 315,917					\$315,917
Vanpool	\$ 350,843					\$350,843
Sales Tax Equalization	\$ -					\$0
Federal Operating Grants	\$ 1,578,422					\$1,578,422
State Operating Grants	\$ 307,478					\$307,478
Other	\$ 101,727					\$101,727
Transfers	\$ -					\$0
<b>Total Available</b>	<b>\$24,449,640</b>	<b>\$0</b>	<b>\$1,953,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,402,683</b>
						\$0
<b>Operating Expenses (excludes depreciation)</b>						\$0
Fixed Route Preservation and Maintenance	\$ 7,419,282					\$7,419,282
Fixed Route Expand	\$ 975,000					\$975,000
Demand Response Preservation and Maintenance	\$ 3,562,452					\$3,562,452
Demand Response Expand	\$ 552,500					\$552,500
Vanpool Preservation and Maintenance	\$ 639,102					\$639,102
Vanpool Expand	\$ -					\$0
<b>Total Expenses</b>	<b>\$ 13,148,336</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,148,336</b>
<b>Net Cash Available</b>	<b>\$11,301,305</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,301,305</b>
						\$0
<b>Capital Revenue</b>						\$0
Federal Grants						\$0
State Grants			\$ 1,280,000.00			\$1,280,000
Other						\$0
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,280,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,280,000</b>
						\$0
<b>Capital Obligations</b>						\$0
System P&M						\$0
Fixed Route Heavy Duty Buses (with electric vehicle)(2)			\$1,600,000			
System Expansion						\$0
Bus Shelter			\$60,000			
<b>Total Capital Obligations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,660,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
						\$0
<b>Ending Cash Balance 12/31</b>	<b>\$11,301,305</b>		<b>\$1,573,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,874,347</b>

## Projects of regional significance

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

Northwest Transit will coordinate with Northwest County Regional Transportation Planning Organization to incorporate these into the Transportation Improvement Program.