Burlington City Hall
Council Chambers
833 South Spruce Street
Burlington, WA 98233

Skagit Transit
Board of Directors
Agenda

Join virtually at:
https://tinyurl.com/Special-Meeting-August-19th
Meeting ID:253 513 694 186 719
Passcode: o2kP3D5P

Special Meeting
August 19, 2026
11:30 a.m.

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1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL OF MEMBERS**
4. **PUBLIC COMMENT**
5. **CONSENT / ACTION ITEMS**

All matters listed within the Consent Agenda have been distributed to each member of the Skagit Transit Board of Directors for reading and study, are considered to be routine, and will be enacted by one motion of the Board with no separate discussion. If separate discussion is desired, that item may be removed from Consent Action Items and placed on Regular Action Items by request.

a) Approval of July Meeting Minutes .... Page 5
b) Approval of Claims and Payroll
   June Payroll Direct Deposit and Checks $1,224,916
   June Direct Federal withholding transfer........ $351,676
   June Claims Checks and ACH #5925-6097 .... $672,191
c) Approve June Budget Update........ Page 28
d) Approve Fare-Free FR Service for American Legion Event .... Page 29
e) Approve 2026-2031 Transit Development Plan (TDP) .... Page 31

6. **FULL DISCUSSION / ACTION ITEMS**

a) Approve Updated Skagit Transit Board Bylaws .... Page 94
b) Approve Two (2) New CAC Members .... Page 109

7. **INFORMATION ITEMS**

a) CEO Update
b) CAC Update .... Page 110
c) June 2026 Productivity and Ridership .... Page 111

8. **ADJOURNMENT**

Skagit Transit Board of Directors Officers

Commissioner Peter Browning	Chair	Commissioner Joe Burns	Vice Chair

Skagit Transit Board of Directors Membership and Votes

A mayor or an appointed, elected representative of:

City of Anacortes	1
City of Burlington	1
Town of Concrete	1
Town of La Conner	1
City of Mount Vernon	1
City of Sedro-Woolley	1
Skagit County Commissioner District 1	1
Skagit County Commissioner District 2	1
Skagit County Commissioner District 3	1

Non-Voting Members

Community Advisory Committee Chair

Skagit Transit Labor Union Representative

Quorum Requirement

A quorum consists of a simple majority (5) of the total votes (9).

Title VI Notice to the Public: Skagit Transit fully complies with Title VI of the federal Civil Rights Act of 1964 and related statutes, and does not discriminate on the basis of race, color or national origin. For more information, or to obtain a Title VI Complaint Form, visit Skagit Transit's website at https://www.skagittransit.org/about-us/civil-rights-discrimination/

Aviso resumido del Título VI al público: Skagit Transit cumple plenamente con el Título VI de la Ley federal de derechos civiles de 1964 y los estatutos relacionados, y no discrimina por motivos de raza, color u origen nacional. Para mayor información, o para obtener un Formulario de queja del Título VI, visite el sitio web del Skagit Transit en https://www.skagittransit.org/about-us/civil-rights-discrimination/

ADA Notice to the Public: Skagit Transit fully complies with Section 504 of the Rehabilitation act of 1973 and the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability. For more information, or to file a grievance contact the ADA Coordinator, Jennifer Davidson at 360-757-5178 or jdavidson@skagittransit.org.

Aviso de la ADA para el público: Skagit Transit cumple plenamente con la Sección 504 de la Ley de Rehabilitación de 1973 y la Ley de Americanos con Discapacidades de 1990 (ADA) y no discrimina por motivos de discapacidad. Para obtener más información, o para presentar una queja, póngase en contacto con el Coordinador de la ADA, Jennifer Davidson en 360-757-5178 o jdavidson@skagittransit.org.

Larissa Farrell

From:	Joe A. Kunzler <growlernoise@gmail.com>
Sent:	Tuesday, August 4, 2026 11:43 PM
To:	Crystle Stidham
Cc:	JoEllen Kesti; pbrowning@co.skagit.wa.us; Maleah Kuzminsky; ward6@sedro-woolley.gov; Clerk of the Board; Joe K.
Subject:	Concerned about " know the board is not supportive"

4 August 2026

Dear CEO Crystie and estemmed CCs;

Joe Kunzler here. Say I was going over the last Board recording and I happened to find this statement by our CEO both puzzling and troubling to the point I wanted a call. Sadly this CEO didn't have time, so I'm taking this to e-mail.

CEO Stidham: "We're continually, continually looking at what we can cut in addition to additional without raising sales tax. I know the board is not supportive of that right now."

How did this CEO know "the board" is not supportive without a vote on an agenda item? How?

Especially as there has been public comment calling for this and I understand some board members are receptive to a discussion about a November 2028 ballot measure to meet unmet needs?

Let's be real honest what my concerns are:

a) Obviously the seemingly RCW 42.30 Open Public Meetings Act (OPMA) violation. How can this CEO know what the Board's position is as a board without a positive public vote? (Also, how does this make Skagit County Commissioners look during their lobbying efforts to reform the OPMA for emergencies?)

b) I would like to see the Board have an open discussion about going to voters to meet the needs of Skagit Transit and wants that grants cannot meet. At a time and place where the cost to taxpayers of participating in the 2028 November election is relatively low.

We need time to educate the public on the needs and the post-pandemic reality. I would start with this Human Transi blog and this YouTube video, respectfully.

I submit with respect the solution is the Board be asked to direct staff to prepare a presentation stating what services cannot be achieved without new substantial local funding. It's time for the public-facing explanation of our needs, the need to expand span of service for the truly needy and ensure we have paratransit/Dial-A-Ride for generations to come.

If we can't even ask the question, then what are we doing here? Managing a legendary agency into decline? I'd like to see Skagit Transit level up alongside her voters and write her own destiny.

With that, I know our thoughts and concerns are with Spokane. I at least hear that, despite the wildfires and significant spending against the transit measure, the measure is barely passing.

Very thoughtfully;

Joe A. Kunzler
growlernoise@gmail.com

RECORD OF THE PROCEEDINGS
SKAGIT TRANSIT BOARD OF DIRECTORS

Wednesday, July 15, 2026

The Skagit Transit Board of Directors met in a regular meeting in Burlington, WA. Commissioner Peter Browning chaired the meeting and called the meeting to order at 11:00 a.m., followed by the Pledge of Allegiance and roll call.

Members Present
Peter Browning, Skagit County Commissioner (Chair)
Joe Burns, Skagit County Commissioner (Vice Chair)
Ron Wesen, Skagit County Commissioner
Peter Donovan, City of Mount Vernon, Mayor
Bill Aslett, City of Burlington, Mayor
Hannah Oliver, City of Mount Vernon, Councilmember
Karl de Jong, City of Sedro Woolley, Councilmember

Members Present via Teleconference
Carolyn Moulton, City of Anacortes, Councilmember (joined at 11:18 a.m.)
Judy Jones, Community Advisory Committee (Chair, non-voting member)

Members Absent:
JoEllen Kesti, City of Sedro Woolley, Mayor
Michael Rainey, Labor Representative (non-voting member)

Providing Legal Counsel:

Staff Present
Chris Arkle, Director of Finance
Crystle Stidham, Chief Executive Officer
Eric Esparza, Capital Projects Manager
Eric Gambill, Security Supervisor
Greg Latham, Director of Maintenance and Facilities
Jennifer Davidson, Director of Human Resources
Larissa Farrell, Executive Assistant/Clerk of the Board
Maleah Kuzminsky, Planning and Outreach Manager
Rebekah Tuno, Grants Manager

Staff Present via Teleconference:
Abby Bissell, HR Generalist
Alan Brooks, Operations Supervisor
Clerk of the Board
Derek Messling, Marketing and Public Affairs Specialist
Jill Isaacson, Operations Supervisor
Kelly Borden, Accounting Clerk
Larissa Farrell, Executive Assistant/Clerk of the Board
Les O'Neil, Operations Supervisor
Mika-Ela Bergman, Maintenance Support Technician
Rick Heerspink, Finance and Accounting Manager
Sarah Pelle, Events Specialist/Travel Trainer
Sarah Yeckley, Procurement
Taylor Trammell, Finance Analyst
Wayne Simmons, Facilities Supervisor

Members of Public Present
Colleen Kennedy; Jason Kelley; Soren Jensen;

Members of the Public Present via Teleconference:
0000; 1-360-333-2574; Cameron Martinez; Guest; Joe Kunzler; Joe Macdonald; M Kuzminsky for CEO; Public; Skagit County Employee Alliance; Zie

1 Public Comment
Public comment was made.

2 Public Hearing: 2026-2031 Transit Development Plan (TDP)
Commissioner Peter Browning introduced the TDP public hearing. Ms. Stidham and Mr. Arkle gave a short executive summary presentation on the TDP (included as an attachment to these minutes). Mr. de Jong noted a correction needed to be made on the Board roster of the TDP to reflect the current Sedro-Wooley representative. Public testimony was received. Mr. Aslett made a motion to close the public hearing. Mr. Burns seconded the motion. The motion passed unanimously.

3 Consent / Action Items
a) Approval of June Meeting Minutes
b) Approval of Claims and Payroll
   May Payroll Direct Deposit and Checks
   May Direct Federal Withholding Transfer
   May Claims Checks and ACH #5753-5924

c) Approve May Budget Update
d) Approve Updated Organizational Chart
e) Approve Updated Procurement Policy 180.05

Mr. de Jong requested that items C and E be moved from the Consent section to the Full Discussion section of the agenda. Mr. de Jong then made a motion to approve all other consent agenda items. Mr. Aslett seconded the motion. The motion passed unanimously.

4 Full Discussion/Action Items:

a) Approve May Budget Update

Mr. de Jong noted that the year-to-date May payroll totals were substantially lower than the April totals and asked if those could be reconciled prior to approval. Mr. Arkle clarified that the difference in those figures was due to the inclusion of taxes and employee benefits.

Mr. de Jong made a motion to approve the May Budget Update as presented. Mr. Wesen seconded the motion. The motion passed unanimously.

b) Approve Updated Procurement Policy 180.05

Mr. de Jong noted that the agenda and the opening pages of the policy state 180.05 but that the policy itself states 180.06 and wanted to confirm the correct policy number. Ms. Stidham stated that Skagit Transit will ensure that those are updated appropriately.

Mr. de Jong made a motion to approve the updated Procurement Policy subject for correcting the policy numbers consistently throughout the planning document. Mr. Wesen seconded the motion. The motion passed unanimously.

c) Approve Award of Construction Management Contract 26-009

Ms. Stidham summarized the report as presented in the board packet.

Mr. Burns made a motion to approve the Award of Construction Management Contract 26-009. Mr. Aslett seconded the motion. The motion passed unanimously.

d) Approve Acceptance of the RAISE Grant Award

Ms. Stidham summarized the report as presented in the board packet.

Ms. Moulton made a motion to approve the Acceptance of the RAISE Grant Award. Mr. de Jong seconded the motion. The motion passed unanimously.

5 Information Items

a) CEO Update
b) Corrected April 2026 Productivity and Ridership
c) May 2026 Productivity and Ridership

Peter Browning adjourned the meeting at 11:54 a.m.

Attest:

Peter Browning, Chair Skagit Transit Board of Directors

Larissa Farrell, Clerk of Skagit Transit Board

14 July 2026

RE: JAK General Public Comment to Skagit Transit for 15 July 2026

Dear Skagit Transit Board & Staff;

Let me start by thanking you for your public service, and that of your employees as always. However, I remain concerned about some of your Board practices.

First, I think it should be a request for Board members to take the Skagit Transit twice a month. This agency is having difficulty meeting the needs of her citizens as you will hear in the TDP hearing section.

Second, I understand the CEO offered a day of training to the Board. I wonder if we could have a progress update on when that special public meeting will be.

Third, I again resubmit the CAC report should be moved up in the meeting. Or strict time limits need to be placed on oral reports to the board.

Fourth, I want to thank you for the Member Liaison Exchange Pilot Program for six months, to get Boardmembers and CAC members at the table. This needs speedy Board approval and will resolve many of the parliamentary issues I have raised in recent months.

Fifth, we are not supposed to aid or oppose a candidacy during public comment. But I urge all you incumbents for office state your position on Skagit Transit.

Thank you;

Joe A. Kunzler
growlernoise@gmail.com

Draft Transit Development Plan 2026 - 2031

Executive Summary | Public Hearing — July 15, 2026, Burlington City Hall

Crystle Stidham
CEO

Chris Arkle
Director of Finance

Purpose of Public Hearing

- Skagit Transit's Transit Development Plan (TDP) 2026–2031 — a six-year plan required annually under RCW 35.58.2795
- State law requires the plan to address service, capital improvements, funding strategy, and consistency with local/regional plans — and requires at least one public hearing during its development; this presentation opens that public hearing.
- WSDOT requires this plan update as a condition of state and federal funding eligibility
- 30-day public comment period ran June 9 – July 8, 2026; written comments received are summarized in the TDP's Appendix D for the record.
- Any comments provided through the TDP public hearing (3 minutes per speaker) will also be entered into the public record and considered alongside written comments — the Board has not yet acted on adoption.

Plan Highlights

- 2025 ridership: 638,757 trips system-wide (+7.5% over 2024); fixed-route on-time performance 81.36%
- Built on the Board-adopted Long-Range Transit Plan (June 2025)
- 2026 priorities include:
  - Closing a ridership-data gap
  - Launching new Paratransit software and rider app
  - Beginning an ADA stop audit
  - Planning a microtransit pilot for Anacortes, Sedro-Woolley, and Concrete (expected for summer 2027)
- No major route restructuring proposed for 2026 — service stability and resource optimization is the priority
- Largest investment: MOA-2, a new 70,000 sq. ft. operations campus in Burlington, under construction through 2029
- Fleet: 10 paratransit + 8 fixed-route vehicles replaced in 2026; ongoing evaluation of zero-emission technologies phased with periodic technology reviews

Capital and Financial Highlights for 2026

The plan is fiscally constrained — funding sources are diversified (federal, state, local), and any project listed as "Not Secured" will be re-sequenced if grants don't come through.

- **Staffing**
  - ADA Coordinator
  - Expanded Services, later run times, and frequency
  - Facilities Manager
  - HR Labor Relations Specialist
  - Operational Admin Assistant
  - Procurement Purchaser
  - Risk Manager
  - Security Supervisor
  - Weekend Facilities Supervisor
  - Weekend Maintenance Supervisor

Operational/Capital

  - 6 Month Operation Reserve
  - ADA Transition Plan Implementation
  - Capital Replacement Fund
  - Deferred Maintenance
  - ERP Software
  - MOA II Furniture
  - Public Records Software
  - Replacement and Expansion Vehicles
  - Social Media Archiving Software
  - Text Message Retention Software

- **At Risk**
  - Operations at large
  - Compliance
  - Future Vehicle Purchases

Opening the Public Hearing

- Skagit Transit has received written public comment over the 30-day comment period (summarized in Appendix D)
- Today's hearing invites additional verbal comment — 3 minutes per speaker
- All testimony today becomes part of the official record for this TDP, alongside the written comments already received
- No action on adoption is being taken at this time — the Board will consider the full record before a future adoption vote

Five Year Comparison with Escalating Sales Tax Projection					
2.5%	**2027**	**2028**	**2029**	**2030**	**2031**
Rev	27,206,426.00	30,704,200.00	31,402,641.00	32,280,307.00	31,940,736.00
Op Ex	27,268,084.00	32,792,769.00	33,776,552.00	34,789,849.00	35,833,544.00
	(61,658.00)	(2,088,569.00)	(2,373,911.00)	(2,509,542.00)	(3,892,808.00)
3.5%	**2027**	**2028**	**2029**	**2030**	**2031**
Rev	27,391,377.00	31,080,200.00	31,890,200.00	33,072,818.00	32,959,752.00
Op Ex	27,268,084.00	32,792,769.00	33,776,552.00	34,789,849.00	35,833,544.00
	123,293.00	(1,712,569.00)	(1,886,352.00)	(1,717,031.00)	(2,873,792.00)
4.5%	**2027**	**2028**	**2029**	**2030**	**2031**
Rev	27,576,328.00	31,459,899.00	32,570,724.00	33,888,793.00	34,019,138.00
Op Ex	27,268,084.00	32,792,769.00	33,776,552.00	34,789,849.00	35,833,544.00
	308,244.00	(1,332,870.00)	(1,205,828.00)	(901,056.00)	(1,814,406.00)

Operating Expense Increase Year to Year			
Year	Total Expense	Year to Year Change	Year to Year %
2026	26,014,156.00	602,112.00	2%
2025	25,412,044.00	1,483,271.00	6%
2024	23,928,773.00	1,506,031.00	7%
2023	22,422,742.00	4,111,704.00	22%
2022	18,311,038.00	3,029,991.00	20%
2021	15,281,047.00	1,186,489.00	8%
2020	14,094,558.00	(416,205.00)	-3%
2019	14,510,763.00	307,209.00	2%
2018	14,203,554.00	1,460,146.00	11%
2017	12,743,408.00	1,339,724.00	12%
2016	11,403,684.00	491,443.00	5%
2015	10,912,241.00	N/A	

2026-2031 Budget

	2026		
	Operating	Capital	Total
Beginning Cash Balance January 1st.	$ 11,727,174	$ 16,832,997	$ 28,560,171
Operating Revenues			-
Sales Tax	16,800,000	-	16,800,000
Passenger Fares	808,800	-	808,800
Non Transportation Revenues	1,286,330	-	1,286,330
Federal Operating Grants	5,519,284	-	5,519,284
State Operating Grants	2,497,406	-	2,497,406
Other Grants	375,000	-	375,000
Other Revenues		-	-
Transfers		-	-
Total Operating Revenues	**27,286,819**	**-**	**27,286,819**
Subtotal Available	39,013,993	16,832,997	55,846,990
Operating Expenses			
Rideshare P&M	996,611	-	996,611
Rideshare Sys Expand		-	-
Fixed Route/Commuter P&M	18,668,500	-	18,668,500
Fixed Route/Commuter Sys Expand		-	-
Dial-a-Ride (ADA) P&M	6,808,757	-	6,808,757
Dial-a-Ride (ADA) Expand		-	-
Other		-	-
Total Operating Expenses	**26,473,868**	**-**	**26,473,868**
Net Cash Available	**12,540,125**	**16,832,997**	**29,373,122**
Capital Revenues			
Federal Grants	-	5,234,474	5,234,474
State Grants	-	2,808,043	2,808,043
Other	-		-
Fund Transfers (Matching & Non-Grant)			-
Subtotal Capital Revenue	-	8,042,517	8,042,517
Capital Expenditures			
System P&M			
Maintenance & Other	-	346,512	346,512
FixedRoute/Commuter	-		-
Dial-a-Ride	-	981,935	981,935
Service/Staff Vehicles	-	120,000	120,000
Transit Center/Facilities (MOA2)	-	5,000,000	5,000,000
Transit Shelters/Improvements	-	234,022	234,022
Rideshare	-	532,271	532,271
System Expansion			
Maintenance & Other Equipment	-		-
MOA 2 Property Acquisition	-		-
FixedRoute/Commuter	-		-
Dial-a-Ride	-	392,774	392,774
Micro-Transit	-		-
Service/Staff Vehicles	-		-
Transit Center	-		-
Transit Shelters	-		-
Rideshare Vans	-		-
Subtotal Capital Obligations	-	7,607,514	7,607,514
Ending Cash Balance 12/31	**$ 12,540,125**	**$ 17,268,000**	**$ 29,808,125**

	2027		
	Operating	Capital	Total
Beginning Cash Balance January 1st.	$ 12,540,125	$ 17,268,000	$ 29,808,125
Operating Revenues			-
Sales Tax	17,640,000	-	17,640,000
Passenger Fares	829,020	-	829,020
Non Transportation Revenues	908,488	-	908,488
Federal Operating Grants	4,861,863	-	4,861,863
State Operating Grants	4,197,054	-	4,197,054
Other Grants		-	-
Other Revenues		-	-
Transfers		-	-
Total Operating Revenues	**28,436,426**	**-**	**28,436,426**
Subtotal Available	40,976,551	17,268,000	58,244,551
Operating Expenses			
Rideshare P&M	1,026,509	-	1,026,509
Rideshare Sys Expand		-	-
Fixed Route/Commuter P&M	19,228,555	-	19,228,555
Fixed Route/Commuter Sys Expand		-	-
Dial-a-Ride (ADA) P&M	7,013,020	-	7,013,020
Dial-a-Ride (ADA) Expand		-	-
Other		-	-
Total Operating Expenses	**27,268,084**	**-**	**27,268,084**
Net Cash Available	**13,708,466**	**17,268,000**	**30,976,466**
Capital Revenues			
Federal Grants	-	17,083,750	17,083,750
State Grants	-	12,530,950	12,530,950
Other	-	375,000	375,000
Fund Transfers (Matching & Non-Grant)			-
Subtotal Capital Revenue	-	29,989,700	29,989,700
Capital Expenditures			
System P&M			
Maintenance & Other	-	527,513	527,513
FixedRoute/Commuter	-	4,180,652	4,180,652
Dial-a-Ride	-	2,432,124	2,432,124
Service/Staff Vehicles	-	504,000	504,000
Transit Center/Facilities (MOA2)	-	24,945,960	24,945,960
Transit Shelters/Improvements	-	255,349	255,349
Rideshare	-		-
System Expansion			
Maintenance & Other Equipment	-	200,000	200,000
MOA 2 Property Acquisition	-		-
FixedRoute/Commuter	-		-
Dial-a-Ride	-		-
Micro-Transit	-	2,114,890	2,114,890
Service/Staff Vehicles	-	210,000	210,000
Transit Center	-	105,398	105,398
Transit Shelters	-	157,560	157,560
Rideshare Vans	-	-	-
Subtotal Capital Obligations	-	35,633,446	35,633,446
Ending Cash Balance 12/31	**$ 13,708,466**	**$ 11,624,254**	**$ 25,332,720**

	2028		
	Operating	Capital	Total
Beginning Cash Balance January 1st.	$ 13,708,466	$ 11,624,254	$ 25,332,720
Operating Revenues			-
Sales Tax	18,522,000	-	18,522,000
Passenger Fares	849,746	-	849,746
Non Transportation Revenues	418,700	-	418,700
Federal Operating Grants	4,927,341	-	4,927,341
State Operating Grants	7,667,913	-	7,667,913
Other Grants		-	-
Other Revenues		-	-
Transfers		-	-
Total Operating Revenues	**32,385,700**	**-**	**32,385,700**
Subtotal Available	46,094,167	11,624,254	57,718,421
Operating Expenses			
Rideshare P&M	1,057,305	-	1,057,305
Rideshare Sys Expand		-	-
Fixed Route/Commuter P&M	25,346,354	-	25,346,354
Fixed Route/Commuter Sys Expand		-	-
Dial-a-Ride (ADA) P&M	7,223,410	-	7,223,410
Dial-a-Ride (ADA) Expand		-	-
Other		-	-
Total Operating Expenses	**33,627,069**	**-**	**33,627,069**
Net Cash Available	**12,467,098**	**11,624,254**	**24,091,352**
Capital Revenues			
Federal Grants	-	14,976,835	14,976,835
State Grants	-	2,044,467	2,044,467
Other	-	375,000	375,000
Fund Transfers (Matching & Non-Grant)			-
Subtotal Capital Revenue	-	17,396,302	17,396,302
Capital Expenditures			
System P&M			
Maintenance & Other	-	190,000	190,000
FixedRoute/Commuter	-	-	-
Dial-a-Ride	-	1,410,000	1,410,000
Service/Staff Vehicles	-	240,000	240,000
Transit Center/Facilities (MOA2)	-	13,512,835	13,512,835
Transit Shelters/Improvements	-		-
Rideshare	-	495,000	495,000
System Expansion			
Maintenance & Other Equipment	-		-
MOA 2 Property Acquisition	-	750,000	750,000
FixedRoute/Commuter	-		-
Dial-a-Ride	-		-
Micro-Transit	-	634,467	634,467
Service/Staff Vehicles	-		-
Transit Center	-		-
Transit Shelters	-		-
Rideshare Vans	-		-
Subtotal Capital Obligations	-	17,232,302	17,232,302
			-
Ending Cash Balance 12/31	**$ 12,467,098**	**$ 11,788,254**	**$ 24,255,352**

	2029		
	Operating	Capital	Total
Beginning Cash Balance January 1st.	$ 12,467,098	$ 11,788,254	$ 24,255,352
Operating Revenues			-
Sales Tax	19,448,100	-	19,448,100
Passenger Fares	870,989	-	870,989
Non Transportation Revenues	121,668	-	121,668
Federal Operating Grants	5,254,732	-	5,254,732
State Operating Grants	7,565,989	-	7,565,989
Other Grants		-	-
Other Revenues		-	-
Transfers		-	-
Total Operating Revenues	**33,261,478**	**-**	**33,261,478**
Subtotal Available	45,728,576	11,788,254	57,516,830
Operating Expenses			
Rideshare P&M	1,089,024	-	1,089,024
Rideshare Sys Expand		-	-
Fixed Route/Commuter P&M	26,106,745	-	26,106,745
Fixed Route/Commuter Sys Expand		-	-
Dial-a-Ride (ADA) P&M	7,440,113	-	7,440,113
Dial-a-Ride (ADA) Expand		-	-
Other		-	-
Total Operating Expenses	**34,635,881**	**-**	**34,635,881**
Net Cash Available	**11,092,694**	**11,788,254**	**22,880,948**
Capital Revenues			
Federal Grants	-	15,609,451	15,609,451
State Grants	-		-
Other	-		-
Fund Transfers (Matching & Non-Grant)			-
Subtotal Capital Revenue	-	15,609,451	15,609,451
Capital Expenditures			
System P&M			
Maintenance & Other	-		-
FixedRoute/Commuter	-	1,514,358	1,514,358
Dial-a-Ride	-		-
Service/Staff Vehicles	-		-
Transit Center/Facilities (MOA2)	-	5,562,165	5,562,165
Transit Shelters/Improvements	-		-
Rideshare	-	605,000	605,000
System Expansion			
Maintenance & Other Equipment	-		-
MOA 2 Property Acquisition	-	9,625,000	9,625,000
FixedRoute/Commuter	-	4,543,074	4,543,074
Dial-a-Ride	-	470,000	470,000
Micro-Transit	-		-
Service/Staff Vehicles	-		-
Transit Center	-	126,000	126,000
Transit Shelters	-		-
Rideshare Vans	-		-
Subtotal Capital Obligations	-	22,445,597	22,445,597
			-
Ending Cash Balance 12/31	**$ 11,092,694**	**$ 4,952,108**	**$ 16,044,803**

	2030		
	Operating	Capital	Total
Beginning Cash Balance January 1st.	$ 11,092,694	$ 4,952,108	$ 16,044,803
Operating Revenues			-
Sales Tax	20,420,505	-	20,420,505
Passenger Fares	892,764	-	892,764
Non Transportation Revenues	124,710	-	124,710
Federal Operating Grants	5,647,601	-	5,647,601
State Operating Grants	7,565,989	-	7,565,989
Other Grants		-	-
Other Revenues		-	-
Transfers		-	-
Total Operating Revenues	**34,651,568**	**-**	**34,651,568**
Subtotal Available	45,744,262	4,952,108	50,696,371
Operating Expenses			
Rideshare P&M	1,121,694	-	1,121,694
Rideshare Sys Expand		-	-
Fixed Route/Commuter P&M	26,889,947	-	26,889,947
Fixed Route/Commuter Sys Expand		-	-
Dial-a-Ride (ADA) P&M	7,663,316	-	7,663,316
Dial-a-Ride (ADA) Expand		-	-
Other		-	-
Total Operating Expenses	**35,674,958**	**-**	**35,674,958**
Net Cash Available	**10,069,305**	**4,952,108**	**15,021,413**
Capital Revenues			
Federal Grants	-	13,542,200	13,542,200
State Grants	-	-	-
Other	-	-	-
Fund Transfers (Matching & Non-Grant)			-
Subtotal Capital Revenue	-	13,542,200	13,542,200
Capital Expenditures			
System P&M			
Maintenance & Other	-		-
FixedRoute/Commuter	-		-
Dial-a-Ride	-	1,175,000	1,175,000
Service/Staff Vehicles	-	84,000	84,000
Transit Center/Facilities (MOA2)	-		-
Transit Shelters/Improvements	-		-
Rideshare	-		-
System Expansion			
Maintenance & Other Equipment	-		-
MOA 2 Property Acquisition	-	15,450,000	15,450,000
FixedRoute/Commuter	-		-
Dial-a-Ride	-		-
Micro-Transit	-		-
Service/Staff Vehicles	-		-
Transit Center	-		-
Transit Shelters	-		-
Rideshare Vans	-		-
Subtotal Capital Obligations	-	16,709,000	16,709,000
			-
Ending Cash Balance 12/31	**$ 10,069,305**	**$ 1,785,308**	**$ 11,854,613**

	2031		
	Operating	Capital	Total
Beginning Cash Balance January 1st.	$ 10,069,305	$ 1,785,308	$ 11,854,613
Operating Revenues			-
Sales Tax	21,441,530	-	21,441,530
Passenger Fares	915,083	-	915,083
Non Transportation Revenues	127,827	-	127,827
Federal Operating Grants	4,840,759	-	4,840,759
State Operating Grants	7,536,342	-	7,536,342
Other Grants		-	-
Other Revenues		-	-
Transfers		-	-
Total Operating Revenues	**34,861,541**	**-**	**34,861,541**
Subtotal Available	44,930,846	1,785,308	46,716,154
Operating Expenses			
Rideshare P&M	1,155,345	-	1,155,345
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	27,696,646	-	27,696,646
Fixed Route/Commuter Sys Expand		-	-
Dial-a-Ride (ADA) P&M	7,893,216	-	7,893,216
Dial-a-Ride (ADA) Expand		-	-
Other		-	-
Total Operating Expenses	**36,745,207**	**-**	**36,745,207**
Net Cash Available	**8,185,639**	**1,785,308**	**9,970,948**
Capital Revenues			
Federal Grants	-	7,973,600	7,973,600
State Grants	-	-	-
Other	-	-	-
Fund Transfers (Matching & Non-Grant)			-
Subtotal Capital Revenue	-	7,973,600	7,973,600
Capital Expenditures			
System P&M			
Maintenance & Other	-		-
FixedRoute/Commuter	-		-
Dial-a-Ride	-		-
Service/Staff Vehicles	-	42,000	42,000
Transit Center/Facilities (MOA2)	-		-
Transit Shelters/Improvements	-		-
Rideshare	-		-
System Expansion			
Maintenance & Other Equipment	-		-
MOA 2 Property Acquisition	-	9,925,000	9,925,000
FixedRoute/Commuter	-		-
Dial-a-Ride	-		-
Micro-Transit	-		-
Service/Staff Vehicles	-		-
Transit Center	-		-
Transit Shelters	-		-
Rideshare Vans	-		-
Subtotal Capital Obligations	-	9,967,000	9,967,000
			-
Ending Cash Balance 12/31	**$ 8,185,639**	**$ (208,092)**	**$ 7,977,548**

14 July 2026

RE: JAK TDP Comment to Skagit Transit for 15 July 2026

Dear Skagit Transit Board & Staff;

I'm going to let my written comments stand for themselves, along with others who kindly wrote in to Skagit Transit. However I ask the Board:

a) Read the written comments to the TDP please.
b) Request a list of unfunded priorities from staff.
c) Consider a study session to discuss future Skagit Transit priorities with the CAC-Board Exchange Pilot Program please.
d) Consider a November 2028 ballot measure to fund these unfunded priorities and ensure there is ample funding for paratransit – which I do not use. But we have a moral responsibility to care for the most vulnerable, just as we spend so much on roads.

Thank you for your public service;

Joe A. Kunzler
growlernoise@gmail.com

CEO Verbal Report Out
Board Meeting
July 15, 2026

MOA2
The administrative modification should be finalized by the end of the month. We are trying to coordinate signing the BUILD grant the week of August 10th. We are prepared to go out to bid once the agreement is signed.

Finances
A full financial report is included in the packet, but I wanted to provide a few highlights. Sales tax revenues were up about 2.74% YoY from March 2025 to March 2026, up 1.17% YTD (Jan-Mar). We are currently trending to come in about $300,000 under budget.
We will continue to monitor sales tax revenues to determine if we need to make adjustments to our budget due to lower than expected revenues.

Fuel costs – We continue to see elevated fuel costs due to the conflict in the Middle East:

May 2025

- Diesel $381,398.82

May 2026

- Diesel - $578,079.04

Up 51.57% YoY
Trending to be almost $500,000 over budget (budgeted $917,000)

Operations KPIs
May
LTA – Average 2

OT

- May $59,195.74
  - YTD - $313,666.30
  - Budgeted $575,000 for 2026

Driver absenteeism for April was 17.21%, down from 17.75% in April.

Ridership
There is a full ridership report included, but here are the highlights:

- FR – Down .17% from May 2025 to May 2026, up 5.29% YTD
- Para – Up 9.96% from May 2025 to May 2026, up 7.04% YTD

Recruitments
We currently have the following open positions:

- Director of Operations:
- Contract and Procurement: We have selected a candidate.
- Public Records Officer

We had a class of 2 start on July 2.

Governance Committee Update
The last Governance Committee Meeting was June 30th. We discussed the CAC liaison exchange, bylaws, Board Composition and the procurement policy updates. The committee agreed that we would bring the board composition and bylaw changes for discussion and possible action at the next Board meeting.

The next Governance Committee meeting is July 23. We will be reviewing the following:

- Public Comment policy
- Time tracking for grants policy
- Cash handling and till reconciliation policy
- Data management policy
- Title VI Policy
- EEO Policy
- P-card update

Class and Comp Study
No new information.

Long-Range Transit Plan
We are still reviewing the service areas for microtransit in Anacortes, Concrete, & Sedro Woolley. We will be applying for a state grant under Consolidated to help pay for the service. We are also planning on applying for a grant for general operating.

- WSDOT BBF
  - Non-revenue vehicles
    - 2 Security
    - 4 Supervisors
    - 6 Shift change
  - Paratransit
    - 6 replacement + 3 expansion
- FTA BBF
  - Facilities Condition Assessment:

Facility Name	NPV (30 Yr)	Year: 1	Year: 2	Year: 3	Year: 4	Year: 5
Skagit Transit Station	$4,664,904	$359,490	$6,300	$151,671	$28,767	$292,694
SW Park & Ride	$301,642	$0	$0	$10,650	$20,374	$3,647
Alger Park & Ride	$453,165	$0	$0	$51,917	$0	$0
Chuckanut Park & Ride	$2,791,906	$39,100	$151,053	$72,225	$0	$66,245
March Point Facility	$465,634	$0	$67,967	$23,362	$2,605	$1,702
SMV Facility	$1,545,727	$163,580	$0	$67,616	$0	$3,647
TOTAL	$10,222,978	$562,170	$225,320	$377,441	$51,746	$367,934

Yr 1 - 5	$1,584,610

Community Events
Skagit Transit will be participating in the following June/July 2026 community events:

Event Name: Concrete Youth Activity Day
Event Date: Thursday, July 16, 2026
Event Location: Silo Park in Concrete
Population Served: East Skagit County Families
Type of Event: The purpose of the event is to provide a free day of fun, activities, and access to valuable community resources for youth and their families in East Skagit County. Approximately 45 local agencies, nonprofits, and businesses will be on site sharing programs, services, and opportunities that support children and families throughout the year. As a community transportation resource, Skagit Transit will provide information about Youth Ride Free, trip planning, and key destinations such as the library, Boys & Girls Club, Concrete Youth Sports Association playfields, and local schools to help families access the services available.

Event Name: Stuff the Bus Diaper Drive with United Way
Event Date: Thursday, August 6, 2026
Event Location: Skagit Fairgrounds
Population Served: Skagit County Families in need of diapers
Type of Event: Hosted by United Way, this annual community donation drive aims to fill a Skagit Transit coach with diaper donations for local families experiencing financial hardship. The collected diapers are distributed through partner organizations to families across Skagit County. Skagit Transit supports the event by providing the bus, helping promote the drive, and encouraging community participation in this essential resource.

Event Name: Family Resource Day
Event Date: Thursday, August 6, 2026
Event Location: Skagit Fairgrounds
Population Served: Skagit County Families and youth, and other fair attendees
Type of Event: Family Resource Day brings together local agencies and organizations that provide services and support for children, youth, and families. Attendees can connect with community programs, learn about available resources, and participate in family-friendly activities and games. Skagit Transit will promote Youth Ride Free, answer questions about public transportation, and assist eligible youth with obtaining transit passes to help them access school, recreation, employment, and other community resources.

Event Name: Reading & Resources
Event Date: Thursday, August 20, 2026
Event Location: Cascade Middle School in Sedro-Woolley
Population Served: Elementary to Middle School aged kids and their families.
Type of Event: This back-to-school community event promotes literacy while connecting families with organizations that provide educational resources and supportive services. Families can receive free school supplies, books, and information to help prepare for the 2026–27 school year. Skagit Transit will host Story Time on the Bus while sharing Youth Ride Free information and demonstrating how public transportation can connect students and families to schools, libraries, and community programs.

Event Name: Burlington Edison Back to School Fair
Event Date: Saturday, August 22, 2026
Event Location: Maiben Park in Burlington
Population Served: Burlington-Edison School District families
Type of Event: This annual back-to-school resource fair helps families prepare for the upcoming school year by providing free backpacks, school supplies, haircuts, and other essential services. Community organizations will be available to connect families with ongoing programs and resources that support student success. Skagit Transit will promote Youth Ride Free, assist new riders with setting up transit passes, and provide information on using public transportation to access schools, libraries, extracurricular activities, and other important destinations.

TDP

The Transit Development Plan (TDP) is a six-year planning document required by the Washington State Department of Transportation (WSDOT) as a condition of state and federal funding eligibility. This TDP covers the planning period from 2026 through 2031 and serves as Skagit Transit's primary strategic framework for service delivery, capital investment, fleet management, and fiscal planning.

The document identifies the agency's current operations, goals, and planned improvements, and provides the basis for annual grant applications, budget development, and coordination with regional planning partners.

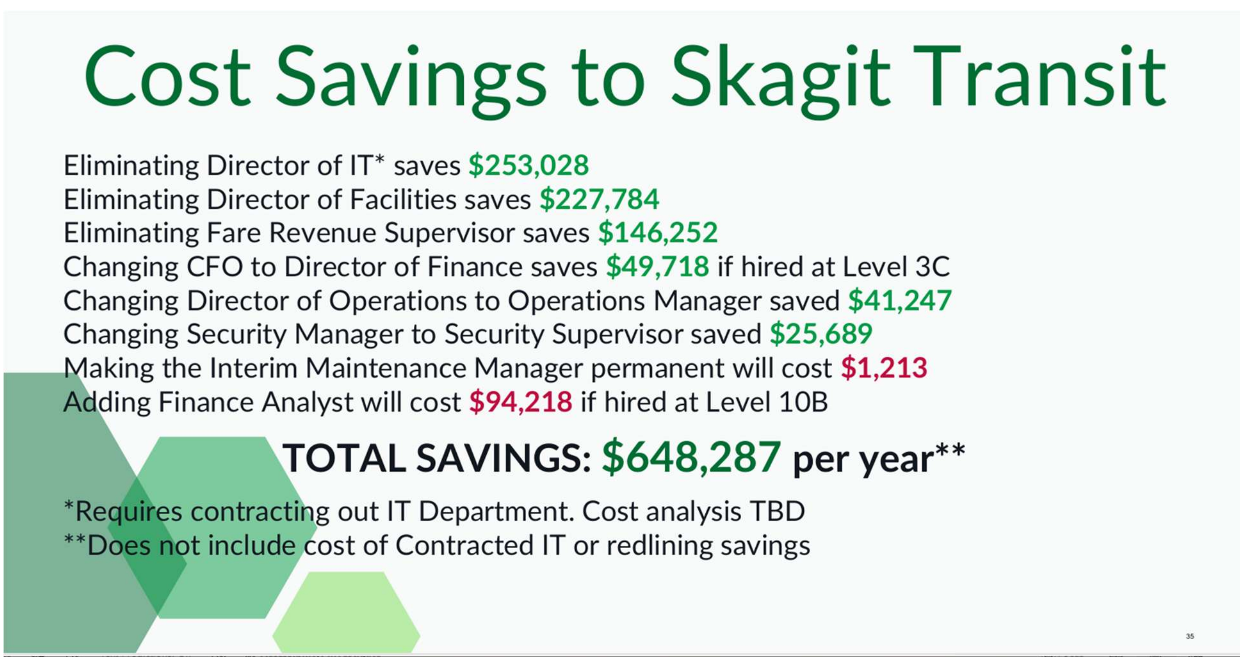
As required by WSDOT, this TDP includes:

- A description of the agency's existing services and facilities
- A six-year schedule of planned activities, by year
- A rolling stock inventory and verification of continued use
- A financial plan demonstrating fiscal constraint
- Goals, objectives, and performance standards
- A capital improvement program
- Coordination with regional and local planning frameworks
- Eligibility for state and federal funding programs

We're asking that the Board please review the plan and ask your planners to review the plan and make comments if necessary

TDP Financials

- We began drafting the 6 year financial forecast in March, before we had sales tax revenue information for 2026.
- Using a 2.5% sales increase for 2027-2031, revenues exceeded expenses starting in 2028 by $2M. By the end of 2031, expenses exceeded revenues by $10.8M.
- We did a 5 and 10 year lookback and sales taxes increased an average of 5.8%. We increased the sales tax revenue projections to 5% and expenses still exceeded revenues by $3.5M by the end of 2031. This is what was presented in the TDP. The budget presented in the TDP shows an ending cash balance of almost $8M by the end of 2031, but you'll notice that operating cash reserves begin decreasing in 2028.
- We now have 4 months worth of data
  - Sales taxes were up 2.74% from March 2025 to March 2026, up 1.17% YTD (Jan-March
  - Sales taxes were down 5.78% from April 2025 to April 2026, down 4.61% YTD (Jan-April)
- Given the data we now have for 2026, we are recommending to change the expected sales tax revenues back to a 2.5% increase YoY. This means that expenses will exceed revenues by $2M starting in 2028 and revenues will exceed expenses by $10.8M by 2031.
- We will be applying for grants to pay for microtransit and a general operating grant through Consolidated (WSDOT). Grant applications are due September 9, 2026. Awards will be announced May/June 2027.
- We will also be exploring additional cost saving opportunities.
- Chris would now like to talk about the major cost drivers that are creating budget impacts
- I recognized that the Class and Comp study was not sustainable, and took some corrective action back in 2024 that saved the agency approximately $650K. This can be found on page 35 of the August 2024 Board packet.



TO: Skagit Transit Board of Directors

FROM: Chris Arkle, Director of Finance

SUBJECT: Monthly Budget Update Report for June 2026

INFORMATION: The monthly budget reports are presented for your review. Items of interest are:

Revenues:

Sales Tax Received:

June	2026	2025	2024
	1,455,195	1,547,095	1,392,761

Grant Revenue Received:

Federal Operating	*1,034,093*
Federal Capital	*109,046*
Local Operating	-
State Operating	*227,398*
State Capital	-

Fare Revenue Collected:

	2026	2025	2024	2023
June	67,614	66,053	59,024	70,448
Yrly-Budget	808,800	791,765	718,000	684,500
Mon-Budget	67,400	65,980	59,833	57,042

Expenses

Payroll

Operators' Salaries	June	YTD	Budgeted
Operators' Salaries	460,610	2,684,415	5,773,311
Operators' Overtime	42,998	356,665	575,000
Non-Operators' Salaries			
Non-Operators' Salaries	463,141	2,822,026	5,999,320
Non-Operators' Overtime	3,313	47,503	41,160

Capital

Route Improvements	-
Skagit Station	-
Park & Ride	-
Revenue Equipment	-
Service Equipment	-
Vanpool Equipment	-
MOA 2	**15,260**
Bldgs. - MOA	-
Garage/Shop Equipment	-
Office Furniture/Equip.	-
Intangible Asset - SW	-

Ending Cash:

June 2026	June 2025	June 2024
4,615,032	1,859,235	3,621,530

Reserves:

	June 2026	June 2025	June 2024
Operating	5,845,281	5,739,005	5,485,351
Facilities	10,400,000	10,400,000	10,400,000
Capital Replacement	6,793,086	6,067,784	5,339,932
Non-Designated	50,085	1,719,298	1,643,313
Total	23,088,452	23,926,087	22,868,596

RECOMMENDATION: Staff recommends the Board approve the monthly budget report.

TO: **Skagit Transit Board of Directors**

FROM: **Crystle Stidham, Chief Executive Officer**

SUBJECT: **Approve Fare-Free Fixed Route Service for the Fall 2026 Veteran Stand Down Event**

INFORMATION:

Skagit Transit was recently contacted by staff from American Legion Memorial Post 91 about an upcoming event.

Skagit Transit has been asked to provide fare-free transportation on our local fixed route network in support of the Veterans Stand Down event. This event will be held at the Skagit County Fairgrounds on October 2nd & 3rd, 2026. Fare-free service will help remove transportation as a barrier for those veterans looking to attend this event. The Veterans Stand Down event is a collection of social service agencies and non-profits looking to connect with veterans who may be in need of their services.

In order to minimize the loss of fare revenue, we will offer fare-free service to any rider who boards a bus and says they are headed to the event. The agency will provide fare-free fixed route service during the Fall 2026 Veterans Standdown event on October 2nd & 3rd, 2026 for all routes except Routes 80X and 90X.

RECOMMENDATION:

Staff recommends that the board approves fare-free fixed route service during the Fall 2026 Veterans Standdown event on October 2nd & 3rd, 2026 for all routes except Routes 80X and 90X.

BUDGET IMPACT:

Less than $400 in lost cash fares.

American Legion Memorial Post 91

To: Skagit Transit Board of Directors

Request: Veterans free transportation to and from the Veterans Stand Down

Location: Skagit County Fair Grounds

When: October 2nd and 3rd, 2026

From: American Legion Memorial Post 91

Dear Board,

We are respectfully requesting Skagit Transit to provide free transportation for our veterans October 2nd and 3rd, 2026. Our partnership over the last few years has been top notch and helping our veteran community to grow and connect to large amounts of resources at the Federal, State and local levels.

I want to say thank you for your past generosity and support.

Respectfully,

Chris Diaz

Commander

SKAGIT TRANSIT

TRANSIT DEVELOPMENT PLAN

2026 - 2031

DRAFT
SKAGIT TRANSIT
TRANSIT DEVELOPMENT PLAN
2026–2031
Six-Year Transit Development Plan

Prepared by: Maleah Kuzminsky, Planning and Outreach Manager
Skagit Transit
600 County Shop Lane, Burlington, WA 98233
www.skagittransit.org

Pending Board Adoption

TABLE OF CONTENTS

1. INTRODUCTION AND AGENCY OVERVIEW

1.1 Purpose of the Transit Development Plan

A Transit Development Plan (TDP) is a six-year planning document required by the Washington State Department of Transportation (WSDOT) as a condition of state and federal funding eligibility. This TDP covers the planning period from 2026 through 2031 and serves as Skagit Transit's primary strategic framework for service delivery, capital investment, fleet management, and fiscal planning.

This document identifies the agency's current operations, goals, and planned improvements, and provides the basis for annual grant applications, budget development, and coordination with regional planning partners.

1.2 About Skagit Transit

Skagit Transit is the public transportation authority serving Skagit County, Washington. Established under RCW 36.57A, the agency provides fixed-route bus service, paratransit (ADA complementary), and commuter services connecting communities throughout the county, including Anacortes, Burlington, Concrete, Hamilton, La Conner, Lyman, Mount Vernon and Sedro-Woolley. The agency's mission is to provide safe, reliable, and sustainable public transportation that connects people to jobs, services, and communities throughout Skagit County.

In 2025, Skagit Transit provided 585,984 unlinked passenger trips across its fixed-route and paratransit services, reflecting a system-wide ridership increase of approximately 7.5% over the prior year.

Skagit Transit operates from its Maintenance and Operations Administration facility and is headquartered at **600 County Shop Lane, Burlington, WA 98233.**

Skagit Transit is overseen by a nine-member Board of Directors made up of elected officials representing Skagit County and the cities of Anacortes, Burlington, Mount Vernon, Sedro-Woolley, and other local jurisdictions. The Board also includes non-voting representatives from labor management and the chair of Skagit Transit's Community Advisory Committee. The current Board members are:

- County Commissioner Peter Browning, District 2 (Chair)
- County Commissioner Joe Burns, District 3 (Vice Chair)
- County Commissioner Ron Wesen, District 1
- Councilperson Carolyn Moulton, Anacortes
- Mayor Bill Aslett, Burlington
- Mayor Peter Donovan, Mount Vernon
- Councilperson Hannah Oliver, Mount Vernon
- Mayor JoEllen Kesti, Sedro-Woolley
- Councilperson Karl de Jong, Sedro-Woolley
- Labor Representative (non-voting member selected by Skagit Transit's labor union)
- Community Advisory Committee Chair (non-voting member)

1.3 Planning Context

Skagit Transit exists to connect people — to jobs, to medical care, to education, and to one another. As the public transportation authority for Skagit County, the agency approaches every planning decision through the lens of community need, asking not only what is financially feasible, but what is equitable, sustainable, and genuinely useful to the people we serve. Our riders include essential workers, seniors, people with disabilities, students, and individuals for whom transit is not a choice but a lifeline. That reality shapes how we plan.

As an agency, Skagit Transit's planning efforts are guided by four core priorities. First, we are committed to delivering safe, reliable service that riders can depend on — investing in our fleet, facilities, and workforce to ensure consistent, high-quality operations. Second, we prioritize fiscal responsibility and responsible grant stewardship, pursuing every available funding opportunity while ensuring that commitments are grounded in financial reality. Third, we are committed to equity and accessibility — actively working to ensure that all members of our community, including those in underserved and rural areas, have meaningful access to public transportation. Fourth, we are focused on building the data infrastructure, planning tools, and organizational capacity needed to make evidence-based decisions and demonstrate accountability to our riders, our funders, and the communities we serve.

This Transit Development Plan reflects those priorities. It is developed in alignment with the following planning documents, regulatory requirements, and regional frameworks, each of which informs the agency's strategic direction and investment decisions over the 2026–2031 planning period:

- Comprehensive Plans for the cities of Anacortes, Burlington, Concrete, Hamilton, La Conner, Lyman, Mount Vernon, and Sedro-Woolley, as well as Skagit County — establishing the land use and growth framework within which transit investments must be planned and evaluated.
- Skagit Council of Governments (SCOG) Regional Transportation Plan — the overarching regional framework for multimodal transportation investment in Skagit County, with which this TDP is coordinated to ensure consistency and alignment.
- Skagit Transit Long-Range Transit Plan (LRTP), adopted June 2025, including the 2025 Microtransit Study, Regional Transit Study, and Comprehensive Operational Analysis — the agency's primary service planning framework, from which many of the planned activities in this TDP are directly drawn.
- Coordinated Public Transit–Human Services Transportation Plan — the federally required planning document identifying the transportation needs of seniors, individuals with disabilities, and people with low incomes in Skagit County, and guiding the coordination of public and human services transportation resources.
- Americans with Disabilities Act (ADA) Requirements and Transition Planning — including FTA ADA regulations governing complementary paratransit, stop accessibility standards, and the agency's ongoing ADA stop audit and capital amenity program.
- Title VI of the Civil Rights Act and Environmental Justice Requirements — ensuring that transit services and investments do not discriminate on the basis of race, color, or national origin, and that the benefits and burdens of transportation decisions are distributed equitably across all communities.
- FTA Capital Programming Guidance (FTA Circulars 5010 and 9030) — governing the eligibility, documentation, and management of federally funded capital projects included in this TDP.
- WSDOT Public Transportation Program Requirements — establishing the state-level planning and reporting requirements that this TDP is designed to satisfy as a condition of state funding eligibility.
- Washington State Growth Management Act (RCW 36.70A) — requiring consistency between transportation and land use planning and informing the agency's engagement with local jurisdictions on growth-related transit needs.

- Sound Transit and Washington State Ferries Coordination — recognizing the agency's role as a regional connector, with fixed-route services providing timed connections to Sound Transit and ferry services at key transfer points including the Anacortes terminal.

These frameworks collectively define the planning environment in which Skagit Transit operates. This TDP reflects the agency's commitment to meeting its regional, state, and federal obligations while remaining focused on what matters most: delivering reliable, equitable, and accessible public transportation for the people of Skagit County.

2. WASHINGTON STATE PLANNING REQUIREMENTS

This TDP is developed in accordance with applicable Washington State statutes and best practices, including:

- RCW 35.58 and RCW 36.57A – Public transportation system planning and governance
- Growth Management Act (RCW 36.70A) – Capital facilities planning consistency
- WSDOT Public Transportation Grants Program Requirements
- FTA Capital Programming Guidance (FTA Circular 5010 and 9030)

As required by WSDOT, this TDP includes:

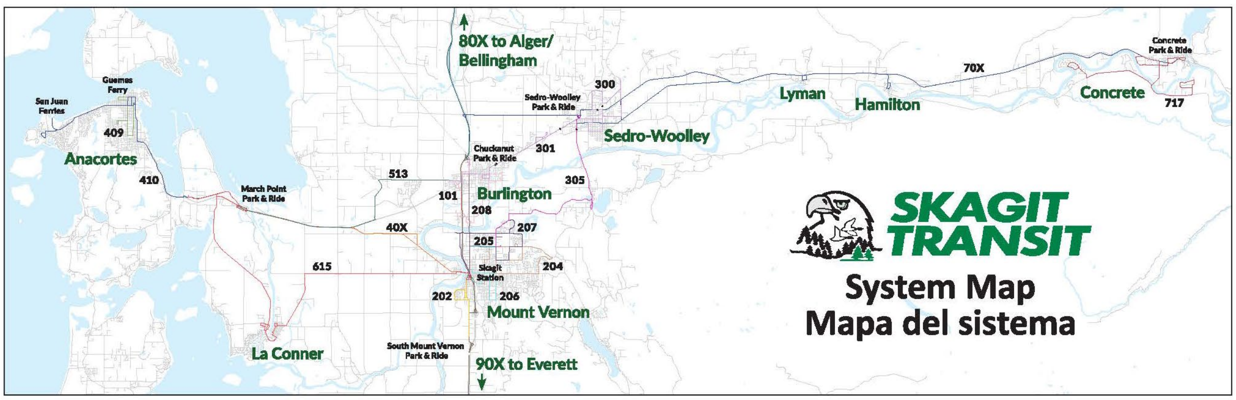
- A description of the agency's existing services and facilities
- A six-year schedule of planned activities, by year
- A rolling stock inventory and verification of continued use
- A financial plan demonstrating fiscal constraint
- Goals, objectives, and performance standards
- A capital improvement program
- Coordination with regional and local planning frameworks
- Eligibility for state and federal funding programs

3. EXISTING SERVICES AND SERVICE AREA

3.1 Service Area

Skagit Transit serves Skagit County, Washington, one of the fastest-growing counties in the Pacific Northwest. The service area encompasses urban, suburban, and rural communities including:

- Alger and rural unincorporated Skagit County
- Anacortes
- Burlington (agency headquarters)
- Concrete
- Hamilton
- La Conner
- Mount Vernon (county seat)
- Sedro-Woolley



3.2 Service Types

Fixed-Route Service

Skagit Transit operates a network of fixed-route bus services connecting major destinations throughout the county. Fixed routes serve employment centers, medical facilities, educational institutions, retail areas, and transfer connections to Sound Transit and other regional providers. Service includes local routes, express/commuter routes, and connections to the Anacortes ferry terminal.

In 2025, fixed-route services carried 508,627 unlinked passenger trips across 19 routes, representing a 6.68% increase over 2024. The system operated 1,047,548 vehicle revenue miles and 71,281 vehicle revenue hours, with a combined on-time departure performance of 81.36%.

Paratransit Service

In compliance with the Americans with Disabilities Act (ADA), Skagit Transit operates complementary paratransit service for individuals whose disabilities prevent them from using fixed-route service. Paratransit trips are provided within three-quarters of a mile of fixed-route alignments and during the same hours as fixed-route service.

Paratransit services provided 77,357 unlinked passenger trips in 2025, a 12.68% increase over the prior year, reflecting continued and growing demand for ADA complementary service across the county.

The cost per unlinked passenger trip for paratransit service in 2025 was $81.81, compared to $31.93 for fixed-route service. This difference is consistent with national industry norms and reflects the inherent cost structure of demand-responsive service — individualized door-to-door trips, lower vehicle occupancy, and the operational complexity of scheduling for riders with varying accessibility needs all contribute to a higher per-trip cost. Skagit Transit actively monitors paratransit cost efficiency and is implementing the Spare scheduling platform, which is already demonstrating measurable improvements in scheduling efficiency and is expected to reduce overtime expenditures, a key cost driver, over the remainder of the program year.

Rideshare/Vanpool Service

Skagit Transit maintains a fleet of 38 Rideshare vans. These vehicles are available to groups of commuters who share rides to common destinations, promoting cost-effective and sustainable transportation options for daily commuters in Skagit County.

3.3 Key Facilities

At Skagit Transit, we facilitate community connectivity by ensuring access to a diverse array of essential and quality-of-life destinations. This commitment is supported by the operation and maintenance of several key facilities and park and ride lots, which play a crucial role in supporting the mobility of our residents. We offer free parking at Skagit Station, Chuckanut Park & Ride, and South Mont Vernon Park & Ride locations for up to 10 days. For stays longer than 72 hours, vehicle registration is required, and a parking pass will be issued.

Facility	Description / Notes
Skagit Station 105 E. Kincaid Street Mount Vernon, WA 98273	Primary transit hub and passenger facility; houses a small number of administrative functions and serves as the central transfer point for fixed-route services. Skagit Station is owned and operated by Skagit Transit. The parking lot has a capacity for 44 light-duty vehicles. Skagit Transit routes 202, 204, 205, 206, 207, 208, 615, 40X, 70X, 80X, 90X utilize this facility. Riders can connect directly with Amtrak and Greyhound services, as well as make connections to WTA, Island Transit and FlixBus.
MOA-1 (Current Operations), Leased from Skagit County	Existing maintenance and operations facility; houses administrative functions. Will be phased out as MOA-2 construction progresses.
MOA-2 (Under Construction)	New 70,000 sq. ft. maintenance, operations, and administration campus at 11784 Bay Ridge Drive, Burlington. Elevated above floodplain. Phase 2 & 3 construction begins in 2026.
Chuckanut Park & Ride	Commuter park-and-ride facility with large parking amenities.
Sedro-Woolley Park & Ride	Park-and-ride serving the eastern portion of the service area.
Alger Park & Ride	Rural park-and-ride along I-5 corridor.
Marches Point Park & Ride	Anacortes-area park-and-ride facility with ferry connections.
South Mount Vernon Park & Ride	Park-and-ride serving southern Mount Vernon; utilized predominantly by commuters.
Concrete Park & Ride	Park-and-ride serving Concrete; utilized predominantly by those travelling through SR-20.

4. FLEET INVENTORY AND STATE OF GOOD REPAIR

4.1 Fleet Overview

As of 2026, Skagit Transit operates a fleet of 100 active revenue vehicles across three primary categories: heavy-duty fixed-route coaches (Gillig), paratransit cutaway vehicles (Ford/Endera and Ford/Aerotech), and ADA minivans (Chrysler Pacifica). The fleet is maintained in a state of good repair and is monitored against useful life benchmarks (ULB) established by FTA and the agency.

Note: Several paratransit vehicles have been recently disposed of or are pending disposition: vehicles 757, 758, 760, 761 were disposed in September 2025; vehicle 759 was donated 4/16/2026; vehicles 1045 and 1051 were totaled in accidents in late 2025.

Note on Past-ULB Vehicles: Several vehicles in the Appendix A rolling stock inventory carry replacement years of 2020–2024, indicating they have exceeded their FTA useful life benchmarks. These vehicles remain in active service and meet the agency's state of good repair criteria: they are financially sound for continued use, safe, current on maintenance, and performing their designed functions. The agency monitors all vehicles against ULB thresholds on an ongoing basis and has prioritized procurement of replacement vehicles in 2026 and beyond. Continued operation of past-ULB vehicles is documented in accordance with FTA guidance and will be updated in future TDP revisions as replacements are received and placed into service.

For questions regarding the fleet inventory, contact:

Greg Latham, Director of Fleet, Facilities, and Operations

glatham@skagittransit.org | 360-757-8801

600 County Shop Lane, Burlington, WA 98233

4.2 Fixed-Route Coaches

Fleet #	Year	Make/Model	Length	Fuel	ULB (Yrs)	Planned Replacement
141–142	2014	Gillig Low Floor	40 ft	Diesel	15	2029
143–144	2014	Gillig Low Floor	35 ft	Diesel	15	2029
161	2016	Gillig Low Floor	35 ft	Diesel	15	2031
171–172	2017	Gillig Low Floor	35 ft	Diesel	15	2032
174	2017	Gillig Low Floor	30 ft	Diesel	15	2032
181	2018	Gillig Low Floor	40 ft	Diesel	15	2033
191–196	2019	Gillig Low Floor	29 ft	Diesel	15	2034
2001–2009	2020	Gillig Low Floor	29–40 ft	Diesel	15	2035
2201	2022	Gillig Low Floor	40 ft	Diesel	15	2037
2401–2405	2024	Gillig Low Floor	40 ft	Diesel	15	2039

4.3 Paratransit Fleet

Fleet #	Year	Make/Model	Fuel	Capacity	Planned Replacement
762–766	2016	Ford/Aerotech Cutaway	Propane	14+2	2026
767–773	2018	Ford/Aerotech Cutaway	Propane	15+4	2027
774–776	2019	Ford/Aerotech Cutaway	Propane	15+4	2028
777–782	2020	Ford/Aerotech Cutaway	Propane	15+4	2026–2027
783–787	2024	Ford/E450 Endera	Propane	15+4	2031
1041–1047, 1048–1055	2023–2024	Chrysler Pacifica	Gas	7	2028

4.4 State of Good Repair

All active vehicles in the fleet meet the agency's state of good repair criteria: financially sound for continued use; safe; current on maintenance; and performing functions as designed. The agency has adopted useful life benchmarks of 15 years or 750,000 miles for heavy-duty coaches, 7 years or 200,000 miles for cutaway paratransit vehicles, and 5 years or 125,000–200,000 miles for minivans. Replacement cost estimates range from approximately $26,500 per ADA minivan to $758,000 per 40-foot heavy-duty coach.

As paratransit and coach vehicles approach their ULB thresholds in 2026–2029, the agency has identified replacement procurement as a priority. In 2026, the agency plans to purchase 10 paratransit and 8 fixed-route vehicles, and to order an additional 4 coaches and 7 paratransit vehicles, consistent with the Long-Range Transit Plan schedule. This schedule is subject to change based on vehicle lead time.

5. GOALS, OBJECTIVES & PERFORMANCE STANDARDS

5.1 2026 Program Status, Projects & Considerations

Long Range Transit Plan Implementation

The Skagit Transit Long Range Transit Plan (LRTP) was formally adopted by the Board of Directors on June 18, 2025, marking a significant milestone for the agency. The plan represents the culmination of nearly three years of comprehensive planning work conducted in partnership with a professional transit consultancy. The LRTP was developed through rigorous analysis of historical and current ridership trends, regional urban growth patterns, U.S. Census demographic data, land use forecasts, and an extensive assessment of existing and anticipated community mobility needs. The resulting plan proposes strategic modifications to the agency's stop network — including both additions and removals — designed to improve system efficiency, accessibility, and alignment with regional growth.

Skagit Transit treats the LRTP as a living document, intended to guide agency decision-making over time while remaining responsive to changing conditions, community needs, and fiscal realities. It is not viewed as a static directive, but rather as a strategic framework that informs priorities and investments on a continuous basis.

Implementation Approach

Following adoption of the LRTP, Skagit Transit undertook an internal assessment of organizational readiness for implementation. A number of positions central to the planning process have transitioned to new personnel who did not have direct involvement in the development of the LRTP. In recognition of this, agency leadership made the deliberate decision to take a measured, methodical approach to implementation — one that ensures all staff responsible for executing plan recommendations have a thorough understanding of the underlying analysis, community engagement findings, and policy intent that shaped them.

This approach reflects the agency's commitment to responsible stewardship of public resources and its recognition that sustainable, effective implementation requires institutional alignment and a strong evidentiary foundation. Proposals will be evaluated and advanced based on demonstrated need, data quality, and financial feasibility, rather than on an accelerated timeline that may not reflect current operating realities.

Ridership Data Infrastructure: Swiftly Analytics Platform

A foundational prerequisite to sound LRTP implementation is the availability of accurate, comprehensive ridership and performance data. A critical gap was identified in the agency's existing data infrastructure: historical data collection methods were not reliably capturing passenger alighting activity, resulting in an incomplete picture of ridership patterns and stop utilization across the network.

To address this deficiency, Skagit Transit has engaged Swiftly, a nationally recognized transit analytics platform, to develop an integrated ridership dashboard. This tool will provide staff with real-time and historical data on boardings and alightings by stop and route, on-time performance metrics, and route-level ridership analytics. The platform will serve multiple agency functions: it will inform strategic planning and route evaluation, support data-driven stop investment decisions, and provide the underlying data required for accurate National Transit Database (NTD) reporting in compliance with Federal Transit Administration (FTA) requirements.

The 2025 service reporting data reflects unlinked passenger trips (boardings only), as alighting data was not reliably captured under legacy systems. This gap underscores the urgency of the Swiftly implementation.

The availability of reliable, disaggregated ridership data will be essential as the agency advances LRTP implementation. It will allow staff to objectively assess the performance of existing services, identify underserved corridors, and make resource allocation decisions grounded in evidence rather than assumption. This investment represents a significant step forward in the agency's data governance capabilities and long-term planning infrastructure.

ADA Stop Audit and Capital Amenity Program

The Planning Department has identified the completion of a comprehensive Americans with Disabilities Act (ADA) stop audit as its next major programmatic priority. This initiative will establish a consistent, agency-wide framework for evaluating the accessibility and condition of all stops within the Skagit Transit network. The audit will assess each stop against defined standards, scoring locations based on criteria including physical accessibility, shelter availability, passenger amenities, surrounding land use context, and ridership demand. These scores will inform prioritized recommendations for stop additions, removals, and amenity upgrades.

This initiative is directly supported by federal funding secured by the agency, which will be used to procure new shelters, seating, signage, and other passenger amenities that meet current ADA standards and reflect the agency's commitment to providing safe, dignified, and accessible facilities for all riders. The project is actively underway, and the agency anticipates that findings from the audit will serve as a critical input to future capital programming and LRTP implementation sequencing.

Stakeholder and Jurisdictional Coordination

Consistent with the collaborative intent of the LRTP, Skagit Transit planning staff will maintain ongoing coordination with local jurisdictions throughout Skagit County and the broader region. This includes engagement with municipal planning departments to align transit investments with local comprehensive plans, zoning updates, and transportation improvement programs. Staff will also continue to work proactively with private developers to ensure that transit access, stop infrastructure, and pedestrian connectivity are integrated into new development projects from the earliest stages of site planning. These efforts support the agency's long-term goal of embedding transit as a central component of the region's growth and mobility framework.

Labor Relations and Service Stability

No major route changes or significant service restructuring are anticipated during the 2026 program year. Service stability remains a paramount consideration, and the agency is committed to maintaining reliable, consistent service for its riders throughout this period.

Network Redesign Planning

In parallel with near-term operational priorities, Skagit Transit is engaged in a longer-horizon planning effort focused on network redesign, as referenced in the Long-Range Transit Plan. This work explores structural service changes intended to improve the overall effectiveness and legibility of the transit network, with a particular emphasis on developing high-frequency service corridors that can reliably attract and retain ridership. The emerging framework centers on consolidating connectivity between outlying communities and major regional destinations — including the urban cores of Mount Vernon, Burlington, and Anacortes within Skagit County, as well as key regional connections to Bellingham and Everett. This approach is consistent with best practices in transit network design, which demonstrate that frequency and directness are the most significant drivers of ridership growth and mode shift. Network redesign options will continue to be evaluated in coordination with ridership data, financial modeling, and stakeholder engagement as planning matures.

Microtransit Pilot Program (Planned)

As identified in both the Long-Range Transit Plan and the 2025 Comprehensive Operational Analysis, Skagit Transit is advancing planning for a microtransit pilot program targeting the communities of Anacortes, Sedro-Woolley, and Concrete, with service deployment anticipated in 2027. This on-demand, technology-enabled service model is designed to complement the agency's fixed-route network by providing flexible, responsive coverage in areas characterized by lower ridership density and dispersed land use patterns — conditions that are not cost-effectively served by traditional fixed-route operations.

Operational Technology and Software Modernization

A parallel and equally significant priority for the Planning Department in 2026 is the evaluation, implementation, and restructuring of operational software systems. Skagit Transit currently relies on a number of legacy software platforms that are not cloud-based and lack the reliability, integration, and reporting capabilities expected of modern transit management systems. These legacy systems have contributed to operational inefficiencies, including data reporting instability that poses compliance risks for federally required submissions.

This year, the agency completed the implementation of Spare, a modern paratransit scheduling and operations platform. Spare provides riders with a white-labeled mobile application, improving customer experience and accessibility of demand-responsive services. From an operational standpoint, the platform introduces significant scheduling optimization capabilities: the system continuously analyzes available vehicle capacity and dynamically assigns drivers and shifts to minimize gaps and reduce inefficiency. Preliminary results from the platform's deployment are encouraging, with measurable improvements in scheduling efficiency already evident. These gains are expected to translate directly into reduced overtime expenditures — a cost category that has placed considerable strain on the agency's operating budget in recent years and represents a meaningful fiscal risk if left unaddressed.

For the remainder of the program year, Planning staff will continue a systematic review of all active software platforms, assessing data accuracy, reporting compliance, integration capability, and long-term viability. This review will result in a prioritized modernization roadmap designed to reduce the agency's reliance on unstable legacy systems and position Skagit Transit with the technological infrastructure necessary to support data-driven planning, accurate federal reporting, and efficient service delivery.

2026 Planning Priorities: Summary

The 2026 program year represents a period of deliberate, foundational investment for the Skagit Transit Planning Department. Rather than pursuing rapid implementation of LRTP proposals in the absence of complete data and organizational alignment, the agency has chosen to prioritize the systems, processes, and institutional capacity that will enable responsible and effective implementation in the years ahead. Core priorities for the year include:

- Operationalizing the Swiftly ridership analytics platform to establish a reliable data foundation for planning and NTD compliance;
- Completing the ADA stop audit and advancing federally funded capital amenity improvements;
- Maintaining service stability in alignment with pending labor negotiations;
- Advancing network redesign analysis to inform future high-frequency service development;
- Advancing microtransit pilot planning in Anacortes, Sedro-Woolley, and Concrete in preparation for 2027 service deployment;
- Investigating supplemental revenue opportunities, including implementation of the Board-approved Vehicle and Advertising Policy, to support long-term fiscal sustainability;
- Modernizing operational software infrastructure to improve efficiency, data integrity, and reporting compliance.

Collectively, these efforts reflect Skagit Transit's commitment to building an agency that is data-informed, fiscally responsible, accessible to all members of the community, and strategically positioned to deliver on the long-term vision established in the LRTP.

5.2 Goals, Objectives, and Performance Standards

Skagit Transit's six-year TDP is guided by the following goals, objectives, and performance standards aligned with WSDOT requirements and the agency's Long-Range Transit Plan.

Goal	Objectives	Performance Measures	Current 2025 Baseline
1. Safe, Reliable Service	Maintain on-time performance; minimize service disruptions; ensure fleet safety and maintenance currency.	On-time performance rate; preventable accidents per 100,000 miles; fleet maintenance compliance rate.	On-time performance: 81.36% combined (85.38% commuter / 77.33% local)
2. Fiscal Stewardship	Maximize use of federal and state grant funds; maintain balanced budgets; diversify revenue.	Cost per passenger trip; farebox recovery ratio; grant utilization rate.	Cost per passenger trip: $31.93 fixed-route / $81.81 paratransit Operator productivity: 85.40% fixed-route / 83.43% paratransit
3. Customer Experience	Increase ridership; increase accessibility, rider information, and comfort; implement rider-facing	Rider satisfaction scores; ADA compliance rate; website/app usability metrics.	Ridership growth: +6.68% fixed-route / +12.68% paratransit

Goal	Objectives	Performance Measures	Current 2025 Baseline
	technology; build advertising revenue.		
4. Environmental Sustainability	Advance zero-emission fleet transition; pursue solar and microgrid energy; reduce carbon footprint.	Fleet ZEB percentage; renewable energy share; GHG emissions per revenue mile.	Skagit Transit does not currently operate zero-emission vehicles. Fleet ZEB percentage: 0%. GHG reduction targets and renewable energy baseline to be established following completion of the Zero-Emission Fleet Transition Plan.
5. System Growth & Equity	Expand services per LRTP; improve access for underserved populations; partner with regional agencies.	Boardings per revenue mile; service coverage of low-income areas; multilingual rider materials.	Ongoing commitment to Title VI analysis in planning efforts. Fixed-route boardings per revenue mile: 0.38 (local) / 0.176 (commuter).
6. Infrastructure Modernization	Complete MOA-2 campus; complete Facility Condition Assessment (FCA); improve park-and-ride facilities; advance ADA accessibility at stops.	MOA-2 construction milestones; maintain FCA state of good repairs; number of ADA-compliant stops; facilities condition index.	MOA-2 construction ongoing. ADA stop audit initiated in 2026 — compliant stop count and facilities condition index to be established upon audit completion.

6. PLANNED ACTIVITIES BY YEAR (2026–2031)

The following tables summarize the agency's planned activities by year, department, and funding source. Activities are drawn from the agency's Long-Range Transit Plan, Capital Improvement Program, and annual operating plans. Funding status reflects the condition as of the date of TDP adoption.

6.1 – Year 1: 2026

Planning & Outreach

Activity	Timeline	Funding Source	Status
Update Transit Development Plan	Ongoing	Local	Secured
Partner with county, cities, MPOs on regional transportation planning	Ongoing	Local	Secured
Review and revise service standard guidelines	Ongoing	Local	Secured
Determine new shelter design and amenities for RFP development	Ongoing	Local	Secured
Continue evaluation of zero-emission transition plan	Ongoing	Local	Secured
Upgrade agency website to comply with WCAG 2.1 AA standards	Q4	Local	Secured
Continue multilingual and accessible rider materials/marketing	Ongoing	Local	Secured
Evaluate options for automated schedule systems and rider app	Ongoing	Local	Secured
Introduce vehicle/facility advertising as revenue stream	Ongoing	Local	Secured
Implement Paratransit rider app for iOS/Android	Q3	Local	Secured
Revamp rider guide for accessibility compliance	Q4	Local	Secured
Implement 2025 LRTP/COA service recommendations	Ongoing	Local	Not Secured
APC Certification (FTA-approved)	Q1	Local	Secured
Develop structure for vehicle/facilities advertising program	Q2–Q4	Local	Secured
Select contractor for agency software needs	Q2	Local	Secured

Operations

Activity	Timeline	Funding Source	Status
Preservation of existing service	Ongoing	Local/State/Federal	Secured
Complete implementation of Paratransit software	Q2	Local	Secured
Complete implementation of new radio systems	Q1	Local	Secured

Facilities

Activity	Timeline	Funding Source	Status
Continue ADA accessibility improvements at bus stops	Ongoing	Local/Federal	Not Secured
Ongoing asset maintenance per facilities condition assessment	Ongoing	Local/Federal	Not Secured
Begin design of Skagit Station HVAC system replacement	Q4	Federal	Secured
Skagit Station pavement resurfacing and paint project	Q4	Federal	Secured
Skagit Station fire alarm replacement	Q4	Federal	Secured
Camera system upgrades for facilities	Ongoing	Local	Secured
MOA-1: 6 AC Condensing Units Repaired/Rebuilt	Q4	Local	Secured
MOA-1 Overhead Electrical Wireway	Q3	Local	Secured
MOA-1 Interior Repaint	Q3	Local	Secured
MOA-1 Exterior Repaint	Q3	Local	Secured
Skagit Station Roof Fall Protection	Q4	Local	Not Secured
Skagit Station Door Lock Replacement	Q2	Local	Secured
LED Lighting Cleaning and Repair (portfolio-wide)	Ongoing	Local	Secured
Chuckanut Fiber Optic Repair	Q2	Local	Secured
Chuckanut Bi-Swell Dredging/Vegetation Maintenance	Q3	Local	Secured
Alger Retrofit LED Lighting	Q2	Local	Secured
Sedro-Woolley Door Lock Update	Q4	Local	Secured
Evaluate facilities management software	Ongoing	Local	Secured

Equipment

Activity	Timeline	Funding Source	Status
Purchase replacement/expansion vehicles: 10 paratransit, 8 fixed-route coaches	Q4	Local/Federal	Secured
Order replacement/expansion vehicles: 4 fixed-route coaches, 7 paratransit	Q1	Local/State	Secured
Replace computer servers and IT hardware as necessary	Ongoing	Local/State	Not Secured
Upgrade/replace dispatch hardware and communication equipment	Ongoing	Local	Secured
Purchase additional equipment for revenue operations and maintenance	Ongoing	Local	Secured

Administration

Activity	Timeline	Funding Source	Status
Migration to digital records retention platforms	Q4	Local	Secured
Implement record retention management software	Q4	Local	Secured
Implement new phone system for agency operations	Q1	Local	Secured
Evaluate software for Public Records Act management	Q2	Local	Secured

Capital Projects

Activity	Timeline	Funding Source	Status
MOA-2 Phase 2 and 3 construction begins	Q4	Local/State/Federal	Secured
Migration planning for facilities personnel/equipment relocation (MOA-2)	Q1–Q4	Local/State/Federal	Secured
Build and organize Life Safety Plan – MOA-2	Q2–Q4	Local/State/Federal	Secured
Utility coordination: Electrical/Sanitary/Geo-technical (PSE, Skagit PUD)	Q2–Q4	Local/State/Federal	Secured
Onboard existing MOA-1 furniture; develop turnkey plan for MOA-2	Q3	Local/State/Federal	Secured
Equipment/Storage Phasing Strategy – MOA-2	Q2	Local/State/Federal	Secured
Commissioning OPR/Planning/VE – MOA-2	Q2	Local/State/Federal	Secured
Temporary exterior shelter/landscape trailers – MOA-2	Q4	Local/State/Federal	Secured
CMIS Construction Management/Inspection Services Preconstruction – MOA-2	Q2–Q3	Local/State/Federal	Secured
Professional Purchasing Services – MOA-2	Q2	Local/State/Federal	Secured
Facilities Condition Assessment (with Dir. of Operations/Maintenance)	Q2	Local/State/Federal	Secured
Skagit Station staff bathroom construction and completion	Q2	Local/State/Federal	Secured
Evaluation of zero-emissions infrastructure / EV Phasing (MOA-1 & 2)	Q1–Q4	Local	Secured

6.2 – Year 2: 2027

Planning & Outreach

Activity	Timeline	Funding Source	Status
Update Transit Development Plan	Q2–Q3	Local	Secured
Ongoing evaluation of Zero-Emissions Fleet Transition Plan	Ongoing	Local	Secured
Review and revise service standard guidelines	Ongoing	Local	Secured
Partner with county, cities, MPOs on regional transportation planning	Ongoing	Local	Secured
Customer satisfaction survey	Q2–Q3	Local	Secured
Agency rebrand campaign	Q2–Q3	Local	Not Secured
Implement Microtransit rider app for iOS/Android	TBD	Local/State/Federal	Not Secured
Expand vehicle and facilities advertising campaign	Ongoing	Local	Secured
Implement LRTP/COA service recommendations (as funding allows)	Ongoing	Local/State/Federal	Not Secured
Prepare for launch of Microtransit pilot in Anacortes	Ongoing	Local	Secured
ADA Transition Plan and bus stop standards	Q4	Local/Federal	Not Secured
Priority list of ADA improvements to transit facilities and amenities	Ongoing	Local	Secured
Community Vans Program development	Q3	State	Not Secured
Launch of WCAG 2.1 Compliant Website	Q1	Local	Secured
Software selection for fixed route operations/compliance reporting	Ongoing	Local	Secured
Evaluation of mobile fare-ticketing platforms	Ongoing	Local	Secured

Operations

Activity	Timeline	Funding Source	Status
Preservation of existing service	Ongoing	Local/State/Federal	Secured
Service expansion per LRTP schedule	Ongoing	Local/State	Not Secured
Deploy Microtransit pilot in Anacortes	Q3	Local/State	Not Secured
Implementation of agency software	Ongoing	Local/State/Federal	Not Secured
Community Vans pilot operational expenses	Q2	Local/State	Not Secured

Facilities

Activity	Timeline	Funding Source	Status
Continue ADA accessibility improvements at bus stops	Ongoing	Local/Federal	Secured
Installation of new bus shelters	Ongoing	Local/Federal	Secured
Continual improvement and upgrades to transit centers	Ongoing	Local/State/Federal	Not Secured
MOA-1: 6 Heating Furnaces	Q3	Local	Not Secured
MOA-1 North Damage Repairs/Reseal	Q2	Local	Not Secured
MOA-1 South Lot Reseal	Q2	Local	Not Secured
Chuckanut Complete Reseal and Restriping	Q3	Local/Federal	Not Secured
Chuckanut Roof Fall Protection	Q2	Local	Not Secured
South Mount Vernon Door Lock Replacement	Q1	Local	Secured
Alger Entrance/Exit Repair, Sealing/Leveling	Ongoing	Local	Not Secured
Selection and implementation of facilities management software	Ongoing	Local/State/Federal	Not Secured

Equipment

Activity	Timeline	Funding Source	Status
Purchase replacement vehicles per schedule	Ongoing	State/Federal	Not Secured
Replace computer servers and IT hardware	Ongoing	Local	Not Secured
Upgrade/replace dispatch hardware and communication equipment	Ongoing	Local	Not Secured
Evaluate mobile data terminal options	Ongoing	Local	Not Secured
Implement cloud-based camera safety upgrades on coaches	Ongoing	Local	Not Secured
Purchase (5) Community Vans for pilot program	Q2	State	Not Secured

Capital Projects

Activity	Timeline	Funding Source	Status
MOA-2 Construction ongoing	Q1–Q4	State/Federal/Local	Secured
Furniture design/planning for MOA-2 (from MOA-1)	Q1–Q2	State/Federal/Local	Secured
Electrical/Sanitary/Geo-Technical Utilities Coordination – MOA-2	Q1–Q2	State/Federal/Local	Secured
Facilities/Storage Phasing Strategy – MOA-2	Q1–Q4	State/Federal/Local	Secured
Commissioning Submittals/CxA – MOA-2	Q1–Q4	State/Federal/Local	Secured
CMIS Construction Management/Inspection During Construction – MOA-2	Q1–Q4	State/Federal/Local	Secured

Activity	Timeline	Funding Source	Status
Prepare project files for Triennial Review	Q1–Q3	State/Federal/Local	Secured
Bid Skagit Station HVAC replacement system	Q2	State/Federal/Local	Secured
Replace Skagit Station HVAC System	Q3	State/Federal/Local	Secured
Planning for EV Phasing – MOA-2	Q4	State/Federal/Local	Secured
Add Fall Protection and Hatch to MOA-2	Q1	Local	Not Secured

6.3 – Year 3: 2028

Planning & Outreach

Activity	Timeline	Funding Source	Status
Transit Development Plan Update	Q2–Q3	Local	Secured
Review and revise service standard guidelines	Q2	Local	Secured
Partner with county, cities, MPOs on regional transportation planning	Ongoing	Local	Secured
Conduct Triennial Rider Survey (Average Passenger Trip Length)	Q1	Local	Secured
Customer satisfaction survey	TBD	Local	Secured
Re-evaluate vehicles for zero-emission alternatives as funding allows	Ongoing	Local	Secured
Pass compliance with WCAG 2.1 deadline	Q1	Local	Secured
Trip Reduction application – US Hwy 20 at Hamilton	Q1–Q2	Local	Secured

Operations

Activity	Timeline	Funding Source	Status
Preservation of existing service	Ongoing	Local/State/Federal	Not Secured
Service evaluation of LRTP-implemented changes	Ongoing	Local	Not Secured
Implement LRTP/COA service recommendations (as funding allows)	Ongoing	Local/State/Federal	Not Secured
Implementation of mobile fare-ticketing platforms	Ongoing	Local/State/Federal	Not Secured

Facilities & Equipment

Activity	Timeline	Funding Source	Status
Continue ADA accessibility improvements at bus stops	Ongoing	Local/State/Federal	Not Secured
Continual improvement and upgrades to transit centers	Ongoing	Local/State/Federal	Not Secured
South Mount Vernon P&R: Complete Reseal and Striping	Ongoing	Federal	Not Secured
South Mount Vernon P&R: LED Retrofit/Replacements	Ongoing	Federal	Not Secured
Complete relocation of agency to MOA-2	Ongoing	Local	Not Secured
Purchase replacement vehicles per schedule	Ongoing	Local/State/Federal	Not Secured
Replace computer servers and IT hardware	Ongoing	Local/State/Federal	Not Secured
Upgrade/replace dispatch hardware and communication equipment	Ongoing	Local/State/Federal	Not Secured

Activity	Timeline	Funding Source	Status
Upgrade mobile data terminals	Ongoing	Local/State/Federal	Not Secured
Cloud-based camera safety upgrades on coaches	Ongoing	State/Federal	Not Secured

Capital Projects

Activity	Timeline	Funding Source	Status
Complete agency relocation to MOA-2 / purchase furniture	Q4	Local/State/Federal	Secured
MOA-2 Construction Substantially Complete	Q4	Local/State/Federal	Secured
Commissioning information for MOA-2 transfer to FCA platform	Q4	Local/State/Federal	Secured
Assemble North Property Acquisition Team (Legal/Real Estate) – MOA-2	Q4	Local/State/Federal	Not Secured
Anacortes property search / Marches Point replacement property	Q4	Local/State/Federal	Not Secured
BEB Charging Infrastructure Planning & Design – Skagit Station (4 x 300kW)	Ongoing	Local/State/Federal	Not Secured

6.4 – Year 4: 2029

Activity	Department	Timeline	Funding Source	Status
Transit Development Plan Update	Planning	Q2–Q3	Local	Secured
Preservation of existing service	Planning/Ops	Ongoing	Local	Secured
Service expansion per LRTP schedule	Planning	Ongoing	Local	Secured
Ongoing evaluation of Zero-Emissions Fleet Transition Plan	Planning	Ongoing	Local	Secured
Review and revise service standard guidelines	Planning	TBD	Local	Secured
Partner with county, cities, MPOs on regional transportation planning	Planning	Ongoing	Local	Secured
Customer satisfaction survey	Planning	Ongoing	Local	Secured
Re-evaluate vehicles for zero-emission alternatives	Planning	Ongoing	Local	Secured
Trip Reduction implementation – US Hwy 20 at Hamilton	Planning	Ongoing	Local/State	Not Secured
Preservation of existing service (Operations)	Operations	Ongoing	Local/State/Federal	Not Secured
Service evaluation of LRTP-implemented changes	Operations	Ongoing	Local	Not Secured
LRTP/COA service recommendations (as funding allows)	Operations	Ongoing	Local/State/Federal	Not Secured
Continue ADA accessibility improvements at bus stops	Facilities	Ongoing	Local/State/Federal	Not Secured
Continual improvement and upgrades to transit centers	Facilities	Ongoing	Local/State/Federal	Not Secured
Purchase replacement vehicles per schedule	Equipment	Ongoing	Local/State/Federal	Not Secured
Evaluate vehicles for zero-emission alternatives	Equipment	Ongoing	Local/State/Federal	Not Secured
Replace computer servers and IT hardware	Equipment	Ongoing	Local/State/Federal	Not Secured
Upgrade/replace dispatch and communication equipment	Equipment	Ongoing	Local/State/Federal	Not Secured
Upgrade mobile data terminals	Equipment	Ongoing	Local/State/Federal	Not Secured
Cloud-based camera safety upgrades on coaches	Equipment	Ongoing	Local/State/Federal	Not Secured
Planning & Design: MOA-2 Bus Parking Canopies	Capital	Ongoing	Local/State/Federal	Not Secured

Activity	Department	Timeline	Funding Source	Status
Planning & Design: MOA-2 Para Parking Canopies	Capital	Ongoing	Local/State/Federal	Not Secured
Planning & Design: MOA-2 Employee Parking Canopies	Capital	Ongoing	Local/State/Federal	Not Secured
North Property Acquisition NEPA – MOA-2	Capital	Ongoing	Local/State/Federal	Not Secured
Feasibility: Sedro-Woolley Park & Ride property acquisition	Capital	Ongoing	Local/State/Federal	Not Secured
Feasibility: North Property Acquisition – MOA-2	Capital	Ongoing	Local/State/Federal	Not Secured
Feasibility: Anacortes/Marches Point property acquisition	Capital	Ongoing	Local/State/Federal	Not Secured

6.5 – Year 5: 2030

Activity	Department	Timeline	Funding Source	Status
Transit Development Plan Update	Planning	Q2–Q3	Local	Secured
Preservation of existing service	Planning/Ops	Ongoing	Local	Secured
Service expansion per LRTP schedule	Planning	Ongoing	Local	Secured
Ongoing evaluation of Zero-Emissions Fleet Transition Plan	Planning	Ongoing	Local	Secured
Customer satisfaction survey	Planning	Ongoing	Local	Secured
Re-evaluate vehicles for zero-emission alternatives	Planning	Ongoing	Local	Secured
Partner with county, cities, MPOs on regional transportation planning	Planning	Ongoing	Local	Secured
Preservation of existing service (Operations)	Operations	Ongoing	Local/State/Federal	Not Secured
Service evaluation of LRTP-implemented changes	Operations	Ongoing	Local	Not Secured
LRTP/COA service recommendations (as funding allows)	Operations	Ongoing	Local/State/Federal	Not Secured
Continue ADA accessibility improvements at bus stops	Facilities	Ongoing	State/Federal	Not Secured
Continual improvement and upgrades to transit centers	Facilities	Ongoing	State/Federal	Not Secured
Purchase replacement vehicles per schedule	Equipment	Ongoing	State/Federal	Not Secured
Evaluate vehicles for zero-emission alternatives	Equipment	Ongoing	Local/State/Federal	Not Secured
Replace computer servers and IT hardware	Equipment	Ongoing	Local/State/Federal	Not Secured
Upgrade/replace dispatch and communication equipment	Equipment	Ongoing	State/Federal	Not Secured
Upgrade mobile data terminals	Equipment	Ongoing	State/Federal	Not Secured
Cloud-based camera safety upgrades on coaches	Equipment	Ongoing	Local/State/Federal	Not Secured
Microgrid Planning and Design – MOA-2 North Lot	Capital	Ongoing	State/Federal	Not Secured
Anacortes Property NEPA/Planning/Shelter Design	Capital	Ongoing	Local/State/Federal	Not Secured
Construction of bus parking canopies – MOA-2 North Lot	Capital	Ongoing	Local/State/Federal	Not Secured

6.6 – Year 6: 2031

Activity	Department	Timeline	Funding Source	Status
Transit Development Plan Update	Planning	Q2–Q3	Local	Secured
Preservation of existing service	Planning/Ops	Ongoing	Local	Secured
Service expansion per LRTP schedule	Planning	Ongoing	Local	Secured
Ongoing evaluation of Zero-Emissions Fleet Transition Plan	Planning	Ongoing	Local	Secured
Ongoing partnerships for clean energy/workforce development	Planning	Ongoing	Local	Secured
Customer satisfaction survey	Planning	Ongoing	Local	Secured
Re-evaluate vehicles for zero-emission alternatives	Planning	Ongoing	Local	Secured
Evaluate vehicles for zero-emission alternatives (Operations)	Operations	Ongoing	N/A	N/A
Preservation of existing service (Operations)	Operations	Ongoing	Local/State/Federal	Not Secured
Service evaluation of LRTP-implemented changes	Operations	Ongoing	Local	N/A
LRTP/COA service recommendations (as funding allows)	Operations	Ongoing	Local/State/Federal	Not Secured
Continue ADA accessibility improvements at bus stops	Facilities	Ongoing	Local/State/Federal	Not Secured
Continual improvement and upgrades to transit centers	Facilities	Ongoing	Local/State/Federal	Not Secured
Chuckanut Bi-Swell Dredging/Vegetation Maintenance	Facilities	Ongoing	Local/State/Federal	Not Secured
Purchase replacement vehicles per schedule	Equipment	Ongoing	Local/State/Federal	Not Secured
Purchase equipment per agency replacement schedule	Equipment	Ongoing	Local/State/Federal	Not Secured
Replace computer servers and IT hardware	Equipment	Ongoing	Local/State/Federal	Not Secured
Upgrade/replace dispatch and communication equipment	Equipment	Ongoing	Local/State/Federal	Not Secured
Upgrade mobile data terminals	Equipment	Ongoing	Local/State/Federal	Not Secured
Cloud-based camera safety upgrades on coaches	Equipment	Ongoing	Local/State/Federal	Not Secured

Activity	Department	Timeline	Funding Source	Status
Microgrid Proforma Development / 3rd Party Interests	Capital	Q2	Local/State/Federal	Not Secured
Microgrid Site Work / PSE Infrastructure Coordination	Capital	Q2	Local/State/Federal	Not Secured
Microgrid Installation	Capital	Q3	Local/State/Federal	Not Secured

7. CAPITAL IMPROVEMENT PLAN SUMMARY

Skagit Transit's Capital Improvement Plan (CIP) for 2026–2031 is anchored by the MOA-2 campus development, fleet replacement, and zero-emission infrastructure readiness. For detailed financial figures, refer to the TDP Financial Slides.

7.1 MOA-2 Campus Development

The MOA-2 Maintenance, Operations, and Administration Campus represents the agency's most significant capital investment during this planning period. Located at 11784 Bay Ridge Drive, Burlington, WA 98233, on agency-owned property elevated above the floodplain, MOA-2 will consolidate all agency operations into a modern, resilient, and expandable 70,000 sq. ft. campus.

Phase	Scope	Timeline	Status
Phase 1	Exterior envelope construction (East/South/North sides); Hydrogen feasibility and ZEB transition study.	Completed 2025	Complete
Phase 2	Building A- Interior Build-Out: offices, conference/break rooms, maintenance bays, body repair/paint booth, parts warehouse, electrical workshop, restrooms/showers/lockers, 3000A electrical service.	2026–2029 (concurrent with Phase 3)	In Progress
Phase 3	Site Development: Building B, fueling stations, sitework, parking areas, utilities (stormwater, 40kW solar array, 3000A transformer), bus wash, automated wash system, diesel/lube center, zero-emission infrastructure.	2026–2029 (concurrent with Phase 2)	In Progress
Phase 4	Adjacent land acquisition, NEPA environmental review, appraisal and legal coordination.	2029–2031	Planned
Phase 5	Solar canopy design/build, battery storage integration, microgrid connection, and peak load management.	2030–2031	Planned

Key Phase 2 & 3 Milestones

Milestone	Target Date
Construction Management Services Board Approval	June 17, 2026
General Contractor Contract Award / Board Approval	September 16, 2026
1st GC NTP – Long Lead Materials	October 10, 2026
2nd NTP – Mobilization / Construction Kick-Off	February 15, 2027
Substantial Completion	November 3, 2028
Final Closeout	February 28, 2029

7.2 Other Capital Projects

Skagit Station – Staff Restroom (Completed May 2026)

Conversion of existing storage room to a single-use employee restroom, including removal of existing casework, updated mechanical/electrical/plumbing systems, plumbing fixtures, lockers, and translucent film on glazing.

Skagit Station – HVAC Upgrade (2026–2027)

Design-Build replacement of the facility's aging exterior chiller system and development of a fully coordinated, permit-ready heating system replacement. Notice to Proceed anticipated Late Summer/Fall 2026; chiller construction targeted for completion prior to the 2027 cooling season.

BEB Charging Infrastructure – Skagit Station (2028)

Planning and design for installation of four 300kW charging stations and electrical infrastructure to support future battery-electric bus operations at Skagit Station.

Facilities Projects (2026–2028)

A comprehensive Facilities Condition Assessment (FCA) is a detailed schedule of capital repairs and infrastructure improvements for all Skagit Transit facilities. This FCA is underway, prioritized by safety requirements, asset useful life, and operational necessity. A comprehensive FCA will be completed in Q3 2026 and will establish priorities for future CIP updates, grant applications, and lifecycle cost management.

8. ZERO-EMISSION FLEET TRANSITION STRATEGY

8.1 Background

In 2025, Skagit Transit retained Potter Consulting Group, LLC (PCG), with technical support from FASTECH and Puget Sound Energy (PSE), to evaluate pathways for transitioning the agency's 30-bus fixed-route and commuter fleet to zero-emission technology by 2050. The Hydrogen Feasibility and Zero-Emission Transition Study evaluated battery-electric buses (BEBs) and hydrogen fuel cell-electric buses (FCEBs) using 2024 service data, a 2025–2050 planning horizon, and constant-dollar ($2025) cost assumptions.

8.2 Scenarios Evaluated

Scenario	Description
Baseline (Diesel)	Continue procurement of diesel buses per existing replacement cycle. Serves as the comparison baseline.
BEB Only	Replace all diesel buses with BEBs; emphasizes on-route charging given limited overnight-only feasibility.
Mixed Fleet	Technology hedge: depot-charged BEBs for feasible blocks, FCEBs for demanding routes. Assumed if on-route charging proves infeasible.
FCEB Only	Replace all retirements 1:1 with hydrogen fuel cell-electric buses.

8.3 Total Cost of Ownership (2025–2050, $M constant 2025)

Category	Baseline	BEB Only	Mixed Fleet	FCEB Only
Fleet Procurement	$39.4M	$67.7M	$78.9M	$88.0M
Fuel	$28.7M	$31.2M	$32.7M	$39.7M
Maintenance / Midlife	$25.0M	$29.2M	$25.4M	$19.9M
Facilities	$0.0M	$14.9M	$12.9M	$9.5M
TOTAL	$93.1M	$143.0M	$149.9M	$157.1M
Δ vs. Baseline	—	+$49.9M	+$56.8M	+$64.0M

8.4 Recommended Path: Mixed Fleet Strategy

Given current uncertainties in both electric and hydrogen markets, PCG recommends a mixed ZEB transition leveraging the strengths of both technologies:

- Deploy an initial cohort of depot-charged BEBs on feasible blocks and install on-route charging at Skagit Station to expand coverage.
- Field a pilot cohort of FCEBs served by an interim trailer-based hydrogen station at MOA-2, transitioning to a permanent facility as fleet needs grow.
- Engage Puget Sound Energy (PSE) to participate in the Schedule 558 EV charging tariff pilot.
- Aggressively pursue FTA Low-No and 5339(b) funds, WSDOT capital programs, and PSE Transportation Electrification grants; capture §48/48E tax credit value for BESS and hydrogen equipment.

- Use 6–12 month “stage gates” to reassess route feasibility, BEB performance, hydrogen pricing, and adjust the technology mix accordingly.

The mixed fleet strategy offers the best balance of operational coverage, lifecycle cost, and implementation risk, while positioning Skagit Transit to achieve a reliable 100% ZEB fleet by 2045 without requiring a county-wide on-route charging buildout.

9. FINANCIAL PLAN

Detailed financial projections for 2026, including specific program estimates, funding allocations, and revenue forecasts, are presented in the table below (see Appendix B for years 2027-2031).

Skagit Transit's financial plan includes revenue and cost escalations based on historical and conservative estimates. A 2.5% growth rate has been applied to non-sales tax, non-grant revenues for 2027–2031. Sales tax revenues have historically averaged over 5.5% growth year-over-year (2015–2025); this plan applies a conservative 2.5% increase for 2027–2031. Operational expenditures reflect a 3% inflationary rate for the same period. State and federal grant revenues are reflected as either secured or anticipated, with projected revenues for unfunded projects showing the appropriate estimated match requirement

For questions regarding the financial plan, contact:

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600 County Shop Lane, Burlington, WA 98233

2026

Line Item	Operating	Capital	Total
Beginning Cash Balance January 1st.	**$11,727,174**	**$16,832,997**	**$28,560,171**
Operating Revenues			
Sales Tax	16,800,000	-	16,800,000
Passenger Fares	808,800	-	808,800
Non Transportation Revenues	1,286,330	-	1,286,330
Federal Operating Grants	5,519,284	-	5,519,284
State Operating Grants	2,497,406	-	2,497,406
Other Grants	375,000	-	375,000
Other Revenues	-	-	-
Transfers	-	-	-
Total Operating Revenues	**27,286,819**	**-**	**27,286,819**
Subtotal Available	39,013,993	16,832,997	55,846,990
Operating Expenses			
Rideshare P&M	996,611	-	996,611
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	18,668,500	-	18,668,500
Fixed Route/Commuter Sys Expand	-	-	-
Dial-a-Ride (ADA) P&M	6,808,757	-	6,808,757
Dial-a-Ride (ADA) Expand	-	-	-
Other	-	-	-

Line Item	Operating	Capital	Total
Total Operating Expenses	**26,473,868**	**-**	**26,473,868**
Net Cash Available	**12,540,125**	**16,832,997**	**29,373,122**
Capital Revenues			
Federal Grants	-	5,234,474	5,234,474
State Grants	-	2,808,043	2,808,043
Other	-	-	-
Fund Transfers (Matching & Non-Grant)	-	-	-
Subtotal Capital Revenue	**-**	**8,042,517**	**8,042,517**
Capital Expenditures			
System P&M			
Maintenance & Other	-	346,512	346,512
Fixed Route/Commuter	-	-	-
Dial-a-Ride	-	981,935	981,935
Service/Staff Vehicles	-	120,000	120,000
Transit Center/Facilities (MOA2)	-	5,000,000	5,000,000
Transit Shelters/Improvements	-	234,022	234,022
Rideshare	-	532,271	532,271
System Expansion			
Maintenance & Other Equipment	-	-	-
MOA 2 Property Acquisition	-	-	-
Fixed Route/Commuter	-	-	-
Dial-a-Ride	-	392,774	392,774
Micro-Transit	-	-	-
Service/Staff Vehicles	-	-	-
Transit Center	-	-	-
Transit Shelters	-	-	-
Rideshare Vans	-	-	-
Subtotal Capital Obligations	**-**	**7,607,514**	**7,607,514**
Ending Cash Balance 12/31	**$12,540,125**	**$17,268,000**	**$29,808,125**

9.1 Capital Funding Strategy

Skagit Transit's capital program is funded through a diversified portfolio of local, state, and federal sources:

Funding Source	Primary Application
FTA 5307 / 5339	Core facility construction, major equipment, fleet replacement
FTA Low/No Emissions	BEB/FCEB fleet transition infrastructure and energy systems
WA Clean Energy Fund	Solar canopies, battery storage, and microgrid development
WSDOT Regional Mobility / Green Transport Grants	Site development and fleet infrastructure
Local Capital Reserves	Local match requirements and funding gap coverage
PSE Utility Incentives	Demand response, energy rebates, EV tariff pilot
Federal Tax Credits (§48/48E)	BESS and hydrogen fueling equipment

9.2 MOA-2 Direct Hard Cost Summary (2025 Estimates)

The following table reflects the preliminary MOA-2 direct construction costs as estimated in 2025. These figures do not include soft costs, contingency, major equipment, or future phases. Full program costs are referenced in TDP Financial Slides.

Cost Category	A. Main Building	B. Fuel/Wash Bldg	C. Sitework
Building Demolition	$214,771	$0	$0
Earthwork / Site Demo / Prep	$0	$0	$1,802,042
Site Improvements	$0	$0	$2,934,359
Site Civil/Mechanical Utilities	$0	$0	$895,544
Site Electrical	$0	$0	$1,517,626
Exterior Enclosure	$1,038,894	$702,592	$0
Interior Construction	$1,644,665	$87,603	$0
HVAC	$2,215,839	$80,016	$0
Electrical	$3,467,838	$496,388	$0
Plumbing	$932,830	$499,273	$0
DIRECT SUBTOTALS	$12,524,710	$3,216,110	$7,149,570
COMBINED DIRECT TOTAL	$22,890,391		($281.13/SF)

9.3 Fiscal Constraint

Skagit Transit's financial plan is fiscally constrained. Activities identified as "Not Secured" in the planned activities tables represent projects for which the agency is actively pursuing funding. If grant funding is delayed, reduced, or unavailable, project timelines, scope, and sequencing will be reevaluated to maintain financial sustainability and operational continuity. The agency will not commit to unfunded capital expenditures.

In parallel, Skagit Transit is actively investigating additional revenue opportunities to address fiscal constraints and support the agency's continued delivery of safe, reliable, and high-quality public transportation. In March 2026, the Board of Directors approved a Vehicle and Advertising Policy, establishing a framework under which the agency may accept transit advertising on its vehicles, facilities, and publications as a source of supplemental operating revenue. The policy was developed in consultation with agency legal counsel and the Municipal Research and Services Center (MRSC) and is structured consistent with First Amendment principles governing transit advertising programs. Staff are currently researching advertising and sponsorship opportunities in alignment with the approved policy, with the goal of identifying revenue arrangements that support service continuity and long-term fiscal sustainability without compromising the agency's operational integrity or community standing.

10. RISK, FUNDING, AND IMPLEMENTATION CONSIDERATIONS

10.1 Key Risks

Risk	Description
Grant funding uncertainty	Federal and state grant programs are subject to congressional appropriation, competitive processes, and policy changes. Any reduction or delay in FTA 5307/5339 or WSDOT grant awards could affect project timelines.
Inflation and tariff impacts	Rising costs for steel, concrete, HVAC, and electrical materials—compounded by tariff uncertainty—may increase MOA-2 construction costs above 2025 estimates.
Utility coordination constraints	PSE and Skagit PUD utility capacity and scheduling may create delays in electrical service upgrades for MOA-2 and EV infrastructure.
Zero-emission technology uncertainty	Hydrogen fuel prices remain 2–3x the cost of diesel (current ~$15/kg vs. $5–7/kg needed for competitiveness). BEB battery midlife replacement costs ($300k–$350k/bus) and demand charge tariffs add risk.
Property acquisition complexity	Phase 4 north parcel acquisition involves NEPA review, appraisal, and legal coordination that could extend the timeline.
Workforce and operational transition	Relocating operations to MOA-2 while maintaining uninterrupted transit service requires careful sequencing and staff coordination.

10.2 Mitigation Strategies

- Phased implementation approach: projects are sequenced to manage cash flow and minimize single-point-of-failure risk.
- Diverse funding portfolio: the agency pursues multiple state, federal, and utility funding sources to reduce dependence on any single grant program.
- Early utility and permitting coordination: proactive engagement with PSE, Skagit PUD, and permitting agencies to identify and resolve constraints.
- Adaptive design for future technologies: MOA-2 infrastructure is designed to be technology-agnostic, accommodating both BEB and FCEB configurations.
- Stage-gate decision process: 6–12-month reviews of ZEB technology costs, on-route charging feasibility, and hydrogen market conditions.
- Contingency budgeting: 10–15% planning-level contingency included in capital program estimates.

APPENDIX A: ROLLING STOCK INVENTORY (2026)

Organization: Skagit Transit | Inventory Year: 2026

Fixed-Route Coaches

#	Year	Make/Model	Code	VIN	Fleet#	Odometer	ULB Yr	Fuel	Repl. Yr
1	2014	Gillig/40ft Low Floor	01	15GGD2713E...	141	489,250	15	D	2029
2	2014	Gillig/40ft Low Floor	01	15GGD2715E...	142	482,193	15	D	2029
3	2018	Gillig/40ft Low Floor	01	15GGD2718J...	181	468,961	15	D	2033
4	2020	Gillig/40ft Low Floor	01	15GGD2719L...	2001	430,579	15	D	2035
5	2020	Gillig/40ft Low Floor	01	15GGD2710L...	2002	426,659	15	D	2035
6	2020	Gillig/40ft Low Floor	01	15GGD2712L...	2003	406,577	15	D	2035
7	2020	Gillig/40ft Low Floor	01	15GGD2714L...	2004	488,373	15	D	2035
8	2020	Gillig/40ft Low Floor	01	15GGD2716L...	2005	410,461	15	D	2035
9	2014	Gillig/35ft Low Floor	02	15GGB271XE...	143	522,760	15	D	2029
10	2014	Gillig/35ft Low Floor	02	15GGB2711E...	144	489,621	15	D	2029
11	2016	Gillig/35ft Low Floor	02	15GGB2717G...	161	445,901	15	D	2031
12	2017	Gillig/35ft Low Floor	02	15GGB2713h...	171	442,553	15	D	2032
13	2017	Gillig/35ft Low Floor	02	15GGB2715H...	172	377,208	15	D	2032
14	2017	Gillig/30ft Low Floor	03	15GGE2712H...	174	338,713	15	D	2032
15	2019	Gillig/30ft Low Floor	02	15GGE2715K...	191	415,799	15	D	2034
16	2019	Gillig/30ft Low Floor	02	15GGE2717K...	192	435,751	15	D	2034
17	2019	Gillig/30ft Low Floor	02	15GGE2719K...	193	454,940	15	D	2034
18	2019	Gillig/30ft Low Floor	02	15GGE2710K...	194	470,364	15	D	2034
19	2019	Gillig/30ft Low Floor	02	15GGE2717K...	195	409,360	15	D	2034

#	Year	Make/Model	Code	VIN	Fleet#	Odometer	ULB Yr	Fuel	Repl. Yr
20	2019	Gillig/30ft Low Floor	02	15GGE2719K...	196	444,822	15	D	2034
21	2020	Gillig/35ft Low Floor	02	15GGB2710L...	2006	350,332	15	D	2035
22	2020	Gillig/30ft Low Floor	03	15GGE2713L...	2007	366,915	15	D	2035
23	2020	Gillig/30ft Low Floor	03	15GGE271XL...	2008	343,349	15	D	2035
24	2020	Gillig/30ft Low Floor	03	15GGE2711L...	2009	383,814	15	D	2035
25	2022	Gillig/40ft Low Floor	02	15GGB2714N...	2201	208,590	15	D	2037
26	2024	Gillig/40ft Low Floor	01	15GGD2713R...	2401	56,637	15	D	2039
27	2024	Gillig/40ft Low Floor	01	15GGD2715R...	2402	75,521	15	D	2039
28	2024	Gillig/40ft Low Floor	01	15GGD2717R...	2403	111,106	15	D	2039
29	2024	Gillig/40ft Low Floor	01	15GGD2719R...	2404	122,774	15	D	2039
30	2024	Gillig/40ft Low Floor	01	15GGD2710R...	2405	71,414	15	D	2039

Paratransit Cutaway Vehicles

#	Year	Make/Model	Code	VIN (partial)	Fleet#	Odometer	ULB Yr	Fuel	Repl. Yr
36	2016	Ford/Aerotech	11	1FDFE4FS8G...	762	174,966	7	LP	2026
37	2016	Ford/Aerotech	11	1FDFE4FS5G...	763	206,105	7	LP	2026
38	2016	Ford/Aerotech	11	1FDFE4FS1G...	764	210,939	7	LP	2026
39	2016	Ford/Aerotech	11	1FDFE4FSXG...	765	176,277	7	LP	2026
40	2016	Ford/Aerotech	11	1FDFE4FS3G...	766	174,409	7	LP	2026
41	2018	Ford/Aerotech	11	1FDFE4FS4H...	767	152,650	7	LP	2027
42	2018	Ford/Aerotech	11	1FDFE4FS8H...	768	165,535	7	LP	2027
43	2018	Ford/Aerotech	11	1FDFE4FSXH...	769	177,326	7	LP	2027
44	2018	Ford/Aerotech	11	1FDFE4FS3H...	770	175,788	7	LP	2027
45	2018	Ford/Aerotech	11	1FDFE4FS2H...	771	187,137	7	LP	2027
46	2018	Ford/Aerotech	11	1FDFE4FS1H...	772	191,139	7	LP	2027
47	2018	Ford/Aerotech	11	1FDFE4FS6H...	773	196,628	7	LP	2027
48	2019	Ford/Aerotech	11	1FDFE4FS8K...	774	148,316	7	LP	2027
49	2019	Ford/Aerotech	11	1FDFE4FSXK...	775	142,468	7	LP	2027
50	2019	Ford/Aerotech	11	1FDFE4FS1K...	776	142,242	7	LP	2027
51	2020	Ford/Aerotech	11	1FDFE4FS6K...	777	135,081	7	LP	2027
52	2020	Ford/Aerotech	11	1FDFE4FS4K...	778	114,778	7	LP	2027
53	2020	Ford/Aerotech	11	1FDFE4FS5K...	779	92,563	7	LP	2027
54	2020	Ford/Aerotech	11	1FDFE4FS8K...	780	125,149	7	LP	2027
55	2020	Ford/Aerotech	11	1FDFE4FS2K...	781	114,231	7	LP	2027
56	2020	Ford/Aerotech	11	1FDFE4FS0K...	782	106,366	7	LP	2027
57	2024	Ford/E450 Endera	11	1FDFE4FN9R...	783	21,346	7	LP	2031
58	2024	Ford/E450 Endera	11	1FDFE4FN2R...	784	12,091	7	LP	2031
59	2024	Ford/E450 Endera	11	1FDFE4FN1R...	785	19,822	7	LP	2031
60	2024	Ford/E450 Endera	11	1FDFE4FN0R...	786	5,741	7	LP	2031
61	2024	Ford/E450 Endera	11	1FDFE4FN3R...	787	10,770	7	LP	2031

ADA Minivans (Chrysler Pacifica / Ford Transit)

#	Year	Make/Model	Code	VIN (partial)	Fleet#	Odometer	ULB Yr	Fuel	Repl. Yr
62	2015	Dodge/Grand Caravan	13	2C4RDGCG0F...	1028	92,770	5	G	2020
63	2019	Chrysler Pacifica	13	2C4RC1AG3K...	1035	88,608	5	G	2023
64	2019	Chrysler Pacifica	13	2C4RC1AG5K...	1036	107,879	5	G	2023
65	2019	Chrysler Pacifica	13	2C4RC1AG5K...	1037	121,122	5	G	2023
66	2019	Chrysler Pacifica	13	2C4RC1AG3K...	1038	115,593	5	G	2023
67	2019	Chrysler Pacifica	13	2C4RC1AG5K...	1039	108,478	5	G	2023
68	2019	Chrysler Pacifica	13	2C4RC1AG7K...	1040	104,811	5	G	2023
69	2023	Chrysler Pacifica Touring L	13	2C4RC1BG5P...	1041	48,861	5	G	2028
70	2023	Chrysler Pacifica Touring L	13	2C4RC1BG9P...	1042	46,707	5	G	2028
71	2023	Chrysler Pacifica Touring L	13	2C4RC1BG1P...	1043	38,538	5	G	2028
72	2023	Chrysler Pacifica Touring L	13	2C4RC1BG7P...	1044	42,198	5	G	2028
73	2023	Chrysler Pacifica Touring L	13	2C4RC1BG0P...	1045	44,011	5	G	2028*
74	2023	Chrysler Pacifica Touring L	13	2C4RC1BG7P...	1046	38,673	5	G	2028
75	2023	Chrysler Pacifica Touring L	13	2C4RC1BG3P...	1047	64,619	5	G	2028
76	2024	Chrysler Pacifica Touring L	13	2C4RC1BG6R...	1048	28,458	5	G	2028
77	2024	Chrysler Pacifica Touring L	13	2C4RC1BG8R...	1049	25,038	5	G	2028
78	2024	Chrysler Pacifica Touring L	13	2C4RC1BGXR...	1050	26,691	5	G	2028

#	Year	Make/Model	Code	VIN (partial)	Fleet#	Odometer	ULB Yr	Fuel	Repl. Yr
79	2024	Chrysler Pacifica Touring L	13	2C4RC1BG1R...	1051	23,311	5	G	2028*
80	2024	Chrysler Pacifica Touring L	13	2C4RC1BG3R...	1052	3,507	5	G	2028
81	2024	Chrysler Pacifica Touring L	13	2C4RC1BG5R...	1053	5,723	5	G	2028
82	2024	Chrysler Pacifica Touring L	13	2C4RC1BG7R...	1054	17,771	5	G	2028
83	2024	Chrysler Pacifica Touring L	13	2C4RC1BGXR...	1055	27,973	5	G	2028
84	2018	Ford/Transit 15 Pass	13	1FBZX2YM0J...	414	106,391	5	G	2023
85	2018	Ford/Transit 15 Pass	13	1FBZX2YM2J...	416	117,772	5	G	2023
86	2018	Ford/Transit 15 Pass	13	1FBZX2YM7J...	417	100,565	5	G	2023
87	2018	Ford/Transit 15 Pass	13	1FBZX2YM6J...	419	79,261	5	G	2023
88	2018	Ford/Transit 15 Pass	13	1FBZX2YM8J...	420	77,167	5	G	2023
89	2019	Ford/Transit 15 Pass	13	1FBZX2YG1K...	421	45,788	5	G	2024
90	2019	Ford/Transit 15 Pass	13	1FBZX2YG2K...	422	106,499	5	G	2024
91	2019	Ford/Transit 15 Pass	13	1FBZX2YG4K...	423	121,535	5	G	2024
92	2019	Ford/Transit 15 Pass	13	1FBZX2YG8K...	424	109,376	5	G	2024
93	2019	Ford/Transit 15 Pass	13	1FBZX2YGXK...	425	119,720	5	G	2024
94	2019	Ford/Transit 15 Pass	13	1FBZX2YG6K...	426	117,078	5	G	2024
95	2023	Ford/Transit 15 Pass	13	1FBAX2Y81P...	427	37,812	5	G	2028
96	2023	Ford/Transit 15 Pass LR	13	1FBAX2Y8XP...	428	39,892	5	G	2028
97	2023	Ford/Transit 15 Pass LR	13	1FBAX2Y83P...	429	33,660	5	G	2028
98	2023	Ford/Transit 350 Wagon	13	1FBAX2Y89R...	430	10,050	5	G	2028

#	Year	Make/Model	Code	VIN (partial)	Fleet#	Odometer	ULB Yr	Fuel	Repl. Yr
99	2024	Ford/Transit 350 Wagon	13	1FBAX2Y8XR...	431	22,717	5	G	2029
100	2024	Ford/Transit 350 Wagon	13	1FBAX2Y85R...	432	31,021	5	G	2029

APPENDIX B: FINANCIAL PROJECTIONS

Detailed financial projections for the 2027–2031 TDP period—including annual operating budgets, capital program costs, revenue forecasts by funding source, and year-by-year financial summaries—are presented in the tables below. Please see *Section 9. Financial Plan & 2026 Financial Projections* for detailed financials for 2026.

2027

Line Item	Operating	Capital	Total
Beginning Cash Balance January 1st.	**$12,540,125**	**$17,268,000**	**$29,808,125**
Operating Revenues			
Sales Tax	17,220,000	-	17,220,000
Passenger Fares	829,020	-	829,020
Non-Transportation Revenues	908,488	-	908,488
Federal Operating Grants	4,861,863	-	4,861,863
State Operating Grants	3,387,054	-	3,387,054
Other Grants	-	-	-
Other Revenues	-	-	-
Transfers	-	-	-
Total Operating Revenues	**27,206,426**	**-**	**27,206,426**
Subtotal Available	39,746,551	17,268,000	57,014,551
Operating Expenses			
Rideshare P&M	1,026,509	-	1,026,509
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	19,228,555	-	19,228,555
Fixed Route/Commuter Sys Expand	-	-	-
Dial-a-Ride (ADA) P&M	7,013,020	-	7,013,020
Dial-a-Ride (ADA) Expand	-	-	-
Other	-	-	-
Total Operating Expenses	**27,268,084**	**-**	**27,268,084**
Net Cash Available	**12,478,466**	**17,268,000**	**29,746,466**
Capital Revenues			
Federal Grants	-	17,083,750	17,083,750
State Grants	-	12,530,950	12,530,950
Other	-	375,000	375,000
Fund Transfers (Matching & Non-Grant)	-	-	-
Subtotal Capital Revenue	**-**	**29,989,700**	**29,989,700**

Line Item	Operating	Capital	Total
Capital Expenditures			
System P&M			
Maintenance & Other	-	527,513	527,513
FixedRoute/Commuter	-	4,180,652	4,180,652
Dial-a-Ride	-	2,432,124	2,432,124
Service/Staff Vehicles	-	504,000	504,000
Transit Center/Facilities (MOA2)	-	24,945,960	24,945,960
Transit Shelters/Improvements	-	255,349	255,349
Rideshare	-	-	-
System Expansion			
Maintenance & Other Equipment	-	200,000	200,000
MOA 2 Property Acquisition	-	-	-
FixedRoute/Commuter	-	-	-
Dial-a-Ride	-	-	-
Micro-Transit	-	2,114,890	2,114,890
Service/Staff Vehicles	-	210,000	210,000
Transit Center	-	105,398	105,398
Transit Shelters	-	157,560	157,560
Rideshare Vans	-	-	-
Subtotal Capital Obligations	**-**	**35,633,446**	**35,633,446**
Ending Cash Balance 12/31	**$12,478,466**	**$11,624,254**	**$24,102,720**

2028

Line Item	Operating	Capital	Total
Beginning Cash Balance January 1st.	**$12,478,466**	**$11,624,254**	**$24,102,720**
Operating Revenues			
Sales Tax	17,650,500	-	17,650,500
Passenger Fares	849,746	-	849,746
Non Transportation Revenues	418,700	-	418,700
Federal Operating Grants	4,927,341	-	4,927,341
State Operating Grants	6,857,913	-	6,857,913
Other Grants	-	-	-
Other Revenues	-	-	-
Transfers	-	-	-

Line Item	Operating	Capital	Total
Total Operating Revenues	**30,704,200**	**-**	**30,704,200**
Subtotal Available	43,182,667	11,624,254	54,806,921
Operating Expenses			
Rideshare P&M	1,057,305	-	1,057,305
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	24,512,054	-	24,512,054
Fixed Route/Commuter Sys Expand	-	-	-
Dial-a-Ride (ADA) P&M	7,223,410	-	7,223,410
Dial-a-Ride (ADA) Expand	-	-	-
Other	-	-	-
Total Operating Expenses	**32,792,769**	**-**	**32,792,769**
Net Cash Available	**10,389,898**	**11,624,254**	**22,014,152**
Capital Revenues			
Federal Grants	-	14,976,835	14,976,835
State Grants	-	2,044,467	2,044,467
Other	-	375,000	375,000
Fund Transfers (Matching & Non-Grant)	-	-	-
Subtotal Capital Revenue	**-**	**17,396,302**	**17,396,302**
Capital Expenditures			
System P&M			
Maintenance & Other	-	190,000	190,000
FixedRoute/Commuter	-	-	-
Dial-a-Ride	-	1,410,000	1,410,000
Service/Staff Vehicles	-	240,000	240,000
Transit Center/Facilities (MOA2)	-	13,512,835	13,512,835
Transit Shelters/Improvements	-	-	-
Rideshare	-	495,000	495,000
System Expansion			
Maintenance & Other Equipment	-	-	-
MOA 2 Property Acquisition	-	750,000	750,000
FixedRoute/Commuter	-	-	-
Dial-a-Ride	-	-	-
Micro-Transit	-	634,467	634,467
Service/Staff Vehicles	-	-	-

Line Item	Operating	Capital	Total
Transit Center	-	-	-
Transit Shelters	-	-	-
Rideshare Vans	-	-	-
Subtotal Capital Obligations	**-**	**17,232,302**	**17,232,302**
Ending Cash Balance 12/31	**$10,389,898**	**$11,788,254**	**$22,178,152**

2029

Line Item	Operating	Capital	Total
Beginning Cash Balance January 1st.	**$10,389,898**	**$11,788,254**	**$22,178,152**
Operating Revenues			
Sales Tax	18,091,763	-	18,091,763
Passenger Fares	870,989	-	870,989
Non Transportation Revenues	429,168	-	429,168
Federal Operating Grants	5,254,732	-	5,254,732
State Operating Grants	6,755,989	-	6,755,989
Other Grants	-	-	-
Other Revenues	-	-	-
Transfers	-	-	-
Total Operating Revenues	**31,402,641**	**-**	**31,402,641**
Subtotal Available	41,792,538	11,788,254	53,580,792
Operating Expenses			
Rideshare P&M	1,089,024	-	1,089,024
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	25,247,416	-	25,247,416
Fixed Route/Commuter Sys Expand	-	-	-
Dial-a-Ride (ADA) P&M	7,440,113	-	7,440,113
Dial-a-Ride (ADA) Expand	-	-	-
Other	-	-	-
Total Operating Expenses	**33,776,552**	**-**	**33,776,552**
Net Cash Available	**8,015,986**	**11,788,254**	**19,804,240**
Capital Revenues			
Federal Grants	-	15,609,451	15,609,451
State Grants	-	-	-
Other	-	-	-

Line Item	Operating	Capital	Total
Fund Transfers (Matching & Non-Grant)	-	-	-
Subtotal Capital Revenue	**-**	**15,609,451**	**15,609,451**
Capital Expenditures			
System P&M			
Maintenance & Other	-	-	-
Fixed Route/Commuter	-	1,514,358	1,514,358
Dial-a-Ride	-	-	-
Service/Staff Vehicles	-	-	-
Transit Center/Facilities (MOA2)	-	5,562,165	5,562,165
Transit Shelters/Improvements	-	-	-
Rideshare	-	605,000	605,000
System Expansion			
Maintenance & Other Equipment	-	-	-
MOA 2 Property Acquisition	-	9,625,000	9,625,000
Fixed Route/Commuter	-	4,543,074	4,543,074
Dial-a-Ride	-	470,000	470,000
Micro-Transit	-	-	-
Service/Staff Vehicles	-	-	-
Transit Center	-	126,000	126,000
Transit Shelters	-	-	-
Rideshare Vans	-	-	-
Subtotal Capital Obligations	**-**	**22,445,597**	**22,445,597**
Ending Cash Balance 12/31	**$8,015,986**	**$4,952,108**	**$12,968,094**

2030

Line Item	Operating	Capital	Total
Beginning Cash Balance January 1st.	**$8,015,986**	**$4,952,108**	**$12,968,094**
Operating Revenues			
Sales Tax	18,544,057	-	18,544,057
Passenger Fares	892,764	-	892,764
Non-Transportation Revenues	439,897	-	439,897
Federal Operating Grants	5,647,601	-	5,647,601
State Operating Grants	6,755,989	-	6,755,989
Other Grants	-	-	-
Other Revenues	-	-	-

Line Item	Operating	Capital	Total
Transfers	-	-	-
Total Operating Revenues	**32,280,307**	**-**	**32,280,307**
Subtotal Available	40,296,293	4,952,108	45,248,401
Operating Expenses			
Rideshare P&M	1,121,694	-	1,121,694
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	26,004,838	-	26,004,838
Fixed Route/Commuter Sys Expand	-	-	-
Dial-a-Ride (ADA) P&M	7,663,316	-	7,663,316
Dial-a-Ride (ADA) Expand	-	-	-
Other	-	-	-
Total Operating Expenses	**34,789,849**	**-**	**34,789,849**
Net Cash Available	**5,506,444**	**4,952,108**	**10,458,552**
Capital Revenues			
Federal Grants	-	13,542,200	13,542,200
State Grants	-	-	-
Other	-	-	-
Fund Transfers (Matching & Non-Grant)	-	-	-
Subtotal Capital Revenue	**-**	**13,542,200**	**13,542,200**
Capital Expenditures			
System P&M			
Maintenance & Other	-	-	-
Fixed Route/Commuter	-	-	-
Dial-a-Ride	-	1,175,000	1,175,000
Service/Staff Vehicles	-	84,000	84,000
Transit Center/Facilities (MOA2)	-	-	-
Transit Shelters/Improvements	-	-	-
Rideshare	-	-	-
System Expansion			
Maintenance & Other Equipment	-	-	-
MOA 2 Property Acquisition	-	15,450,000	15,450,000
Fixed Route/Commuter	-	-	-
Dial-a-Ride	-	-	-
Micro-Transit	-	-	-

Line Item	Operating	Capital	Total
Service/Staff Vehicles	-	-	-
Transit Center	-	-	-
Transit Shelters	-	-	-
Rideshare Vans	-	-	-
Subtotal Capital Obligations	**-**	**16,709,000**	**16,709,000**
Ending Cash Balance 12/31	**$5,506,444**	**$1,785,308**	**$7,291,752**

2031

Line Item	Operating	Capital	Total
Beginning Cash Balance January 1st.	**$5,506,444**	**$1,785,308**	**$7,291,752**
Operating Revenues			
Sales Tax	19,007,658	-	19,007,658
Passenger Fares	915,083	-	915,083
Non-Transportation Revenues	450,895	-	450,895
Federal Operating Grants	4,840,759	-	4,840,759
State Operating Grants	6,726,342	-	6,726,342
Other Grants	-	-	-
Other Revenues	-	-	-
Transfers	-	-	-
Total Operating Revenues	**31,940,736**	**-**	**31,940,736**
Subtotal Available	37,447,180	1,785,308	39,232,489
Operating Expenses			
Rideshare P&M	1,155,345	-	1,155,345
Rideshare Sys Expand	-	-	-
Fixed Route/Commuter P&M	26,784,984	-	26,784,984
Fixed Route/Commuter Sys Expand	-	-	-
Dial-a-Ride (ADA) P&M	7,893,216	-	7,893,216
Dial-a-Ride (ADA) Expand	-	-	-
Other	-	-	-
Total Operating Expenses	**35,833,544**	**-**	**35,833,544**
Net Cash Available	**1,613,636**	**1,785,308**	**3,398,944**
Capital Revenues			
Federal Grants	-	7,973,600	7,973,600
State Grants	-	-	-
Other	-	-	-

Line Item	Operating	Capital	Total
Fund Transfers (Matching & Non-Grant)	(208,092)	208,092	-
Subtotal Capital Revenue	**(208,092)**	**8,181,692**	**7,973,600**
Capital Expenditures			
System P&M			
Maintenance & Other	-	-	-
Fixed Route/Commuter	-	-	-
Dial-a-Ride	-	-	-
Service/Staff Vehicles	-	42,000	42,000
Transit Center/Facilities (MOA2)	-	-	-
Transit Shelters/Improvements	-	-	-
Rideshare	-	-	-
System Expansion			
Maintenance & Other Equipment	-	-	-
MOA 2 Property Acquisition	-	9,925,000	9,925,000
FixedRoute/Commuter	-	-	-
Dial-a-Ride	-	-	-
Micro-Transit	-	-	-
Service/Staff Vehicles	-	-	-
Transit Center	-	-	-
Transit Shelters	-	-	-
Rideshare Vans	-	-	-
Subtotal Capital Obligations	**-**	**9,967,000**	**9,967,000**
Ending Cash Balance 12/31	**$1,405,544**	**-**	**$1,405,544**

*The 2031 projected ending capital balance reflects a net zero cash reserve under current revenue and expenditure assumptions. This figure will be subject to revision as grant funding is confirmed, project scopes are refined, and annual budget updates are incorporated. The agency will monitor this position closely and adjust project sequencing or funding strategies as needed to maintain fiscal constraint compliance.

APPENDIX C: PUBLIC PARTICIPATION PROCESS

Skagit Transit is committed to public engagement throughout the Transit Development Plan process. Public participation is designed to ensure that community members, riders, partner agencies, and other stakeholders have opportunities to review and comment on the agency's plans, priorities, and services.

Public Comment Period: June 9, 2026 – July 8, 2026

Comments may be submitted by:

- **Email:** mkuzminsky@skagittransit.org
- **Mail:** Skagit Transit Planning and Outreach Department, 600 County Shop Lane, Burlington, WA 98233
- **Phone:** (360) 757-4433
- **In Person:** Head to the Skagit Station Customer Service Desk at 105 E. Kincaid, Mount Vernon, WA 98273. In-person submissions are accepted in writing only.

Public Hearing: Skagit Transit held a public hearing on the Transit Development Plan on **July 15, 2026 at 11:00 AM** at Burlington City Hall. Public comments were provided during the public hearing or submitted in advance by emailing clerkbod@skagittransit.org. Persons requiring accommodations to participate, including translation services, sign language interpretation, or other accessibility assistance, were encouraged to contact Skagit Transit at least 72 hours in advance using the contact information above.

Public Notice: Notice of the public hearing was posted to skagittransit.org and published in the Skagit Valley Herald on June 9, 2026.

Availability of Draft Plan: Beginning June 9, 2026, the public may request a paper or digital copy of the Draft Transit Development Plan using the contact information above. Following board approval, copies of the adopted Plan will be available through the same channels.

Translated Materials: This document is available in translated format upon request at no cost. To request a translation, please use the contact information above.

Plan Distribution: On or before September 1, 2026, Skagit Transit will distribute the adopted Transit Development Plan to the WSDOT Public Transportation Division online grants management system compliance module and to all cities, counties, and regional transportation planning organizations within Skagit Transit's service area.

APPENDIX D: PUBLIC COMMENT AND STAFF RESPONSES

During the public comment period of June 9, 2026 – July 8, 2026 described in Appendix C, Skagit Transit received written comments on the Draft Transit Development Plan from the individuals listed below. Comments are reproduced as submitted, with minor formatting for readability. Staff responses are provided for each comment to document how the feedback was considered relative to the TDP.

Name	Comment Received	Staff Response
Chris Jones 06/09/2026	Today I reviewed the transit development plan and I have some thoughts I hope will be of help. I integrated Winter Park High School as its first blind graduate in June of 1970. My parents had to press the Orange County School Board for my admittance to that school. I then attended Florida State University in Tallahassee, Florida and obtained a Bachelor's Degree in Social Work as of December, 1974. Though ethnically white, I have made a significant attempt to better understand the black American perspective and was a founding member of the Washington State Chapter of the Gospel Music Workshop of America in 1991, while living in Tacoma. I mention these experiences, not to impress you, but to help you understand aspects of who I am and have become. I retired as of July of 2008 from Clover Park Technical College in Lakewood, near Tacoma, Washington. I served as the Student Disability Specialist and ensured that students with disabilities were appropriately accommodated and I also advised many other students, explaining the registration and enrollment process and developed Education Plans. I am called to the music and preaching ministries with a specialization in traditional black gospel music—specifically that done by choirs. As a result of all of this preamble, I have some thoughts.	• **Regional employer and transit connections (Community Transit / Swift Gold Line):** Skagit Transit's Long-Range Transit Plan and TDP identify regional coordination, including connections to Sound Transit and other regional providers, as a planning priority. Staff will continue to evaluate opportunities to strengthen connections with major employers and regional transit partners, as service planning and network redesign efforts advance. Implementation of any expanded linkages will depend on funding and service planning outcomes. • **CDL training partnerships with community and technical colleges:** This is a workforce development idea not currently addressed in the TDP. The agency appreciates this suggestion. The agency will continue to review and evaluate potential partnerships with community and technical colleges to support CDL training pathways for prospective Driver applicants, as capacity and funding allow. • **Partnerships with rehabilitation agencies for recruitment/retention:** This recommendation is not currently addressed in the TDP. Skagit Transit will continue to review and evaluate opportunities to build relationships with agencies and other organizations serving people with disabilities to support recruitment and retention of qualified staff, dependent on funding and organizational capacity.

	If there has been any negative publicity regarding Skagit Transit, processes should be somehow enacted to enable the public to see that the agency is continuing to positively evolve to serve the community and to handle difficult situations in a professional manner. I believe the agency is generally serving the public as expected and this is not meant as a criticism. I also think that Skagit Transit should seriously consider more aggressive positive connections with larger employers in the county so that ways can be made to enable more linkeages with Community Transit and the Swft Gold Bus Transit Line which is to start in 2029. Another recommendation I would offer is to develop more contacts with community and technical colleges so that, for example, possible applicants for Driver positions might be able to obtain their CDL licenses at this type of institution and thus lessen the amount of in-house training required by the agency. This would possibly cut some of such training costs for Skagit Transit. For many years I worked in rehabilitation agencies. I believe that improved connections with such agencies might well assist Skagit Transit in obtaining and maintaining other capable employees. Often the stigma of someone having a disability or a difference hinders someone in authority from possibly hiring a potential employee who has more of a reason to appreciate the opportunity to serve than some others in the applicant pool. Finally, I would welcome meeting with you or whomever you suggest in an attempt to see what might be done so that parts of these suggestions could be further considered. Yours Sincerely, Chris Jones	• The agency is grateful for the commenter's service on Skagit Transit's Community Advisory Committee, which provides an ongoing venue for dialogue and collaboration on these and other matters as the agency continues to implement the TDP.
Judy Jones 06/09/2026	Hello, Maleah, I apologize for the late remarks, but wanted to have my ducks in a row. I found this report very interesting, and recognize much of it from your staff reports.	• **Community Transit coordination / light rail connectivity:** Regional coordination with partner transit agencies, including timed connections to Sound Transit, is identified as an ongoing agency priority in the TDP (Section 1.3). However, a specific initiative to

	An over-arching question, relating to Doris' concerns of the gradual communications with Community Transit on developing a more efficient route from Skagit County to catch the light rail. Is there any anticipated future dialogue between Community Transit and Skagit Transit toward such a goal? There is lots of development up and down the I5 corridor - jobs, housing, and Amtrak runs as well coming. On Page 20, regarding the Skagit Station roof, please explain what is or is not going on. I am guessing "Not Secured" means either in process, not yet funded, or no funding, am I right? Page 22. What can you tell us about the new Skagit Transit branding? Page 30. I thought electric buses were viewed as finicky, not reliable in variable weather conditions, do not have the stamina to travel longer routes without charging, and take at least 45 minutes or longer to charge. I agree with the idea, of course, of mixed fleet. Has anything changed regarding our access to hydrogen? I thought it was not possible here. Thanks very much for sharing this TDP with us, and I'm sure you will get feedback from everyone. Question: You always get verbal feedback from the committee. Do you need this feedback to be submitted in written form? When you told me you get feedback from no one except a very few, that surprised me, as, when you listen to the recordings, there is always member feedback on your reporting and documents you have asked us to review. I will gladly make sure to help members accommodate your needs regarding feedback. Thanks, as always. Judy	develop a more efficient Skagit County connection to light rail service in coordination with Community Transit is not currently addressed in the TDP. The agency will continue to review and evaluate opportunities for expanded coordination with Community Transit and other regional partners as I-5 corridor growth in jobs, housing, and Amtrak service continues, dependent on funding and further regional planning discussions. • **Page 20 – Skagit Station Roof Fall Protection:** The commenter's understanding is correct. A "Not Secured" funding status means the project has been identified as a need and is planned for the timeline shown, but funding has not yet been obtained or committed. Status will be updated in future TDP revisions as funding is secured. • **Page 22 – Agency rebrand campaign:** The TDP identifies an agency rebrand campaign planned for 2027 (Q2–Q3), with funding currently listed as "Not Secured." Further details on the scope and direction of a potential rebrand have not yet been developed; the agency will continue to review and evaluate this effort as planning matures and funding is identified. • **Page 33 – Zero-emission fleet / hydrogen feasibility:** The commenter raises valid, well-documented industry concerns regarding battery-electric buses (range limitations, weather sensitivity, and charging duration). This is part of why the TDP's mention of the Zero-Emission Fleet Transition Strategy recommends a mixed-fleet approach rather than a single technology. Regarding hydrogen access specifically: the plan identifies fielding a pilot cohort of hydrogen fuel cell-electric buses (FCEBs) served by an interim

		trailer-based hydrogen fueling station at the MOA-2 campus, with the potential of transitioning to a permanent facility as fleet needs grow. The agency notes that hydrogen fuel costs currently remain 2–3 times higher than diesel, which is a key risk factor being monitored through the plan's 6–12 month "stage gate" review process before further hydrogen investment is scaled up. The agency will continue to review and evaluate zero-emission technologies as an opportunity as planning matures, and funding is identified. • **Feedback format (verbal vs. written):** The TDP's public participation process (Appendix C) identifies email, mail, phone, and in-person submission as the accepted channels for formal public comment during the designated comment period. Verbal feedback provided during Community Advisory Committee meetings is valued and heard by staff, but for feedback to be formally logged and addressed as part of the TDP's public comment record, it needs to be identified as public comment in response to the draft TDP and submitted through one of these channels. Staff appreciate the commenter's offer to help members submit feedback in writing and will continue to evaluate ways to make that process easier for committee members going forward.
Roger Tippy 07/01/2026	Hello, planner Kuzminsky, Just a couple of comments from a sometime rider (the 208 and 101, mostly) and full time air breather. In the latter capacity, I like how the draft keeps the door open for electric or alternative fueled buses, without commitments that may not be keepable. Now, about the 101 in Burlington, running its counter-clockwise route once an hour. Are there any plans to add a clockwise route? I like	• **Zero-emission fleet approach:** Skagit Transit appreciates the commenter's support for the plan's approach to ongoing review of electric and alternative fuel technology. As reflected in the TDP's Zero-Emission Fleet Transition Strategy, the recommended mixed-fleet path is intentionally structured with 6–12 month "stage gate" reviews so the

	to ride the 101 to the library, if it were possible to catch a ride back within a half hour, that would be great. This may be beyond the scope of the current draft, if so, never mind Roger Tippy	agency can adjust its technology approach as battery-electric and hydrogen markets mature, rather than locking in commitments that may not prove feasible. The agency will continue to review and evaluate zero-emission technologies as an opportunity as planning matures, and funding is identified. • **Route 101 – clockwise service / return trip timing:** This is a specific route-design question not addressed in the current TDP, which does not include route-level scheduling changes for 2026 (see Section 5.1). That said, this type of directional and headway feedback is valuable and falls within the scope of the agency's broader Network Redesign Planning effort described in Section 5.1, which is evaluating structural service changes including frequency and route design. The agency will continue to review and evaluate route-level service requests like this one as network redesign planning matures and ridership data becomes available, dependent on funding and operational feasibility.
Joe Kunzler 07/07/2026	Dear Skagit Transit; Hi there, Joe Kunzler here – one of your regular riders. I normally comment every year about the Transit Development Plan (TDP). This year, the theme is going to be unfunded priorities. I want to start with the positive note that I find the 2026 TDP the best organized I've seen – and I've commented not just on Skagit Transit's TDPs but also those of other transit agencies. However, I would like to see a clear list of unfunded priorities pulled out and called out for the Board and for riders/stakeholders, especially as Skagit Transit has a long-range plan that lacks complete funding. However, I submit there needs to be a conversation about unmet needs or unfunded needs in the TDP. For instance:	• **Recommendation to compile a clear list of unfunded priorities for the Board:** This is a valuable process recommendation. The TDP's planned activities tables (Section 6) do identify funding status ("Secured" / "Not Secured") for each activity, and Section 9.3 (Fiscal Constraint) addresses the agency's approach to unfunded projects generally. However, a consolidated, standalone summary of unfunded priorities — organized for Board and stakeholder visibility — is not currently presented as a distinct section, but has been prepared by Skagit Transit's Director of Finance in advance of the July 15th, 2026 public hearing. • **70X frequency increase to hourly service:** This specific service enhancement is not separately

	• There is an omission of plans to make the 70X hourly, a clear priority for me – this also falls under “Implement 2025 LRTP/COA service Recommendations” and “Service expansion per LRTP schedule” which has funding “not secured”. • There is the reality that we need span of service to be longer, and this could be done through subsidizing ride-hailing. For instance, if the Amtrak Cascades is late on a weekday and on weekends, there is no matching Skagit Transit evening service. • There is no mention of a plan to put a bus shelter at the Sedro-Woolley Senior Center + Memorial Park + YMCA + State Street (Alternative) High School + Liberty Bell Market stops. • There is no indication what the plan is w/ UMO electronic fare collection or if a replacement will be sought. • There is insufficient detail about the unfunded priority of, “Replace computer servers and IT hardware as necessary.” Clearly this is a priority in 2026, more so than rebranding or some of these surveys mentioned in the TDP. • There is no discussion about going to the voters at a later date to fund unfunded priorities. I would highly recommend Skagit Transit staff please develop a list of unfunded priorities, and submit that to the Board. My response to going to voters in November 2028 is this: We want to go when the case is clear, when we are self-sufficient and when the electorate will be more responsive to caring for their disabled neighbors. $2 per $1,000 of purchases is not too much to ask to make Skagit Transit work for Skagitonians. Grants are just too fickle and unreliable, we have to ask our voters if our voters want these new services! In conclusion, I want to quote from the Human Transit blog: Transit agencies need to be much more forthright about explaining: • what they do and don’t control • what they’re doing with the control they have • what is happening in larger travel trends	called out in the TDP. It falls generally under "Implement 2025 LRTP/COA Service Recommendations" and "Service expansion per LRTP schedule," both of which are listed as ongoing with funding "Not Secured" throughout the plan. The agency will continue to review and evaluate this and other frequency improvements as part of ongoing LRTP implementation and network redesign planning, dependent on funding. • **Extended span of service / subsidized ride-hailing for late Amtrak Cascades connections and weekend/evening gaps:** This is not currently addressed in the TDP. The concept of subsidized ride-hailing as a complement to fixed-route service in cases of schedule gaps or lower-density demand is not part of the current planned activities. Staff will continue to review and evaluate span-of-service needs and alternative service models, as part of ongoing service planning, dependent on funding. • **Bus shelters at Sedro-Woolley Senior Center, Memorial Park, YMCA, State Street/High School, and Liberty Bell Market stops:** Specific stop-level shelter placement at these locations is not identified in the current TDP. The agency's ADA Stop Audit and Capital Amenity Program (Section 5.1), currently underway, is intended to evaluate all stops agency-wide — including shelter availability, and will generate prioritized recommendations for stop and amenity investment. Staff will ensure these specific locations are considered as part of that audit process, dependent on audit findings and funding. • **UMO electronic fare collection status / replacement plans:** The

	• why 2019 expectations for transit no longer make sense. Then, they should tell a data-driven story starting around 2022, when the new world of urban transport demand began to stabilize. Managements turn over frequently in US transit agencies, so you probably can't judge your current management on what happened more than a few years ago. In any case, the story should be how transit agencies are building for the new world, not how they are bringing back the old one. The first story is about success. The second, no matter how you spin it, will always sound like failure. Nobody can bring back 2019, and nobody who suggests they can is going to look like they're succeeding. I tend to agree. Skagit Transit is a success and although I've noticed increased 90X demand lately, we need to stress to the public that Skagit Transit is a lifeline that needs proper funding and the willingness to accept bold, fresh new ideas such as microtransit and subsidizing ride-hailing when fixed route doesn't make sense. Says a regular fixed route rider. Respectfully submitted; Joe A. Kunzler	agency will continue to review and evaluate its fare collection technology needs as part of the broader software modernization effort described in Section 5.1, and will provide updates as decisions are made. • **IT hardware/server replacement as a higher near-term priority:** The commenter's point is well taken — "Replace computer servers and IT hardware as necessary" is listed as "Not Secured" in the Year 1 (2026) Equipment table. The agency will continue to evaluate its priority ranking relative to other unfunded items. • **Future ballot measure to fund unmet needs:** A discussion of pursuing a future voter-approved funding measure is not currently included in the TDP. The agency notes the commenter's perspective that grant funding alone is unreliable for sustaining long-term service growth. Staff will continue to review and evaluate long-term revenue strategy options, including the potential for a future ballot measure, as part of ongoing fiscal planning, in coordination with the Board. • **Broader communications approach (data-driven storytelling, post-2019 context):** Skagit Transit appreciates this perspective on how transit agencies should frame their public communications around current and emerging travel demand. This is a valuable framing consideration for future TDP updates and public-facing materials; the agency will continue to review and evaluate its approach to public communications and performance storytelling going forward.
Monette Partin 07/08/2026	Maleah, I have looked over the TDP on the company's website and I am very interested in their plans to move forward.	• **Microtransit eligibility:** The TDP identifies a planned Microtransit pilot program targeting Anacortes, Sedro-Woolley, and Concrete, with

	I am interested in the micro transit idea. If I would not need special qualifications to ride this service, I would definitely take advantage of it. I was intrigued by Collaboration with other jurisdictions. I would love to have Community Transit, Sound Transit buses or trains come to Skagit Station to take passengers from Skagit County to Snohomish, and King Counties. It would open up a lot of opportunities for many people here, myself included. I know that funding is an issue, and I hope that our friends in the Washington State Legislature and our Representatives in Washington D.C. will support public transit efforts to expand service in Skagit County and across Washington State. If you have not read Anna Zivarts book, When Driving is Not an Option, I would suggest you read it. Her book explains the need for excellent public transportation better than I can. I appreciate your efforts and your allowing me to comment on such an important subject. Sincerely Monette Partin, CAC	service deployment anticipated in 2027 (Section 5.1). As currently envisioned, this on-demand service model is intended to complement fixed-route service generally in areas of lower ridership density, rather than being restricted to riders with special qualifications (as is the case with ADA paratransit). Specific eligibility and rider requirements for the microtransit pilot have not yet been finalized; the agency will continue to review and evaluate program design details, including eligibility, as planning advances toward the 2027 launch, dependent on funding. • **Expanded regional connections to Community Transit / Sound Transit (Snohomish and King County service):** The TDP identifies regional coordination as an ongoing priority, including existing timed connections to Sound Transit and other regional providers at Skagit Station (Section 1.3, Section 3.3). A specific initiative to expand direct Community Transit or Sound Transit bus/rail service into Skagit Station for Snohomish and King County connections is not currently detailed in the TDP. The agency will continue to review and evaluate opportunities to strengthen these regional linkages as part of ongoing coordination with regional partners, dependent on funding and partner agency planning. • **State and federal funding support:** Skagit Transit shares the commenter's hope for continued state and federal support of public transit funding. As noted in Section 9 (Financial Plan) and Section 10 (Risk, Funding, and Implementation Considerations), the agency's capital and service expansion plans rely heavily on a diversified portfolio of federal and state grant sources, and grant funding uncertainty is identified as a key

		risk to plan implementation. The agency will continue to pursue available funding opportunities at both the state and federal level. • **Reference to Anna Zivarts' "When Driving Is Not an Option":** Staff appreciates this recommendation and the broader point about the importance of transportation access for people who do not or cannot drive. This aligns with the agency's stated commitment to equity and accessibility as one of its core planning priorities (Section 1.3).

During the public hearing, held on July 15th, 2026, described in Appendix C, Skagit Transit received one (1) written comment, and supporting oral testimony, on the Draft Transit Development Plan from the individual listed below. Comments are reproduced as submitted, with minor formatting for readability. Staff responses are provided for each comment to document how the feedback was considered relative to the TDP.

Joe Kunzler 07/14/2026	Dear Skagit Transit Board & Staff; I'm going to let my written comments stand for themselves, along with others who kindly wrote in to Skagit Transit. However I ask the Board: a. Read the written comments to the TDP please. b. Request a list of unfunded priorities from staff. c. Consider a study session to discuss future Skagit Transit priorities with the CAC-Board Exchange Pilot Program please. d. Consider a November 2028 ballot measure to fund these unfunded priorities and ensure there is ample funding for paratransit – which I do not use. But we have a moral responsibility to care for the most vulnerable, just as we spend so much on roads. Thank you for your public service; Joe A. Kunzler	• Staff have read and responded to all written comments on the TDP. • The Finance Department reviewed this feedback prior to the discussion held during the Public Hearing for the 2026 TDP. Staff confirmed that unfunded priorities are listed with funding status marked as either "secured" or "not secured." The Director of Finance and the CEO subsequently presented the status of fiscal constraint; following Board approval, sales tax revenue estimates were updated in budget tables accordingly. • Staff have documented this request and will respond further, pending direction from executive leadership and the Board. • This feedback has been received by the Board of Directors.

TO: **Skagit Transit Board of Directors**

FROM: **Crystle Stidham, Chief Executive Officer**

SUBJECT: **Approve Revised Bylaws for Skagit Transit Board of Directors**

INFORMATION:

The purpose of this report is to request formal approval from the Skagit Transit Board of Directors for the revised Skagit Transit Bylaws. The revisions, sent to the board on July 17, 2026, reflect the updates recommended by the Governance Committee at the June 30, 2026, Governance Committee meeting.

The resulting document represents a modernization of the bylaws while preserving the existing intent and structure of Skagit Transit's governance model.

RECOMMENDATION:

Staff recommends the board approve the revised Skagit Transit Bylaws as presented.

BUDGET IMPACT:

None.

BY-LAWS OF THE SKAGIT COUNTY PUBLIC TRANSIT BENEFIT AREA

SKAGIT TRANSIT

TABLE OF CONTENTS

ARTICLE I. POWERS, PURPOSE, AND RESPONSIBILITIES

Section 1.1 Name

The name of the municipal Agency duly established pursuant to the laws of the State of Washington is SKAGIT TRANSIT SYSTEM hereinafter referred to as the "Agency" or “Skagit Transit.” The interim offices of the Agency are located at 600 County Shop Lane, Burlington, Washington 98233.

Section 1.2 Powers, Purpose, and Responsibilities

By and in the corporate name, the Agency shall have and exercise all powers, functions, rights, and privileges now and hereafter given or granted, and shall be subject to all duties, obligations, liabilities, and limitations now and hereafter imposed upon municipal agencies of the same class, by the Constitution and laws of the State of Washington, and shall have and exercise all other powers, functions, rights and privileges usually exercised by, or which are incidental to, or inherent in, municipal agencies of like character and degree. The Agency shall have all powers possible to have under the Constitution and laws of the State of Washington.

Section 1.3 Board Member Use of Official Email Accounts

1. **Official Email Requirement**
   Unless one is not issued by a participating City or County, all Skagit Transit Board of Directors (“Board”) members shall use only their respective City- or County-issued email accounts for sending or receiving any correspondence related to Skagit Transit business, including but not limited to: deliberations, communications regarding Board actions, meeting materials, public records, or any other Agency-related matters.

2. **Prohibition on Personal Email Use**
   Board members shall not use personal email accounts for any Agency-related communication. No Skagit Transit correspondence, documents, or public records shall be created, transmitted, or stored on personal email accounts or devices except when explicitly required by law and only for the minimum duration necessary to transfer such records to the appropriate Agency system. If a participating City or County does not issue official City or County email addresses to its elected officials, Skagit Transit will create and issue a @skagittransit.org email address for that individual.

Section 1.4 Compliance with Public Records Retention Requirements

1. **Public Records Obligations**
   Board members acknowledge their responsibility to comply with Washington State public records and records-retention requirements, including but not limited to, the obligations outlined in **RCW 40.14.020**, which governs the preservation, management, and lawful disposition of public records.

2. **Prohibition on Removal or Destruction of Records**
   Board members shall not delete, destroy, or remove any public records related to their official duties with Skagit Transit except in accordance with legally approved retention schedules.

Section 1.5 Washington State Public Transit Agency Board Member

Training and Education

1. **Purpose of Board Member Training**
   The Board affirms that effective governance of a Washington public transit agency requires informed and legally compliant decision-making. Board members shall obtain and maintain training necessary to understand their statutory authority, fiduciary duties, and legal obligations to the public in accordance with applicable state and federal laws.

   This section is adopted in furtherance of the Board's obligations under Washington law, including but not limited to Chapters **42.23**, **42.30**, **42.36**, **42.52**, and **42.56 RCW**, applicable provisions of Titles **35**, **36**, or **81 RCW**, the **Washington State Constitution**, and applicable federal law.

2. **Training Recommendations**
   Each Board member shall be required to complete recommended or assigned training as directed by the Board Chair, in consultation with legal counsel as appropriate. Training may be provided by the Agency, the Washington State Auditor's Office, the Attorney General's Office, state or federal agencies, or other reputable public-sector training providers.

3. **Training Topics and Legal Authority**
   Board member training includes but is not limited to education on the following subject areas:

   - Transit Operations and ADA Obligations
     Overview of transit services, safety obligations, and compliance with the Americans with Disabilities Act (42 U.S.C. §12101 et seq.), related federal regulations (including 49 C.F.R. Parts 27 and 37), and applicable state accessibility requirements.

   - State and Federal Transit Funding and Compliance
     Oversight of state and federal grant programs, including compliance with procurement standards, Title VI civil rights requirements, and grant assurances set forth in federal law and 49 C.F.R. regulations.
     - Any other subject matter deemed by the Board Chair, in consultation with legal counsel, appropriate and advisable.
     - Each Board member is responsible for completing all training required by applicable RCW provisions based on the jurisdiction from which the member is appointed.

4. **Timing and Continuing Education**

   (a) **New Board Members**. Newly elected or appointed Board members shall complete required orientation and core compliance training within ninety (90) days following the start of their term.
   (b) **Continuing Education.** Board members shall complete refresher training as required by changes in law, Agency operations, funding programs, or Board policy.

5. **Documentation and Public Accountability**
   The Agency shall maintain records of Board member training completion to the extent required or permitted by law. Training records shall be subject to disclosure as public records in accordance with Chapter 42.56 RCW, unless an exemption applies.

6. **Enforcement and Accountability**

(a) Expectation of Compliance. Completion of required training is a condition of effective Board service and is necessary to fulfill the Board's legal and fiduciary duties.
(b) Failure to Complete Training. Failure to complete required training shall not invalidate Board actions or decisions but may be addressed through lawful and non-punitive measures, including:

- Formal notice of noncompliance;
- Direction to complete training by a specified date;
- Public censure or reprimand by Board action;
- Removal from Board officer positions or standing committees;
- Limitation or denial of discretionary benefits related to Board service, such as conference attendance or travel reimbursement, to the extent permitted by law; and
- Referral of the matter to the designating authority, if applicable.

(c) Limitations. Nothing in this section shall be construed to expand the Board's authority to remove an elected or designated Board member, impose monetary penalties, or take action inconsistent with Washington law or the authority of the designating jurisdiction.

7. Construction

This section shall be interpreted in a manner consistent with Washington law and applicable federal requirements. In the event of a conflict between this section and statute, the statute shall control.

ARTICLE II. THE GOVERNING BODY-BOARD COMPOSITION

Section 2.1 Board Composition

Subject to the provisions to RCW 36.57A.050, as it presently exists or as it may be in the future amended, the governing body of the Agency, hereinafter referred to as the "Board", shall consist of a board of nine (9) members, all of whom shall be elected or appointed officials of the component Cities/Towns within the boundaries of the Agency, County Commissioners of Skagit County ("County Commissioners"),and one (1) non-voting member of the Public Transportation Benefit Area (PTBA) authority (or their designees as more specifically set forth in Section 2.2, below) for a total of ten (10) members. The component Cities/Towns within the PTBA are Anacortes, Burlington, Concrete, La Conner, Mount Vernon, and Sedro-Woolley. The non-voting member shall be recommended by the labor organization representing Skagit Transit employees and approved by the Board. If Skagit Transit employees are represented by more than one labor organization, all such labor organizations shall select the non-voting member by majority vote. The non-voting member shall comply with all governing Bylaws and policies of the Board. The Chairperson or Co-Chairpersons of the Board shall exclude the non-voting member from attending all executive sessions held for the purpose of discussing negotiations with labor organizations. The Chairperson or Co-Chairpersons of the Board may, but is not required to, exclude the non-voting member from attending all other executive sessions.

Consistent with RCW 36.57A.050, the governing body of the Agency, hereinafter referred to as the "Board," shall consist of a mayor or an appointed, elected representative of:

1. City of Anacortes;
2. City of Burlington;
3. Town of Concrete;
4. Town of La Conner;
5. City of Mount Vernon;
6. City of Sedro-Woolley:
7. The County Commissioner from District 1;

8. The County Commissioner from District 2;
9. The County Commissioner from District 3;
10. A nonvoting member of the labor organization representing Skagit Transit employees.
11. A nonvoting member of the Community Advisory Committee (CAC) representing the CAC.

A vacancy in any of the above positions shall in no way restrict the Board's ability or authority to govern, and in such case, a majority of the filled positions shall constitute a quorum for the purpose of conducting business.

Section 2.2 Attendance of Board Members/Appointed Designees

A Board member who is not able to attend a regularly scheduled meeting shall notify their alternate elected official to attend and notify the Clerk of the Board.

Section 2.3 Term of Office

Each city/town may designate its representative pursuant to its own rules, but per RCW 36.57A.050 must be an elected official. The city/town may change its representative upon presentation of a resolution or other documentation signed by the city/town executive attesting that the governing body of the city/town has properly chosen a new representative.

Section 2.4 Review of Board's Composition

Every four years, the Board shall meet to review the composition of the Board and change the composition of the Board if deemed appropriate. Any such conference and revisions to the Board shall conform to the requirements of Chapter 36.57A.055, Revised Code of Washington .

ARTICLE III. SELECTION AND DUTIES OF THE CHAIRPERSON AND VICE-CHAIRPERSONS

Section 3.1 Selection of Chairperson and Vice-Chairperson

The Board shall select a Chairperson and a Vice-Chairperson at the last meeting of the year. The Chairperson shall hold office until their successor is elected unless such person is legally ineligible to hold such position. Election of successors shall be deemed to occur at 12:01 a.m. of the day following the vote upon the question.

Section 3.2 Typical Duties of Chairpersons

The Chairperson shall preside over all meetings of the Board. In the event of the Chairperson's absence or inability to preside, the Vice-Chairperson shall assume the duties of presiding over the meetings of the Board; however, if the Chairperson is to be permanently unable to preside, the Board shall select a new Chairperson for the remainder of the Chairperson's term. In the event that the Vice-Chairperson is selected as the new Chairperson, then a new Vice-Chairperson shall be selected for the remainder of the vacated Vice Chairperson's term.

Section 3.3 Other Duties of Chairperson

The Chairperson shall act as spokesperson for the Agency and shall act as its representative at meetings with other organizations, committees, and other such activities unless such representation shall otherwise be authorized by the Board; provided however, the Chairperson may delegate to any Board member the duty of being spokesperson or representative. Such spokesperson or representative shall make no pronouncements that will obligate or commit the Agency except pursuant to prior authorization of the Board.

ARTICLE IV. APPOINTED POSITIONS

Section 4.1 Clerk of the Board

The Board shall approve the Clerk of the Board, who need not be a member of the Board.

Section 4.2 Treasurer/Auditor

The Director of Finance, or such other person designated by the Board, shall serve as Treasurer/Auditor of the Agency and shall perform the functional duties prescribed in RCW 36.57A.130.

ARTICLE V. DUTIES OF THE BOARD

Section 5.1 Duties of the Board

The Board of the Agency shall approve the policies and legislative direction for the Agency and its administrators, set strategies, ensure that the Agency is meeting its mission and serving the public interest, provide oversight to the Agency's operations and finances, and ensure that the Agency is in compliance with all state and federal laws. The Board's role is one of governance and oversight and shall be exercised collectively through duly adopted policies, resolutions, and strategic direction. The Board shall not engage in the day-to-day operations, supervision of staff, or administration of Agency programs, which are the responsibility of the Chief Executive Officer (CEO) and Agency staff, consistent with applicable law and best practices in public agency governance. The Board may create such standing committees and advisory boards as it finds necessary or advisable, in accordance with section 5.9.

The Agency, upon Board approval, shall have the power to:

1. Subject to approval by the state agency so authorized in RCW 36.57A.070, review, adopt, and oversee a general comprehensive plan for public transportation service and future changes, thereto, which will best serve the residents of the PTBA boundaries and to amend said plan from time to time to meet changed conditions and requirement; and
2. Approve the Agency's acquisition by purchase, condemnation, gift or grant, and to lease, construct, add to, improve, replace, repair, maintain, operate, and regulate the use of transportation facilities and properties within or without the boundaries of the Agency or the State, including systems of surface, underground or overhead railways, tramways, buses, ferries or any other means of public transportation, and including escalators, moving sidewalks or other people- moving systems, passenger terminal and parking facilities and properties, and such other facilities and properties as may be necessary for passenger and vehicular access to and from such people-moving systems, terminals and parking facilities and properties, together with all lands, right of way, property equipment and accessories necessary for such systems and facilities. Public transportation facilities and properties, which are owned by any city or any other municipal Agency, may be acquired or used by the Agency only with the consent

of the city council or legislative authority of the city or other municipal Agency owning such facilities.

   a. The facilities and properties of the Agency's systems whose vehicles will operate primarily within the rights of way of public streets, roads, or highways, may be acquired, developed and operated without the corridor and design hearings which are required by RCW 35.58.273, as now or hereafter amended, for mass transit facilities operating on a separate right of way; and

3. Fix rates, tolls, fares, and charges for the use of such facilities and to establish various routes and classes of service; and
4. Employ legal counsel; and
5. Approve and adopt an annual budget; and
6. Audit the Agency's administrative affairs; and
7. Have all other powers which are necessary to carry out the purpose of the Agency as defined by law as it presently exists or as it may hereinafter amended, expressly including RCW 36.57A.080.

Section 5.2 Budget

The Board shall annually adopt a budget for the operation of the Agency. The budget shall be prepared in accordance with state laws and shall be made available to the public.

Section 5.3 Meetings and Meeting Notice

The Board shall hold regular meetings on the third Wednesday of every month at 11:00 am at the location approved by the Board. All meetings will also have a virtual option. Special meetings may be requested by the CEO, Chairperson, or by a majority of the Board. Notice of special meetings shall be provided to all Board members. All regular and special meetings and all Executive Sessions shall be conducted, and notices given thereof consistent with the Open Public Meetings Act (RCW 42.0).

Section 5.4 Quorum

At any regular or special meeting, any voting majority (5) of the Board present shall constitute a quorum for the transaction of business.

Section 5.5 Voting/Board Decisions

With the exception of the non-voting member, every member of the Board shall be entitled to one vote on all issues before the Board. All voting Board members present may vote or abstain; and abstention shall not be counted. The act of the majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board unless a greater number is required by law. The majority vote must have at least three affirmative votes in order to be a Board decision. Any member may require that the vote of each member on a particular matter be recorded in the minutes, in which case a roll call will be taken.

Section 5.6 Parliamentary Procedure

This section shall govern the procedures to be followed by the Board for the conduct of Board meetings and the maintenance of order.

a) **Open Public Meetings Act.** As previously set forth in Section 1.5. 3., the Board shall comply with the provisions of the Open Public Meetings Act, Chapter 42.30 RCW, in the conduct of all meetings to which said act is applicable.

b) **Executive Sessions.** The Board may discuss the matters specified in RCW 42.30.110, as now codified or hereafter amended in an executive session. No member of the Board, employee of the Agency, or any other person present during the executive sessions of the Board shall disclose to any person the content or substance of any discussion which took place during said executive session, unless a majority of the Board shall authorize such disclosure.

c) **Work Sessions.** The Board may, as it deems necessary, conduct work sessions for the purpose of in-depth review and discussion of specified issues. Final disposition shall not be taken at designated work sessions.

d) **Voting Procedure and the Chairperson of the Board.** The Chairperson of the Board shall be a voting member.

e) **Questions of Parliamentary Procedure.** Questions of parliamentary procedure not covered by these Bylaws shall be governed by Robert's Rules of Order, Revised (12th Edition, 2020). To the extent these Bylaws are inconsistent with Robert's Rules of Order, these Bylaws shall govern.

f) **Parliamentarian.** The Chairperson shall act as the parliamentarian of the Board.

Section 5.7 Board Acting as a Body

The Board shall act as a body in making its decisions and announcing them. No member shall speak or act for the Board without prior authorization of the Board, except as otherwise provided for in these Bylaws.

The Board of Directors shall have the exclusive authority to appoint, evaluate, compensate, and, when deemed necessary, remove the CEO. The CEO shall serve at the pleasure of the Board and may be dismissed, with or without cause, by a majority vote of the Board of Directors subject to the CEO's most current executed Employment Agreement with the Agency. The Board shall also have the authority to establish the duties, responsibilities, and performance expectations of the CEO, and to take all actions necessary to ensure appropriate leadership and management of the organization.

In the event that the CEO shall become unable to perform their duties for a period longer than 30 days, the Board shall appoint an acting CEO in accordance with the line of authority.

In accordance with the Agency's Procurement Policy, the Board may authorize the CEO to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Agency and such authorization may be general or may be confined to specific instances. All written contractual obligations of the Agency, including, but not limited to, contracts, leases and assignments, are to be maintained by the Contracts and Procurements Administrator.

Section 5.8 Records of the Board Meeting – Minutes

The proceedings of the Board meetings shall be recorded and maintained in the offices of the Agency. The minutes shall consist primarily of a record of the action taken. Prior to the adoption of the minutes, copies of the proposed minutes shall be forwarded to all Board members prior to the next regular meeting for their reference and/or correction. At the next regular meeting, the Board shall consider the minutes for adoption or necessary corrections.

Section 5.9 Committees and Advisory Boards

The Chairperson, with the approval of the Board, may form such standing or special committees or advisory boards as shall be necessary or appropriate and shall determine the powers and duties of each.

a) Standing Committees and Advisory Boards. The Board, acting as a whole, may form standing committees and advisory boards of the Board. Such standing committees/advisory boards shall be formed by resolution of the Board. Such resolution shall contain provisions for the specific purpose of the committee/advisory board and its membership. However, in no event shall a standing committee/advisory board membership constitute a quorum of the Board for the transaction of business, and the general purpose of such standing committees/advisory boards shall be to adopt recommendations of actions to the Board as a whole. Standing committees/advisory boards of the Board may contain citizen electors residing within the boundaries of Skagit County.
b) The CEO shall be an ex-efficio, non-voting member of any or all standing or special committees or advisory boards.

Section 5.10 Governance Committee

A. Establishment and Purpose
The Board of Directors shall maintain a Governance Committee to assist the Board in matters relating to governance, board effectiveness, bylaws, policies, and other governance-related issues as assigned by the Board Chair or Board of Directors.

B. Membership
The Governance Committee shall consist of four (4) voting members of the Board of Directors: the Board Chair, the Vice Chair, the Immediate Past Chair, and one (1) rotating Board Member appointed annually by the Chair and confirmed by the Board.

If the Immediate Past Chair is no longer serving on the Board, the Chair may appoint an additional Board Member to serve in that position until such time as a former Chair is again serving on the Board.

To preserve the committee's advisory nature and avoid constituting a quorum of the full Board, membership on the Governance Committee shall not exceed four (4) voting Board members at any time. Vacancies shall be filled in a manner consistent with this section, and under no circumstances shall committee membership be expanded beyond four (4) voting Board members unless these Bylaws are amended by the Board.

The Governance Committee is established as an advisory committee of the Board. Membership is intentionally limited to fewer than a quorum of the full Board to facilitate preliminary governance discussions and recommendations before matters are brought before the full Board for consideration and action.

C. Rotation of Board Member
The rotating Board Member shall serve a one-year term or until a successor is appointed. The Chair shall endeavor to rotate the appointment among Board Members to promote broad participation in governance matters.

D. Duties and Responsibilities
The Governance Committee shall:

1. Review and recommend amendments to the Board Bylaws;
2. Review and recommend policies;
3. Evaluate Board governance practices and recommend improvements;
4. Review matters referred to the Committee by the Board or Board Chair; and

5. Make recommendations to the Board regarding governance-related issues.

E. Meetings
Meetings of the Governance Committee shall be called by the Chair of the Board or by a majority of the Committee members as needed to conduct Committee business.

F. Reporting
The Governance Committee shall report its findings and recommendations to the Board of Directors for consideration and action.

Section 5.11 Ethics in Public Service

All Board members shall comply with all applicable provisions of Chapter 42.52 RCW, Ethics in Public Service.

Section 5.12 Removal of Board Members

The Board shall have the authority to remove, by majority vote, any Board member or their designee for violations of these Bylaws. In such case, the Board may allow a component City or Town to appoint another member in accordance with the Bylaws.,

Section 5.13 Obligation of Board to Comply with Bylaws

All Board members shall be bound by these Bylaws and shall sign a declaration upon commencement of a Board term agreeing to be so bound.

ARTICLE VI. GENERAL PROVISIONS

Section 6.1 Checks and Electronic Payments

All disbursements of the Agency, including Electronic Payments, shall be executed by the appropriate administrative director as per Board resolution or as otherwise directed by law. All requests for disbursements, whether by check or electronic means, shall be signed as directed by Board resolution.

Section 6.2 Notes

ACH notes or other evidence of Agency indebtedness, including bills issued or incurred in the name of the Agency, shall be signed by such officer, member, agent or employee of the Agency, and in such a manner as shall from time to time be determined by Board resolution.

Section 6.3 Deposits

All funds of the Agency shall be deposited in the appropriate accounts established by resolution. The Director of Finance shall be custodian of the funds and is, subject to approval by Board resolution, authorized to invest such funds in the manner provided by law.

Section 6.4 Gifts

The Board may accept on behalf of the Agency any contribution, gift, or bequest (so long as conditions are consistent with State law), for any purpose of the Agency.

Section 6.5 Travel

Members of the Board, in order to conduct official business properly and fully, may travel and incur expenses. Agency members shall receive no reimbursement for travel or meals within Skagit County. Agency members will receive reimbursement for reasonable expenses incurred while engaged in official business out of the County in accordance with RCW 36.57A.050 and the adopted travel policy which applies to all Agency employees. Out-of-state travel by Board members will be authorized by the Chairperson, and out-of-state travel by the Chairperson will be authorized by the CEO, all subject to annual budget restraints.

ARTICLE VII. SEVERABILITY

If any provision of these Bylaws, or its application to any person or circumstance is held invalid, the remainder of these by-laws, or the application of the provisions to other persons or circumstances is not affected.

ARTICLE VIII. ENACTMENTS SUPERSEDED

These By-laws shall supersede such Board enactments, provisions, and constitutive authority as may be affected by these Bylaws. In the event that such conflicts may arise in the exercise, intent, or interpretation between these Bylaws and prior Board enactments, provisions and constitutive authority then these Bylaws shall have preference and authority over such other enactments, provisions, and constitutive procedures.

ARTICLE IX. PROTECTION OF BOARD MEMBERS, OFFICERS, AND EMPLOYEES FROM LIABILITY

Section 9.1 Goal

The Board members, officers and employees of the Agency serve the people of Skagit County as public servants. It would frustrate the purpose of the Agency if its Board members, officers or employees were subject to individual legal liability for actions taken on behalf of the Agency.

Section 9.2 Scope or Protection

Except as otherwise provided by state law, no Board member, officer or employee of the Agency shall be individually liable for any action taken in such capacity as provided in paragraph 9.3. Accordingly, and consistent with Section 9.1 above, the Agency shall defend and hold harmless all Board members, officers and employees of the Agency against whom a claim or suit may be brought by a third party. In the event such a suit is brought, the Agency shall pay the reasonable and necessary expenses actually incurred and connected with the defense, settlement, or monetary judgement, including costs, disbursements, and reasonable attorneys' fees arising out of any action, claim, or other proceeding within the standard of conduct referred to in paragraph 9.3 herein, and for which notice has been given pursuant to paragraph 9.4. The Board, excluding the member(s) involved in such claim or action, shall be the sole judge of the reasonable and necessary expenses to be borne by the Agency.

Section 9.3 Standard of Conduct

Protection shall be limited to any action, claim, or other proceeding threatened, pending, or instituted against any person who was, or is, at the time of the alleged conduct, an elected or appointed Agency Board member, officer, or employee, and arising out of such person's performance, purported performance, or failure to perform in good faith the duties for, or employment with, the Agency.

Section 9.4 Notice

Any Board member, officer or employee against whom any action, claim, or other proceeding is threatened, pending, or instituted as provided in Section 9.3 above, shall provide written notice of such action, claim, or other proceeding to the Board Chairperson within ten days of being served with the notice of such action, claim or other proceeding.

Section 9.5 Insurance

The Agency, pursuant to RCW 36.16.138 and Chapter 48.62 RCW, as currently codified or hereafter amended, may contract for insurance coverage in order to carry out the provisions of this article.

Section 9.6 Non-waiver Provision

Through this article, the Agency seeks only to establish a formal mechanism to protect its Board members, officers and employees as stated above. The Agency does not waive any defenses or immunities to which its Board members, officers or employees may be entitled under the laws of the United States and the State of Washington.

Section 9.7 Reservation of Denial

The Agency expressly reserves the right to decline representation or indemnification under this section in cases involving willful misconduct, gross negligence, criminal conduct, and actions taken outside the scope of Board duties or violations of law or Agency policy.

ARTICLE X. AMENDMENTS

These Bylaws, as adopted by the Board of Skagit Transit System may be revised or amended at any regular or special meeting of the Board, with the provision that members receive copies of the proposed change(s) at least two (2) weeks prior to the meeting.

SIGNATURES

The foregoing amended Bylaws of the Skagit Transit System have been adopted by the majority of the total Board on the_____day of ___________________, 2026.

Bill Aslett Mayor, City of Burlington	Jo Ellen Kesti Mayor, City of Sedro-Woolley
Peter Donovan Mayor, City of Mount Vernon	Ron Wesen Skagit County Commissioner, District 1
Peter Browning Skagit County Commissioner, District 2	Joe Burns Skagit County Commissioner, District 3
Carolyn Moulton Councilperson, City of Anacortes	Marna Hanneman Mayor, Town of La Connor
Jeremy Akers Mayor, Town of Concrete	Larissa Farrell Skagit Transit Clerk of the Board
Crystle Stidham Skagit Transit CEO	Dannon Traxler Legal Counsel to Skagit Transit

SKAGIT TRANSIT

TO: **Skagit Transit Board of Directors**

FROM: **Crystle Stidham, Chief Executive Officer**

SUBJECT: **Approve New Community Advisory Committee (CAC) Members**

INFORMATION:

The Community Advisory Committee (CAC) is an important advisory body that provides input and recommendations to the Board and staff regarding transit services, programs, and community needs.

Following its recruitment and review process, the CAC evaluated candidate applications and selected two individuals to fill current vacancies on the committee. The CAC subsequently recommended the appointment of Kurt Kennedy and Joe Macdonald to serve as members of the Community Advisory Committee. The CAC reviewed candidate applications and voted to advance selected candidates for Board consideration.

Both candidates have demonstrated an interest in public transportation and community service and will help ensure that the committee continues to provide diverse perspectives and meaningful feedback on transit-related issues affecting Skagit County residents.

Appointment of these members will strengthen the CAC's ability to fulfill its advisory role and support ongoing engagement between Skagit Transit and the communities it serves.

RECOMMENDATION:

Staff recommends that the Board of Directors approve the appointment of Kurt Kennedy and Joe Macdonald to the Skagit Transit Community Advisory Committee.

BUDGET IMPACT:

None.

CAC Update
August 11, 2026

Our new prospective members were present, and look forward to the official vote at the August 19 board meeting.

The committee meeting's main discussion centered around the upcoming Week Without Driving (WWD) activities and event. The kickoff for the board will be at the September 16 meeting. Other activities organized by the CAC include a "Lunch Without Driving," October 7, with location to be determined. More information to come.

WWD movement is inspiring the development of a story board by the CAC and the transit marketing department, starting with CAC members, and gathering the experience of board members and elected officials.

For those interested in a dial-a-ride experience, there is a CAC member team waiting to host you and make the arrangements for a smooth and enjoyable experience.

Several members are also offering their services as "rider buddy," to help with route information and trip planning. Transit's Sarah Pelle is also available to offer assistance.

More to be unveiled at the September 16 board meeting.

The staff report was given, and the committee was informed that as of this date, the committee is no longer considered operational under the Washington State OPMA.

Next meeting September 8.

Respectfully Submitted,

Judy Jones

CAC Chair

SERVICE REPORTING
JUNE 2026
Fixed Route

YTD Ridership Comparison (Jan–June 2026 vs. 2025)	
Fixed Route	⬆ 6.12%

Total Fixed Route Ridership	
Unlinked Passenger Trips (UPT)	45,827
Compared to Previous Year	41,529
Net Increase/Decrease Year-over-Year	10.35% Δ

(MB) Local Route Service Supplied	
Passenger Miles Traveled (PMT)	91,777.87
Vehicle Revenue Miles (VRM)	90,497.30
Vehicle Revenue Hours (VRH)	6,080.56

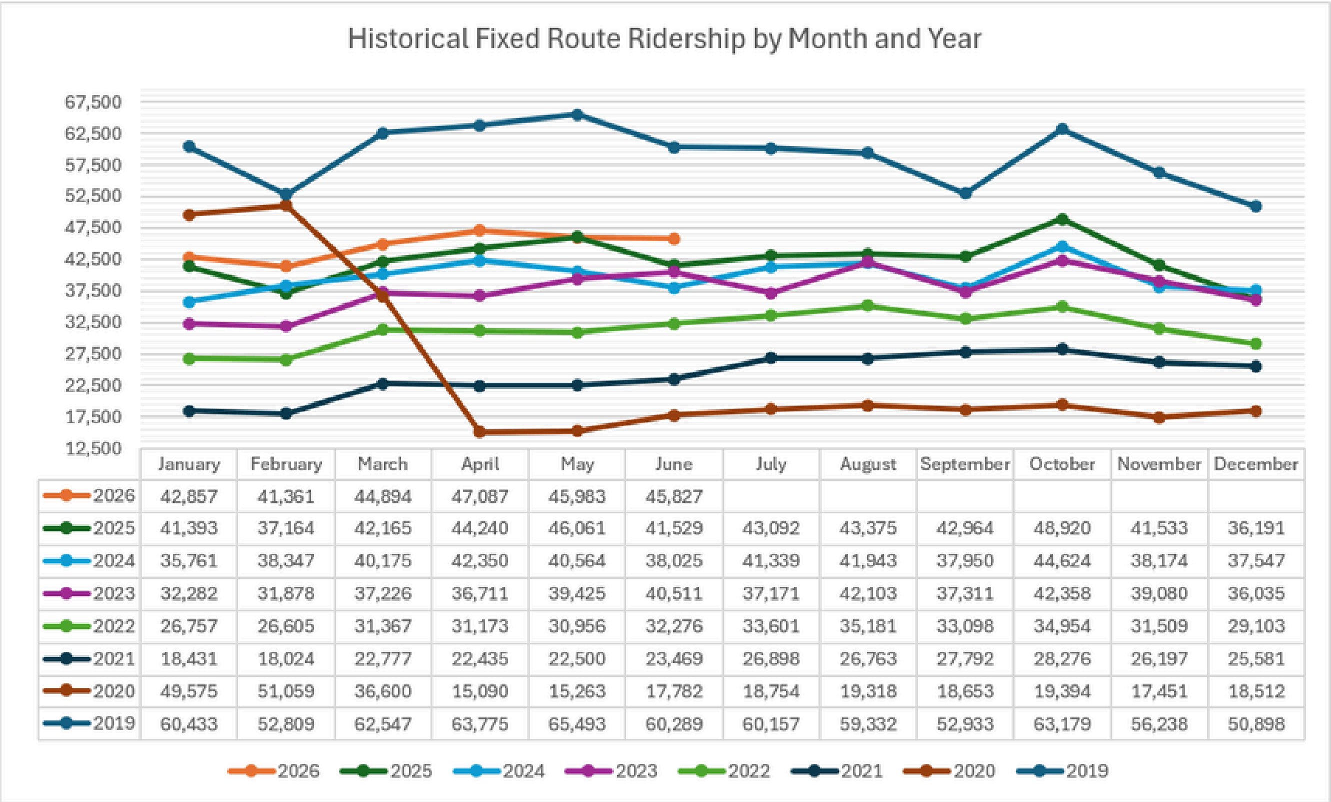
(MB) Local Route Service Efficiency	
Operating Expense per VRM	$11.59
Operating Expense per VRH	$172.48
Unlinked Passenger Trips per VRM	0.40
Unlinked Passenger Trips per VRH	5.59
Operating Expenses per PMT	$11.43
Operating Expenses per UPT	$30.83

Fixed Route Vehicle Operator Statistics	
Operator Count	66
Total Operator Hours	11,427.04
Operator Productive Hours	8,994.40
Operator Non-Productive Hours	1,785.35
Operator Productivity %	83.44%
Operator Sum of Paid Overtime	$33,586.60
Operator Overtime Hours	647.29

(CB) Commuter Route Service Efficiency	
Operating Expense per VRM	$5.21
Operating Expense per VRH	$161.33
Unlinked Passenger Trips per VRM	0.172
Unlinked Passenger Trips per VRH	5.335
Operating Expenses per PMT	$3.53
Operating Expenses per UPT	$30.24

Route On-Time Departure Performance	
CB-Average	84.20%
MB-Average	85.23%
Combined Average	84.71%

(CB) Commuter Route Service Supplied	
Passenger Miles Traveled (PMT)	78,327.14
Vehicle Revenue Miles (VRM)	53,001.35
Vehicle Revenue Hours (VRH)	1,712.20



	January	February	March	April	May	June	July	August	September	October	November	December
2026	42,857	41,361	44,894	47,087	45,983	45,827						
2025	41,393	37,164	42,165	44,240	46,061	41,529	43,092	43,375	42,964	48,920	41,533	36,191
2024	35,761	38,347	40,175	42,350	40,564	38,025	41,339	41,943	37,950	44,624	38,174	37,547
2023	32,282	31,878	37,226	36,711	39,425	40,511	37,171	42,103	37,311	42,358	39,080	36,035
2022	26,757	26,605	31,367	31,173	30,956	32,276	33,601	35,181	33,098	34,954	31,509	29,103
2021	18,431	18,024	22,777	22,435	22,500	23,469	26,898	26,763	27,792	28,276	26,197	25,581
2020	49,575	51,059	36,600	15,090	15,263	17,782	18,754	19,318	18,653	19,394	17,451	18,512
2019	60,433	52,809	62,547	63,775	65,493	60,289	60,157	59,332	52,933	63,179	56,238	50,898

SERVICE REPORTING JUNE 2026

Paratransit

Para Service Operating Expenses	
Operating Expenses per VRM	$10.17
Operating Expenses per VRH	$150.26
Operating Expenses per UPT	$84.62

Para Service Efficiency	
Unlinked Passenger Trips per VRM	8.32
Unlinked Passenger Trips per VRH	1.78

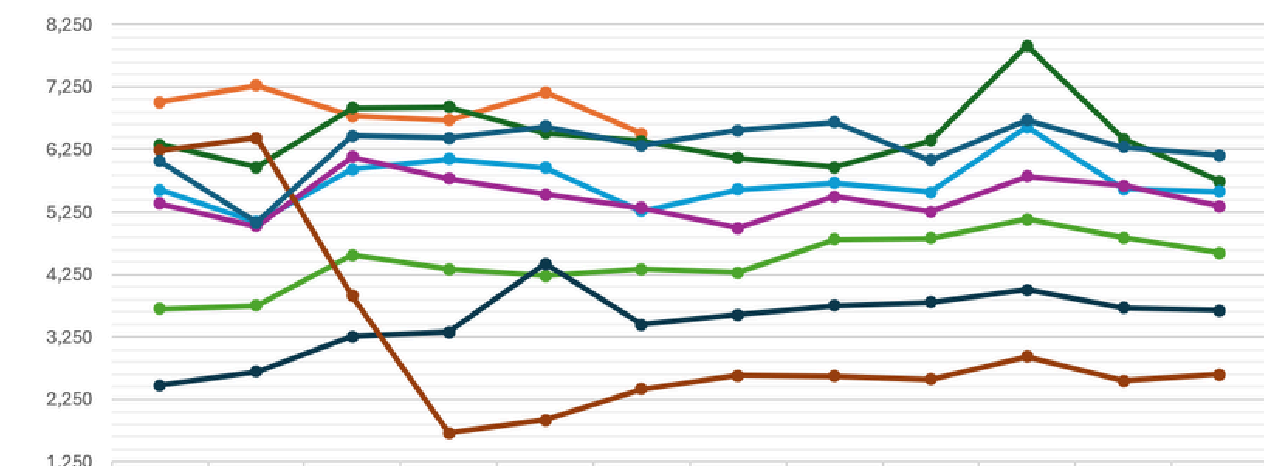
Paratransit Route Vehicle Driver Statistics	
Driver Count	21
Total Driver Hours	3,697.76
Driver Productive Hours	3,173.29
Driver Non-Productive Hours	355.38
Operator Productivity %	89.93%
Operator Sum of Paid Overtime	$9,411.77
Operator Overtime Hours	169.09

Paratransit Service Consumption	
Passenger Miles Traveled (PMT)	42,359.48
Unlinked Passenger Trips (UPT)	6,506
Compared to Previous Year	6,386
Net Increase/Decrease Year-over-Year	1.88% Δ

Paratransit Service Supplied	
Vehicle Revenue Miles (VRM)	54,107.88
Vehicle Revenue Hours (VRH)	3,663.82
Total Miles	62,402.26
Total Hours	4154.04

YTD Ridership Comparison (Jan-Jun 2026 vs. 2025)	
Paratransit	⬆ 6.20%

Historical Paratransit Ridership by Month and Year



	January	February	March	April	May	June	July	August	September	October	November	December
2026	7,011	7,283	6,781	6,724	7,166	6,506						
2025	6,333	5,968	6,912	6,935	6,517	6,386	6,113	5,968	6,391	7,917	6,417	5,745
2024	5,601	5,094	5,936	6,095	5,959	5,260	5,612	5,717	5,572	6,611	5,619	5,575
2023	5,386	5,023	6,134	5,783	5,530	5,318	4,998	5,501	5,256	5,824	5,669	5,345
2022	3,696	3,756	4,560	4,330	4,229	4,331	4,285	4,811	4,830	5,135	4,839	4,598
2021	2,477	2,689	3,259	3,329	4,423	3,447	3,604	3,751	3,805	4,000	3,719	3,671
2020	6,237	6,433	3,910	1,707	1,922	2,414	2,631	2,622	2,568	2,936	2,546	2,645
2019	6,063	5,085	6,471	6,440	6,622	6,318	6,559	6,690	6,081	6,720	6,290	6,157

2026 2025 2024 2023 2022 2021 2020 2019

SERVICE REPORTING

JUNE 2026

Ridership, Expenses and Revenue

SKAGIT TRANSIT

Fixed Route Statistics by Month							
Route	Ridership	VRM	Total Miles	VRH	Total Hours	Route Cost	Cost Per UPT
101 - Burlington	881	4,155.21	4,223.20	330.42	338.68	$22,543.94	$25.59
202 - Mount Vernon	2,089	5,356.33	5,607.59	436.44	446.00	$27,313.16	$13.07
204 - Mount Vernon	2,328	5,916.90	6,261.74	418.63	429.81	$27,240.94	$11.70
205 - Mount Vernon	4,037	4,242.99	4,550.44	403.68	414.69	$25,431.82	$6.30
206 - Mount Vernon	2,244	4,031.42	4,374.36	381.26	393.69	$24,569.71	$10.95
207 - Mount Vernon	3,002	8,232.63	8,762.54	593.93	613.73	$35,510.43	$11.83
208 - Mount Vernon/Burlington	7,702	7,633.77	7,783.45	727.37	738.68	$39,119.93	$5.08
300 - Sedro-Woolley	2,013	5,349.90	5,867.11	384.46	404.07	$26,050.13	$12.94
301 - Burlington/Sedro-Woolley	1,676	5,205.55	5,389.82	412.95	420.36	$26,258.47	$15.67
305 - Sedro Woolley/Clear Lake/SVC	1,116	6,423.72	6,784.86	337.49	351.42	$24,908.09	$22.32
409 - Anacortes	796	3,717.78	3,762.17	270.81	275.22	$19,992.02	$25.12
410 - Anacortes/ San Juan Ferries	3,366	6,881.25	7,758.30	356.11	380.51	$26,649.47	$7.92
513 - Burlington/Anacortes	830	8,330.01	8,353.51	354.08	357.28	$26,288.30	$31.67
615 - Mount Vernon/La Conner/Anacortes	1,294	8,515.83	8,995.94	358.72	374.60	$27,372.24	$21.15
717 - Concrete	643	6,504.01	7,753.60	314.21	344.08	$25,379.47	$39.47
40X - Mount Vernon/Anacortes	1,922	9,631.19	10,218.69	354.52	372.42	$27,733.24	$14.43
70X - Concrete/Mount Vernon	990	10,539.33	10,960.46	384.24	400.95	$29,246.53	$29.54
80X - Skagit Whatcom Connector	1,759	7,072.61	7,306.87	235.15	241.28	$21,127.21	$12.01
90X - Skagit Snohomish Connector	4,464	25,758.22	26,255.03	738.29	781.31	$53,221.64	$11.92
Unassigned Rides	2,675						
Totals	**45,827**	**143,498.65**	**150,969.68**	**7,792.76**	**8,078.78**	**$535,956.75**	

Average Cost Per UPT
$17.30

* This figure is for planning purposes only and does not include all agency overhead.

Fare Revenue	
Fixed Route	$31,490.66
Paratransit	$9,281.61
Grand Total	$40,772.27

Youth Ridership	
Motor Bus	5,740
Commuter Bus	1,372
Paratransit	23
Total Youth Ridership	7,135
Percentage of Total Monthly Ridership	13.63%

Fixed Route Operating Expenses	
Labor	$584,010.86
Salaries	$358,757.63
Fringe & Paid Absences	$225,253.23
Services	$540.00
Fuels & Lubricants	$104,067.74

Paratransit Operating Expenses	
Labor	$218,046.16
Salaries	$144,850.37
Fringe & Paid Absences	$73,195.79
Services	$160.00
Fuels & Lubricants	$11,587.18

Route On-Time Departure Performance			
Route	Early	On Time	Late
40X	29.2%	69.8%	1.0%
70X	12.4%	85.6%	2.0%
80X	1.6%	97.1%	1.3%
90X	4.8%	84.3%	10.9%
101	8.7%	90.9%	0.4%
202	45.2%	53.3%	1.5%
204	0.2%	96.0%	3.8%
205	12.6%	85.2%	2.2%
206	30.1%	66.8%	3.1%
207	0.7%	94.8%	4.5%
208	17.3%	78.4%	4.3%
300	1.3%	97.5%	1.2%
301	35.7%	64.3%	0.0%
305	21.9%	77.1%	1.0%
409	2.4%	96.3%	1.3%
410	4.2%	92.6%	3.2%
513	3.7%	95.9%	0.4%
615	0.7%	96.7%	2.6%
717	2.0%	92.6%	5.4%