



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

Skagit Transit Board of Directors Agenda

Regular Meeting
April 15, 2026
11:00 a.m.

Join virtually at:

<https://tinyurl.com/Board-of-Directors-April-15th>

Meeting ID: 233 326 712 553 71

Passcode: bX6Sd6NU

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 March Meeting Minutes Page 3
- b) Approval of Claims and Payroll
 - February Payroll Direct Deposit and Checks \$1,279,579
 - February Direct Federal withholding transfer..... \$363,596
 - February Claims Checks and ACH #5321-5461 \$460,361
- c) Approve February Budget Update..... Page 8

6. FULL DISCUSSION / ACTION ITEMS

- a) Approve Resolution 2026-03 Appointing the Internal Auditor and Treasurer of the PTBA Page 9
- b) Approve Resolution 2026-04 Appointing the Agency Investment Officer Page 11
- c) Approve Advertising and Sponsorship Policy Page 13
- d) Approve Revised Bylaws for Skagit Transit Board of Directors Page 24

7. INFORMATION ITEMS

- a) CEO Update
- b) Employee Recognition
- c) End of Year 2025 Productivity Report Page 37
- d) February 2026 Productivity and Ridership Page 40

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

Mayor of Anacortes	1
Mayor of Burlington	1
Mayor of Mount Vernon	1
Mayor of Sedro-Woolley	1
Skagit County Commissioner District 1 ..	1
Skagit County Commissioner District 2 ..	1
Skagit County Commissioner District 3 ..	1
Mount Vernon Councilperson	1
Sedro-Woolley Councilperson.....	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.

**RECORD OF THE PROCEEDINGS
SKAGIT TRANSIT BOARD OF DIRECTORS**

Wednesday, March 18, 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
Julia Johnson, City of Sedro Woolley, Mayor
Bill Aslett, City of Burlington, Mayor (joined at 11:04 a.m. and left at 11:25 a.m.)
Paul Cocke, City of Sedro Woolley, Councilmember
Hannah Oliver, City of Mount Vernon, Councilmember

Members Present via Teleconference

Judy Jones, Community Advisory Committee (Chair, non-voting member)

Members Absent:

Carolyn Moulton, City of Anacortes, Councilmember
Tracy Cook, Labor Representative (non-voting member)

Providing Legal Counsel:

Suzanne Michael, Fisher Phillips
Cedric Adams, WSTIP

Staff Present

Eric Espraza, Capital Projects Manager
Eric Gambill, Security Supervisor
Crystle Stidham, Chief Executive Officer
Greg Latham, Director of Maintenance and Facilities
Jason Shaffer, Operations Supervisor
Larry Shelly, Coach Operator
Larissa Farrell, Executive Assistant/Clerk of the Board
Les O'Neil, Operations Supervisor
Rocky Bliss, Coach Operator
Wade Reinemer, Coach Operator
Maleah Kuzminsky, Planning and Outreach Manager

Staff Present via Teleconference:

Abby Bissell, HR Generalist
Clerk of the Board
Kelly Borden, Accounting Clerk
Larissa Farrell, Executive Assistant/Clerk of the Board
Rebekah Tuno, Grants Manager
Sarah Pelle, Events Specialist/Travel Trainer
Seeley Mullins, Procurement and Contracts Coordinator
Skagit Transit Proctor
Taylor Patti, Financial Analyst

Members of Public Present

Andrea Reiter; Colleen Kennedy; Jason Kelly; Melinda; Shelby Zimmerman; Soren Jensen;

Members of the Public Present via Teleconference:

000000; Joe Kunzler; Joe Macdonald; No Kings; Read.AI Meeting Notes; Rosie Ventura;

1 Executive Session: RCW 42.30.110(1)(i) Discuss Agency Litigation with Legal Counsel

The board met in an executive session to discuss agency litigation with legal counsel. Mr. Browning stated that the Board would meet for 20 minutes from 11:00 a.m. to 11:20 a.m. The Board returned to the room and resumed the regular meeting at 11:20 a.m.

2 Public Comment

Public comment was made.

3 Consent / Action Items

- a) Approval of February Meeting Minutes
- b) Approval of Claims and Payroll
 - January Payroll Direct Deposit and Checks
 - January Direct Federal Withholding Transfer
 - January Claims Checks and ACH #5170-5320
- c) Approve January Budget Update
- d) Approve Fare-Free Fixed Route Service for the Spring 2026 Veteran Stand Down Event
- e) Approve Scan and Toss Policy and Procedure
- f) Approve Revised Bylaws for Skagit Transit Board of Directors

Mr. Wesen made a motion to move (f) Approve Revised Bylaws for Skagit Transit Board of Directors to the Full Discussion/Action Items part of the agenda. Ms. Johnson then made a motion to approve consent items A-E. Mr. Cocke seconded the motion. The motion passed unanimously.

4 Full Discussion/Action Items:

a) Approve Revised Bylaws for Skagit Transit Board of Directors

Mr. Wesen requested that language be added to the bylaws that authorizes the Skagit Transit Board of Directors to hire and fire the Chief Executive Officer of Skagit Transit. Mr. Wesen then moved to approve the bylaws as is, and we will revisit them next month to make the requested revisions. Mr. Burns seconded the motion. The motion passed unanimously.

b) Approve Contract 25-065 Skagit Transit MOA2 Commissioning

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

Mr. Donovan moved to approve Contract 25-065 Skagit Transit MOA2 Commissioning. Mr. Wesen seconded the motion. The motion passed unanimously.

c) Approve Resolution 2026-02 Appointing Representatives to the Washington State Transit Insurance Pool

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

Mr. Burns moved to approve resolution 2026-02, appointing representatives to the Washington State Transit Insurance Pool. Ms. Johnson seconded the motion. The motion passed unanimously.

5 Information Items

- a) CEO Update
- b) Employee Recognition
- c) March Grants Update
- d) January Productivity and Ridership Report
- e) CAC Update

Peter Browning adjourned the meeting at 12:07 p.m.

Attest:

Peter Browning, Chair Skagit Transit Board of Directors

Larissa Farrell, Clerk of Skagit Transit Board

13 March 2026

RE: Joe A. Kunzler Public Comment for 18 March 2026

Dear Skagit Transit Board;

First, I want to share here that it's been a somewhat depressing March. I happen to be transit-dependent in Sedro-Woolley, and so I've had to bow out of several events due to our span of service in Sedro-Woolley being 5:45 AM-8:45 PM weekdays plus 7:45 AM-6:15 PM weekends.

Additionally, I don't find terribly appealing having to leave Sedro-Woolley at 9:15 AM or so for an 11 AM meeting in downtown Burlington to give three (3) minutes of oral public comment, and then get home most likely around 2:00 PM. Five (5) *hours* for three (3) minutes is *very much* a deterrent to public input and participation. Some of us who actually ride Skagit Transit and have to deal with cancelled runs and fire extinguishers popping off have pressing issues with Skagit Transit that arguably require us to participate in Board discussions. If you don't want us voting on money issues, at the very least, use this new law I helped get and was spoken about on both the House & Senate floors to please let Skagit Transit riders amply inform the Board of our declining rider experience.

I will also make this pledge here in writing as I have orally in several places: If appointed, I will hold at least one town hall in a different Skagitonian community per month for Skagit residents. Non-Skagitonian folks can request one 30-minute virtual call a month, and I will offer the same to fellow Skagitonians as need be. We Skagitonians need to build community around Skagit Transit, and we Skagitonians need Skagit Transit to build a better community.

With that, I will address some issues from the agenda packet. First, I absolutely, positively, definitely reject Skagit Transit joining ORCA. I object without an affirmative vote of both the Community Advisory Committee (CAC) and the Board on the matter. Fare collection is a matter of concern to riders. Riders who need to at the least a nonvoting voice in Board discussions such as this need to be listened to.

I also object to Skagit Transit having fare collection governance be in a Seattle conference room by book-smart folks who mean well but do not record their deliberations. Our exurban voice and needs will be diluted if not disregarded by the urban transit agencies at the ORCA Joint Board.

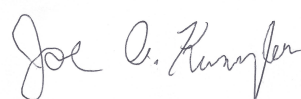
Additionally, UMO has fare capping for a \$3 in-county pass. ORCA Joint Board has a \$6 all-day fare for the buses and light rail (aka Link) inside the ORCA pod. How will ORCA and Skagit Transit adjust fares with our membership?

I also want to add that I have been posting most of Skagit Transit's route cancellations to Nextdoor, and received both appreciation plus concern from the public on that social media platform.

With that, a few thoughts on the Board of Directors By-Laws:

- 1) I do not see what value or need there is to have City Councilors on the Board of Directors. Having a rotating membership thwarts direct accountability at the ballot box for delivering Skagit Transit services.
- 2) The by-laws do not recognize the Skagit Transit Community Advisory Committee as a non-voting member.
- 3) I wish the Board was open please to having a community volunteer who rides Skagit Transit of the same jurisdiction as an elected member be an alternative representative at the pleasure of the elected member.

Respectfully submitted;



Joe A. Kunzler
growlernoise@gmail.com

**CEO Verbal Report Out
Board Meeting
March 18th, 2026**

MOA2

We finally received notification last week that our BUILD grant was approved. As I mentioned several months ago, we were required to take out all work related to EV charging infrastructure as a condition to get the grant approved. The DOT reduced the grant by \$2M, the amount that they valued the EV charging infrastructure would have cost. I was able to get \$5M from Move Ahead Washington for the project, so we still have a fully funded project.

Project

Construction started on the project on Monday, March 16th. The delay was primarily due to the FTA taking an extended period of time to reprogram the grant funds for this project. The project is expected to take 6-8 weeks to complete.

Finances

A full financial report is included in the packet, but I wanted to provide a few highlights. Sales tax revenues were up about 6.84% YoY from December 2024 to December 2025, 4.83% YTD.

We budgeted \$16.5M in sales tax revenues for 2025 and collected \$18,020,483 (\$1,520,483 over what we budgeted).

Recruitments

We currently have the following open positions:

- Director Of Operations

We have 8 Drivers in training right now and expect them to graduate in mid-April. We will be starting another class of 4 in mid-April.

Operations KPIs

January:

LTA - Average 5-6

OT

- January - \$60,897.62
 - Budgeted \$575,000

Driver absenteeism for January was 14.44%

Ridership

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

FR - Up 2.47% from January 2025 to January 2026

Para - Up 10.71% from January 2025 to January 2026

Governance Committee Update

There was no Governance meeting in March due to scheduling conflicts.

Class and Comp Workshops

The Class and Comp study is done and the changes will be reflected on our March 20th, 2026 payroll for employees that were reclassified. We have one exempt employee that the consultant deemed should be classified as non-exempt. This means that the employee should be eligible for OT if she works more than 40 hours per week. It will not impact the employee's pay, but the GL accrual is different for exempt vs. non-exempt employees. We feel that we should reclassify the employee to non-exempt and keep her accruals as exempt so that she does not lose GL. We will be bringing that to the Board for approval next month.

Long-Range Transit Plan

We are in the implementation process for the new paratransit and microtransit software. We'd hoped to go live with the new software in April, but we don't think we will get everyone trained in time, so this will likely happen in May instead.

Community Events

Skagit Transit participated in the following community event in March:

- March 3 – Parent Academy Resource Fair at Mt. Vernon High School
- March 4 – 8th Grade Transition Night at Sedro Woolley High School

We will also be participating in the following community events in March:

- March 25 – Developmental Disabilities Resource Fair at the Common Library in Mt. Vernon
- April 3 – Veteran's Standdown at the Skagit Fairgrounds

National Transit Employee Appreciation Day

I want to acknowledge that today is National Transit Appreciation Day. Today we recognize the dedicated transit professionals who keep our communities moving every day. From operators and maintenance teams to dispatchers and support staff, their commitment to safety, reliability, and public service makes a meaningful difference in the lives of those they serve. Today, we say thank you to all of our employees for the hard work, resilience, and pride they bring to transit. Every single employee plays a key role in providing this critical service to our community and I want to extend my gratitude to all of them for coming to work every day ready to serve.



TO: Skagit Transit Board of Directors

FROM: Chris Arkle, Accounting & Finance Manager

SUBJECT: Monthly Budget Update Report for February 2026

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

Revenues:

Sales Tax Received:

February	2026	2025	2024
	1,658,940	1,552,668	1,516,794

Grant Revenue Received:

Federal Operating	321,859
Federal Capital	7,488
Local Operating	-
State Operating	448,538
State Capital	-

Fare Revenue Collected:

	2026	2025	2024	2023
February	48,300	56,657	41,160	52,706
Yrly-Budget	808,800	791,765	718,000	684,500
Mon-Budget	67,400	65,980	59,833	57,042

Expenses

Payroll

Operators' Salaries	February	YTD	Budgeted
Operators' Salaries	407,100	844,960	5,773,311
Operators' Overtime	76,343	137,241	575,000
Non-Operators' Salaries			
Non-Operators' Salaries	465,054	910,515	5,999,320
Non-Operators' Overtime	8,486	18,297	41,160
Capital			
Route Improvements	-		
Skagit Station	-		
Park & Ride	-		
Revenue Equipment	(6,676)		
Service Equipment	-		
Vanpool Equipment	-		
MOA 2	-		
Bldgs. - MOA	6,101		
Garage/Shop Equipment	-		
Office Furniture/Equip.	-		
Intangible Asset - SW	-		

Ending Cash:

February 2026	February 2025	February 2024
1,723,246	3,645,877	5,830,257

Reserves:

	February 2026	February 2025	February 2024
Operating	5,908,493	5,655,575	5,390,322
Facilities	10,400,000	10,400,000	10,400,000
Capital Replacement	6,554,125	5,828,384	5,067,248
Non-Designated	746,750	1,694,306	1,614,845
Total	23,609,368	23,578,265	22,472,415

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



TO: Skagit Transit Board of Directors

FROM: Crystle Stidham, Chief Executive Officer

SUBJECT: Approve Resolution 2026-03 Appointing the Internal Auditor and Treasurer of the PTBA

INFORMATION:

The previous Director of Finance, Joe Stewart, was the last board-appointed Auditor/Treasurer for Skagit Transit System. Mr. Stewart has been replaced by the new Director of Finance, Chris Arkle. Therefore, Mr. Arkle now needs to be appointed as the new Auditor/Treasurer.

RECOMMENDATION:

Staff recommends the Board Approve Resolution 2026-03, authorizing the appointment of the new Director of Finance, Chris Arkle, to be the permanent Auditor/Treasurer for Skagit Transit System, retroactively dated to March 16, 2026.

BUDGET IMPACT:

None.

RESOLUTION NO. 2026-03

**A RESOLUTION OF SKAGIT TRANSIT BOARD OF DIRECTORS APPOINTING AN
INTERNAL AUDITOR AND TREASURER OF THE PTBA FOR SKAGIT TRANSIT AUTHORITY**

WHEREAS, in May 2025, Joe Stewart, the Director of Finance, was appointed to serve as Auditor/Treasurer of Skagit Transit System; and

WHEREAS, Joe Stewart is no longer employed by Skagit Transit;

NOW, THEREFORE, BE IT RESOLVED AND IT IS HEREBY ORDERED, that the Skagit Transit Board of Directors hereby appoints the new Director of Finance, Chris Arkle, to the capacity of Auditor/Treasurer for the authority, to perform all the duties and responsibilities of the position, retroactively dated to March 16, 2026.

PASSED in open public meeting this 15th day of April, 2026.

**SKAGIT TRANSIT SYSTEM
SKAGIT COUNTY, WASHINGTON**

By _____
Peter Browning, Chair Skagit Transit Board of
Directors

By _____
Crystle Stidham, Chief Executive Officer

ATTEST TO FORM:

Larissa Farrell, Clerk of Skagit Transit

APPROVED AS TO FORM:

Dannon Traxler, Counsel to Skagit Transit



TO: Skagit Transit Board of Directors
FROM: Crystle Stidham, Chief Executive Officer
SUBJECT: Approve Resolution 2026-04 Appointing the Agency Investment Officer

INFORMATION:

The duties of the Investment Officer include managing the cash and investments of the organization held by Skagit County. To carry out these duties, the Board must appoint an organizational representative as the Agency Investment Officer.

The previous Director of Finance, Joe Stewart, was the last board-appointed Investment Officer. Mr. Stewart has been replaced by the new Director of Finance, Chris Arkle. Therefore, Mr. Arkle now needs to be appointed as the new Agency Investment Officer, retroactively dated to March 16, 2026.

RECOMMENDATION:

Staff recommends the Board Approve Resolution 2026-04, authorizing the appointment of the new Director of Finance, Chris Arkle, to be the permanent Agency Investment Officer for Skagit Transit System, retroactively dated to March 16, 2026.

BUDGET IMPACT:

None.

RESOLUTION NO. 2026-04

A RESOLUTION OF SKAGIT TRANSIT BOARD OF DIRECTORS APPOINTING AN INVESTMENT OFFICER FOR SKAGIT TRANSIT AUTHORITY

WHEREAS, in May 2025, Joe Stewart, the Director of Finance, was appointed to serve as Investment Officer of Skagit Transit System; and

WHEREAS, Joe Stewart is no longer employed by Skagit Transit;

NOW, THEREFORE, BE IT RESOLVED AND IT IS HEREBY ORDERED, that the Skagit Transit Board of Directors hereby appoints the new Director of Finance, Chris Arkle, to the capacity of Investment Officer for the authority, to perform all the duties and responsibilities of the position, retroactively dated to March 16, 2026.

PASSED in open public meeting this 15th day of April, 2026.

**SKAGIT TRANSIT SYSTEM
SKAGIT COUNTY, WASHINGTON**

By _____
Peter Browning, Chair Skagit Transit Board of Directors

By _____
Crystle Stidham, Chief Executive Officer

ATTEST TO FORM:

Larissa Farrell, Clerk of Skagit Transit

APPROVED AS TO FORM:

Dannon Traxler, Counsel to Skagit Transit



TO: Skagit Transit Board of Directors
FROM: Crystle Stidham, Chief Executive Officer
SUBJECT: Approve the Skagit Transit Advertising and Sponsorship Policy

INFORMATION:

Skagit Transit is requesting Board consideration of an advertising policy that would allow paid advertising on agency vehicles, facilities and publications as a means of supporting long-term financial sustainability. The draft advertising was sent to the Board for a 30-day review on March 13, 2026. Paid advertisement is a widely used practice nationwide and is already implemented by most transit agencies, aligning this proposal with industry best practices. The proposed policy includes clear content standards and retains final approval authority with Skagit Transit to ensure community values and agency priorities are upheld. Revenue generated through advertising would provide a stable, non-grant-dependent funding source that could be directed toward items such as technological upgrades, customer information tools, marketing improvements, and potential service enhancements, supporting high-quality service for Skagit Transit riders.

RECOMMENDATION:

Staff recommends the Board move to approve the Skagit Transit advertising and sponsorship policy authorizing paid advertising on agency vehicles, facilities and publications, as presented, and direct staff to implement the policy in accordance with established content standards and agency oversight.

BUDGET IMPACT:

There is no immediate budget impact associated with approval of the proposed advertising policy. Any future revenue generated through implementation of the policy would be dependent on market conditions and would be addressed through the normal budget development process.

ADVERTISING AND SPONSORSHIP POLICY

I. Purpose

A. Skagit Transit. Skagit Transit (the “Agency”) provides sustainable, innovative, and equitable public transportation services within its service area to connect communities. With a fleet of 90+ vehicles and 19 fixed routes serving urban, suburban, and rural communities, the Agency strives to be a leader in shaping the future of public transit, making Skagit Transit more accessible and livable for everyone.

Advertising as Revenue Source. The Agency’s transit operations are funded by a combination of federal, state and local funds, including grants and taxes, as well as fare revenue. Advertising revenues are an important additional source of revenue that supports transit operations. The Agency’s fundamental purpose in accepting transit advertising is to generate revenue to augment the Agency’s operating budget. The primary purpose of the Agency’s transit system is to provide safe and efficient public transportation within its service area. To generate additional revenue while also accomplishing the primary objectives of transit operations, the Agency will accept advertising on its Transit Facilities, Transit Vehicles, and Transit Publications only if such advertising complies with this Advertising Policy (“Policy”).

B. Nonpublic Forum Status. The Agency’s acceptance of transit advertising does not provide or create a general public forum for expressive activities. In keeping with its proprietary function as a provider of public transportation, the Agency does not intend its acceptance of transit advertising to convert its Transit Vehicles, Transit Facilities, Transit Publications into public forums for public discourse and debate. Rather, as noted, the Agency’s sole purpose and intent is to accept advertising as an additional means of generating revenue to support its transit operations. In furtherance of that discreet and limited objective, the Agency retains strict control over the nature of the ads accepted for posting on or in its Transit Vehicles, Transit Facilities, Transit Publications and maintains its advertising space as a nonpublic forum.

In the Agency’s experience, certain types of advertisements interfere with the program's sole purpose of generating revenue to benefit the Agency. This Policy advances the advertising program's revenue-generating objective and preserves the forum’s primary transit purposes by prohibiting advertisements that interfere with and divert resources from transit operations, that detract from transit purposes by undermining rider safety, disrupting transit operations, or interfering with the orderly use of transit vehicles or facilities. Such advertisements create an environment that is not conducive to achieving increased revenue for the benefit of the Agency or to preserving and enhancing the security, safety, comfort and convenience of its operations. The viewpoint neutral restrictions in this Policy thus foster the maintenance of a professional advertising environment that maximizes advertising revenue and protects the interests of the captive audience that uses Skagit Transit’s services.

This Policy is intended to provide clear guidance as to the types of advertisements that will allow the Agency to generate revenue and enhance transit operations by fulfilling the following important goals and objectives:

- Maximizing advertising revenue;
- Maintaining a position of neutrality and preventing the appearance of favoritism or endorsement by the Agency;
- Preventing the risk of imposing objectionable, inappropriate or harmful views on a captive audience;
- Preserving the value of the advertising space;
- Maximizing ridership and maintaining a safe environment for transit customers and other members of the public;
- Avoiding claims of discrimination and maintaining a non-discriminatory environment for riders;
- Preventing any harm or abuse that may result from running objectionable, inappropriate or harmful advertisements;
- Reducing the diversion of resources from transit operations that is caused by objectionable, inappropriate or harmful advertisements.
- Preserving Skagit Transit's business reputation as a professional, effective and efficient provider of public transit services.

The Agency's Transit Facilities, Transit Vehicles, and Transit Publications are a nonpublic forum and, as such, the Agency will accept only that advertising that falls within the categories of acceptable advertising specified in this viewpoint neutral Policy and that satisfies all other access requirements and restrictions provided herein.

The Agency reserves the right to suspend, modify or revoke the application of any of the standards in this Policy as it deems necessary to comply with legal mandates, to accommodate its primary transportation function, or to fulfill the goals and objectives identified above. All of the provisions in this Policy shall be deemed severable.

Disclaimer of Endorsement. The Agency's acceptance of an advertisement does not constitute express or implied endorsement of the content or message of the advertisement, including any person, organization, products, services, information or viewpoints contained therein, or of the advertisement sponsor itself. This endorsement disclaimer extends to and includes content that may be found via internet addresses, quick response (QR) codes, and telephone numbers that may appear in posted ads, and that direct viewers to external sources of information.

II. Definitions

A. **Transit Facilities.** Transit Facilities include all facilities owned and/or operated by Skagit Transit including buildings, bus stops, bus shelters, and park-and-ride facilities.

B. Transit Vehicles. Transit Vehicles include all vehicles owned and/or operated by Skagit Transit for use by the general public.

C. Transit Publications. Transit Publications include all literature or information produced by Skagit Transit including but not limited to Rider Guides and brochures.

III. Policy

A. Permitted Advertising Content: Subject to limitations of Prohibited Advertising in Section III.B, only the following classes of advertising are authorized on or in Transit Facilities, Transit Vehicles, and Transit Publications:

1. Commercial Advertising. Advertising proposing, promoting, or soliciting a commercial transaction for the sale, rent, lease, license, distribution or availability of goods, property, services, or events that anticipates an exchange of monetary consideration, for the advertiser's commercial or proprietary interest, including advertising from tourism bureaus, chambers of commerce or similar organizations that promote the commercial interests of its members.
2. Government Advertising. Advertising by a federal, state or local governmental entity that advances specific governmental purposes.

B. Prohibited Advertising Content: Notwithstanding Section III.A, advertising is prohibited on or in Transit Facilities, Transit Vehicles, and Transit Publications if it falls within one or more of the following categories:

1. Political Speech. Advertising that promotes or opposes: (a) a political party; (b) any person or group of persons holding federal, state or local government elected office; (c) the election of any candidate or group of candidates for federal, state, or local government offices; or (d) initiatives, referendums or other ballot measures.
2. Public Issue Speech. Advertising that primarily expresses or advocates an opinion, position or viewpoint on a matter of public debate about economic, political, public safety, religious or social issues. The following nonexclusive factors will be considered when applying this section to commercial advertising submitted under Section III.A.1: (a) whether a commercial product or service is apparent from the face of the ad, (b) whether the commercial product or service is incidental to the public interest content of the ad, (c) whether the sale of commercial products or services is the primary source of the advertiser's total annual revenue, and (d) whether the advertiser is a for-profit entity. This exclusion does not apply to government advertising under Section III.A.2.
3. Religious. Advertising that promotes or opposes any identifiable or specific religion, religious viewpoint, message or practice.

4. Prohibited Products, Services or Activities. Any advertising that promotes or depicts the sale, rental, or use of, participation in, or images of the following products, services or activities; or that uses brand names, trademarks, slogans or other material that are identifiable with such products, services or activities:

(a) Tobacco. Tobacco products, including but not limited to cigarettes, cigars, and smokeless (e.g., chewing) tobacco;

(b) Vaping. Vaping products, including but not limited to e-cigarettes, vaping pens, and vaping oils;

(c) Alcohol. Beer, wine, distilled spirits or any alcoholic beverage licensed and regulated under Washington law, however, this prohibition shall not prohibit advertising that includes the name of a restaurant that is open to minors;

(d) Cannabis. Cannabis, cannabis products, cannabis businesses, or cannabis services;

(e) Firearms. Firearms, ammunition or other firearms-related products;

(f) Speculative or High-Risk Investments. Speculative investment schemes, day-trading platforms, multi-level marketing opportunities, cryptocurrencies, digital tokens, NFTs,

This restriction does not apply to regulated banks or credit unions advertising general banking services, provided advertising does not promote speculative investment products.

(g) Online Gambling. Online or app-based gambling platforms, sports betting applications, mobile wagering services, or other gambling services designed primarily for continuous or on-demand betting.

However, advertising for destination-based entertainment venues, such as but not limited to casinos, may be permitted when the primary message is the general venue amenities and not gambling activity, and when the advertisement does not promote inducements, odds, jackpots, payouts, or wagering promotions;

(h) Litigation Services. Promotion or solicitation of legal claims, litigation services, or claims-based settlement or recovery services including personal-injury, accident, class-action, or mass tort;

(i) Short-term Consumer Financial Services. Payday loans, wage-advance or cash-advance services, title loans, refund-anticipation loans, debt-settlement or credit repair services, rent-to-own programs;

(k) Adult/ Mature Rated Films, Television Video Games, or Theatrical Presentations. Adult films rated "X" or "NC-17", or video games rated "A", or theatrical presentations recommended by the sponsor for persons 18 years or older;

(l) Adult Entertainment Facilities. Adult bookstores, adult video stores, nude dance clubs and other adult entertainment establishments;

(m) Other Adult Services. Adult telephone services, adult internet sites, and escort services.

5. Sexual and/or Excretory Subject Matter. Any advertising that contains or involves any material that describes, depicts or represents sexual or excretory organs or activities in a manner that a reasonably prudent person, knowledgeable of the Agency's ridership and using prevailing community standards, would find inappropriate for the public transit environment, including persons under the age of 18.

6. False or Misleading. Any material that is or that the sponsor reasonably should have known is false, fraudulent, misleading, deceptive or would constitute a tort of defamation or invasion of privacy.

7. Copyright, Trademark or Otherwise Unlawful. Advertising that contains any material that is an infringement of copyright, trademark or service mark, or is otherwise unlawful or illegal.

8. Illegal Activity. Any advertising that promotes any activity or product that is illegal under federal, state or local law.

9. Profanity and Violence. Advertising that contains any profane language or employs the use of miscellaneous characters or symbols as a substitute for profane language, or portrays images or descriptions of graphic violence, including dead, mutilated or disfigured human beings or animals, the act of killing, mutilating or disfiguring human beings or animals, or intentional infliction of pain or violent action towards or upon a person or animal.

10. Threatening Harm. Advertising that contains any threat, implied or direct, to harm a particular individual or group of individuals.

11. Harmful or Disruptive to Transit System. Advertising that contains material that is so objectionable as to be reasonably foreseeable that it may result in harm to, disruption of, or interference with, the operation, or business reputation of the Agency. For purposes of determining whether an advertisement contains such material, the Agency will determine whether a reasonably prudent person, knowledgeable of the Agency's ridership and using prevailing community standards, would believe that the material is so objectionable that it is reasonably foreseeable that it may result in harm to, disruption of, or interference with, the operation, or business reputation of the Agency.

12. Adverse to Transit. Advertising that is directly adverse to the commercial or administrative interests of the Agency, that tends to criticize the quality of service provided by the Agency or that tends to criticize public transportation generally.

13. Lights, Noise and Special Effects. Flashing lights, sound makers, mirrors or other special effects that interfere with the safe operation of the bus or the safety of bus riders, drivers of other vehicles or the public at large.

14. Unsafe Transit Behavior. Any advertisement that encourages or depicts unsafe behavior with respect to transit-related activities, such as non-use of normal safety precautions in awaiting, boarding, riding upon or debarking from transit vehicles.

C. Additional Requirements:

1. Sponsor Attribution and Contact Information. Any advertising in which the identity of the sponsor is not readily and unambiguously identifiable must include the following phrase to identify the sponsor in clearly visible letters (no smaller than 72-point type for exteriors and 24-point type for interiors):

Paid for by _____

D. Agency Speech. The provisions of this Policy do not apply to the Agency's speech, which includes advertising sponsored solely by the Agency or by the Agency jointly with another entity to communicate any message deemed appropriate by Skagit Transit.

IV. Procedures

A. Submission and Internal Review

All proposed advertising for display on Skagit Transit vehicles, facilities, or publications should be submitted to Skagit Transit or its contractor for review prior to installation. No advertising may be installed or displayed until it has been approved for compliance with this Policy.

Skagit Transit may consult internal staff or legal counsel, as needed, during the review process.

B. Approval, Modification, or Rejection

Skagit Transit may approve, conditionally approve, require modification of, or reject proposed advertising based on compliance with this Policy. Decisions are made based on the content categories in the Policy and not on disagreement with a particular viewpoint. Conditional approval may require changes to content, format, placement, or duration.

Approval at any time does not guarantee continued display. Advertising remains subject to ongoing review for compliance.

C. Suspension or Removal of Advertising

Skagit Transit may suspend or remove advertising at any time if Skagit Transit determines that the advertising does not comply with this Policy, or if new or material information becomes available that continued display would adversely affect rider safety, system operations, or the orderly use of transit vehicles and facilities.

Skagit Transit may instruct an advertising contractor or advertiser to take corrective action or may remove the advertising directly.

D. No Appeal Rights or Procedural Entitlements

Nothing in this Policy creates a right or entitlement to have advertising accepted or displayed. Skagit Transit is not required to provide advanced notice or an appeals process prior to rejecting, modifying, suspending, or removing advertising.

E. Contractor responsibilities

Any advertising contractor engaged by Skagit Transit shall ensure compliance with this Policy and shall not display or authorize advertising unless it has been approved by Skagit Transit or its designee. Skagit Transit retains final authority over all advertising content, placement, and removal.

POLICY ON SPONSORSHIPS

Sponsorships by external entities may be accepted only for, upon, or regarding approved Skagit Transit's assets, programs, and services.

V. Policy

Criteria for Approval of Sponsorships

A sponsorship affiliation may affect the reputation of Skagit Transit. The reputation of local transit agencies among the people they serve is critical to their ability to operate effectively. Skagit Transit retains sole and final decision-making authority for determining the appropriateness of a sponsorship association and reserves the right to refuse any offer of sponsorship. Any proposal for sponsorship in which the involvement of an outside entity is likely to compromise the public's perception of Skagit Transit's neutrality or its ability to act in the public interest will be rejected.

In considering whether to accept a proposed sponsorship, Skagit Transit in its sole discretion shall consider the following non-exclusive criteria:

- The relationship and importance of the sponsorship to the mission of Skagit Transit.
- Whether and the extent to which the sponsorship furthers one or more of Skagit Transit's adopted focus areas.
- The type and level of support provided by the sponsor.
- Whether and the extent to which the sponsorship will create financial or administrative burdens on Skagit Transit or require additional personnel.
- The extent and prominence of communications to the public regarding the sponsorship.

- Whether the sponsorship will establish, or will be perceived as establishing, an inappropriate association.
- Whether the sponsorship is, or will be perceived to be, politically oriented.
- Whether the sponsorship is, or will be perceived to be, offensive to segments of the area's populace.
- The aesthetic characteristics of communications to the public regarding sponsorship.
- Whether the sponsor manufactures products, takes positions or otherwise engages in activity that is inconsistent with local, state, or federal law or with Skagit Transit's policies or mission.
- Any other factors that might undermine public confidence in Skagit Transit's impartiality or interfere with the efficient delivery of services or operations, including, but not limited to, current or potential conflicts of interest between the sponsor and Skagit Transit's employees, officials, or affiliates and the potential for the sponsorship to tarnish Skagit Transit's standing among the area's populace or otherwise impair the ability of Skagit Transit to serve the people (e.g., the prospective sponsor seeks to sponsor a program of a Skagit Transit division that awards or administers contracts for goods or services that the sponsor provides).

Consistent with the foregoing criteria, the following are categorically excluded as potential sponsors:

- Prohibited categories listed in Section III.B

All sponsorship-related advertising displayed in and/or on Skagit Transit assets shall be commercial or governmental in nature and purpose.

A sponsorship is defined as the contribution of monetary or in-kind support by an external entity (for-profit or not-for-profit) to Skagit Transit or for a Skagit Transit program or service, in exchange for which Skagit Transit:

- a) Acknowledges the sponsor and the sponsor's contribution; and
- b) Grants to the sponsor the right to associate the sponsor's name, products, or services with Skagit Transit or the sponsored Skagit Transit program or service.

VI. Acknowledgment and Recognition Messages

Skagit Transit shall exercise full editorial control over the placement, content, appearance, and wording of sponsorship acknowledgment and recognition messages on Skagit Transit assets or through Skagit Transit communications medium. Such messages are intended to be government speech.

Sponsorship recognition messages may identify the sponsor but shall not promote or endorse the organization or its products or services. Statements shall not advocate,

contain price information or an indication of associated savings or value, request a response, or contain comparative or qualitative descriptions of products, services, or organizations.

Only the following content will be deemed appropriate:

- The legally recognized name and or logo of the sponsor
- The sponsor's organizational slogan if it identifies rather than promotes the organization or its products or services
- The sponsor's product or service line, described in brief, generic, objective terms - Only one product or service line may be identified per message
- Brief contact information for the sponsor's organization, such as phone number, address, or Internet website - contact information must be stated in a manner that avoids an implication of urging the reader to action

Skagit Transit will not make any statements that directly or indirectly advocate or endorse a sponsor's organization, products, or services.

VII. Sponsors' Rights to Publicize their Association with Skagit Transit

A sponsor shall not use Skagit Transit's name, marks, or logos in any materials or communications without the prior written approval of Skagit Transit and the named entity including, but not limited to, print, video, Internet, social media, broadcast, or display items that promote or communicate the sponsorship. Under no circumstances shall a sponsor issue materials or communications that state or imply that Skagit Transit has endorsed the sponsor or the sponsor's products or services.

VIII. Sponsorship Agreement

Every approved sponsorship relationship shall be documented in a properly authorized Sponsorship Agreement. Sponsorship Agreements shall include provisions that:

- Identify the benefits to be given by the sponsor to Skagit Transit;
- Identify the benefits to be given by Skagit Transit to the sponsor;
- State that the sponsorship is nonexclusive;
- Establish the term or duration of the sponsorship relationship, and grant Skagit Transit and the sponsor the right to terminate the sponsorship relationship at any time, with or without cause.

Notwithstanding the foregoing: (a) a sponsorship may be exclusive if the Chief Executive Officer determines that there are compelling reasons for exclusivity; and (b) the Skagit Transit right to terminate a sponsorship relationship without cause may be limited if the Chief Executive Officer determines that there are compelling reasons for such a limitation. However, any exclusive sponsorship agreement shall include conditions providing for Skagit Transit's right to terminate if circumstances arise which are antithetical to this Policy.

IX. Implementation Plan

The Skagit Transit Advertising Program Manager and Skagit Transit CEO are responsible for implementing this Skagit Transit Advertising and Sponsorship Policy.

DRAFT



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 April 1, 2026, reflect the updates requested at the March 18, 2026, board meeting regarding the Board's duties and its role as a body.

The updated language also includes:

- Board Members' use of official email accounts
- Compliance with public records requirements
- Out-of-state travel expense approval workflow for Skagit Transit Board Members


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

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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". 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

All 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.

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 the obligations outlined in **RCW 40.14.020**, which governs the preservation, management, and lawful disposition of public records.

2. Offboarding and Transfer of Records

Upon separation, removal, or expiration of service from the Skagit Transit Board of Directors, each Board member shall, prior to departure, deliver to Skagit Transit's Clerk of the Board all public records in their possession related to their official duties with Skagit Transit—regardless of format or storage location—including emails, documents, notes, electronic records, or other materials..

3. 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. All records must be transferred to Skagit Transit to ensure proper retention, archiving, and disposition in compliance with state law.

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 officials selected by and serving at the pleasure of the governing bodies of the component cities within the boundaries of the Agency and County Commissioners of Skagit County ("County Commissioners") and one (1) non-voting member of the Public Transportation Benefit Area (PTBA) authority for a total of ten (10) members. The component cities are Mount Vernon, Burlington, Anacortes, 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 by-laws 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. The membership of the Board shall consist of the following, or their appointees:

1. The Mayor of the City of Burlington
2. The Mayor of the City of Mount Vernon
3. The Mayor of the City of Anacortes
4. The Mayor of the City of Sedro-Woolley
5. One City Council Member from the City of Mount Vernon *and* one Council Member from the City of Sedro-Woolley on even years, beginning in 2026*.
6. One City Council Member from the City of Burlington *and* One City Council Member from the City of Anacortes on odd years, beginning in 2027*.
7. County Commissioner District 1
8. County Commissioner District 2
9. County Commissioner District 3
10. The labor organization representing Skagit Transit employees (non-voting member)

Section 2.2 Attendance of Board Members/Alternate Representatives

The component cities and the County Commissioners of Skagit County may appoint alternate members whose name(s) shall be forwarded to and kept on file with the Agency. An alternate member may serve on the Board in the event of the selected member's absence. Such alternate member shall also be an elected official selected by and serving at the pleasure of the respective Board member.

It is recognized that attendance by the Board's designated alternative members is of prime public concern. Any Board member not able to attend a regularly scheduled meeting shall notify their alternate to attend and notify the Clerk of the Board.

Section 2.3 Term of Office

Each member of the Board shall hold office until the completion of their term unless such person is legally ineligible to hold such position.

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.- ~~and may determine the powers and duties of each.~~

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 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 3.3, 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 Rules 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 Chief Executive Officer ("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/action 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 Chief Executive Officer (CEO) shall be an ex-officio, non-voting member of any or all standing or special committees [or advisory boards](#).

Section 5.10 Ethics in Public Service

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

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.

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

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

Paul Cocke
Councilperson, City of Sedro-Wooley

Hannah Oliver
Councilperson, City of Mount Vernon

Larissa Farrell
Skagit Transit Clerk of the Board

Crystle Stidham
Skagit Transit CEO

Dannon Traxler
Legal Counsel to Skagit Transit

SERVICE REPORTING YEAR TOTALS - 2025



Fixed Route

YTD Ridership Comparison (Jan-Dec 2025 vs. 2024)	
Fixed Route	↑ 6.68%

Total Fixed Route Ridership - YTD	
YTD Unlinked Passenger Trips (UPT)	508,627
Compared to Previous Year Total	476,799
Net Increase/Decrease Year-over-Year	6.68% ▲

(MB) Local Route Service Supplied - YTD	
Passenger Miles Traveled (PMT)	1,302,463.58
Vehicle Revenue Miles (VRM)	1,047,548.43
Vehicle Revenue Hours (VRH)	71,280.69

(MB) Local Route Service Efficiency - YTD	
Operating Expense per VRM	\$11.71
Operating Expense per VRH	\$172.03
Unlinked Passenger Trips per VRM	0.38
Unlinked Passenger Trips per VRH	5.32
Operating Expenses per PMT	\$9.41
Operating Expenses per UPT	\$32.37

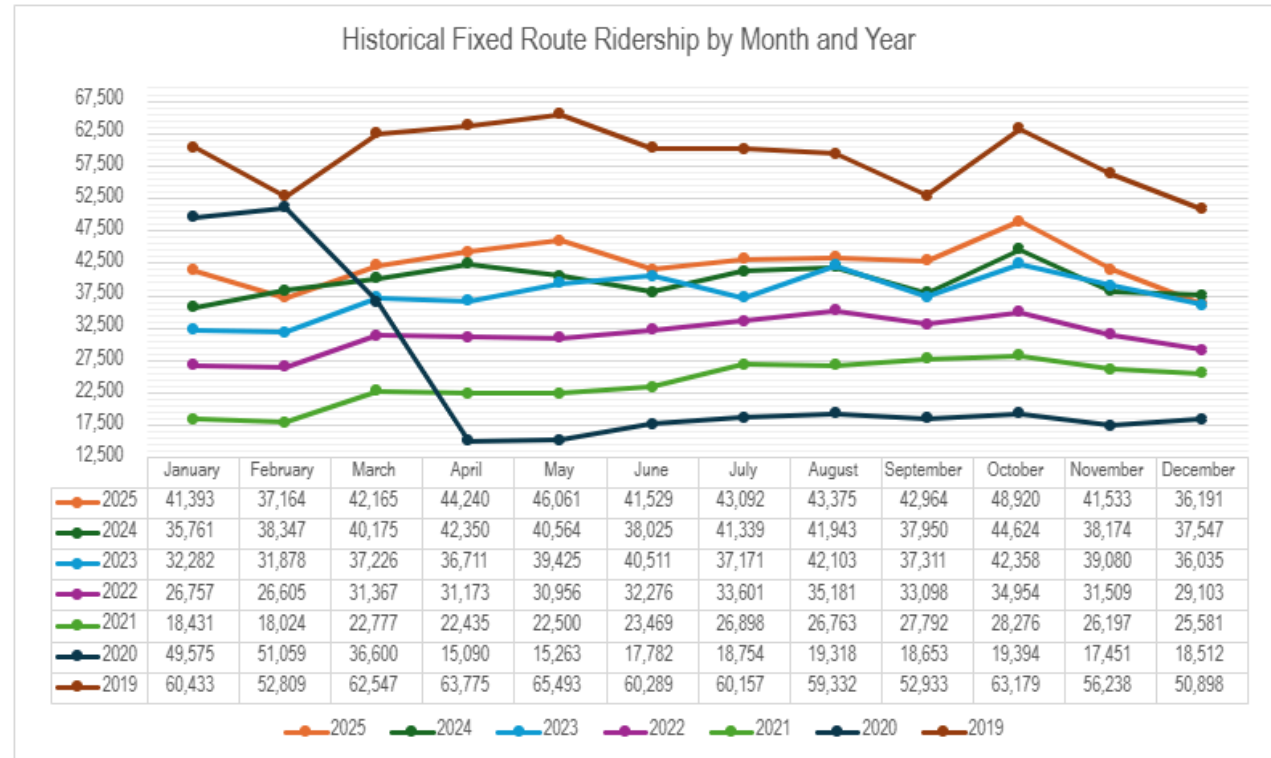
Fixed Route Vehicle Operator Statistics - YTD	
Operator Count - Monthly Average	61
Total Operator Hours	152,243.35
Operator Productive Hours	118,348.69
Operator Non-Productive Hours	20,233.64
Operator Productivity %	85.40%
Operator Sum of Paid Overtime	\$699,694.65
Operator Overtime Hours	13,661.02

Fixed Route Road Calls - YTD	
Road Calls	24
Previous Year	23
Road Failures	10
Previous Year	2

(CB) Commuter Route Service Supplied - YTD	
Passenger Miles Traveled (PMT)	2,816,529.29
Vehicle Revenue Miles (VRM)	606,053.08
Vehicle Revenue Hours (VRH)	19,961.50

(CB) Commuter Route Service Efficiency - YTD	
Operating Expense per VRM	\$6.56
Operating Expense per VRH	\$199.28
Unlinked Passenger Trips per VRM	0.176
Unlinked Passenger Trips per VRH	5.345
Operating Expenses per PMT	\$1.41
Operating Expenses per UPT	\$37.29

Route On-Time Departure Performance - YTD	
CB-Average	85.38%
MB-Average	77.33%
Combined Average	81.36%



SERVICE REPORTING YEAR TOTALS - 2025



Paratransit

YTD Ridership Comparison (Jan-Dec 2025 vs. 2024)	
Paratransit	↑ 12.68%

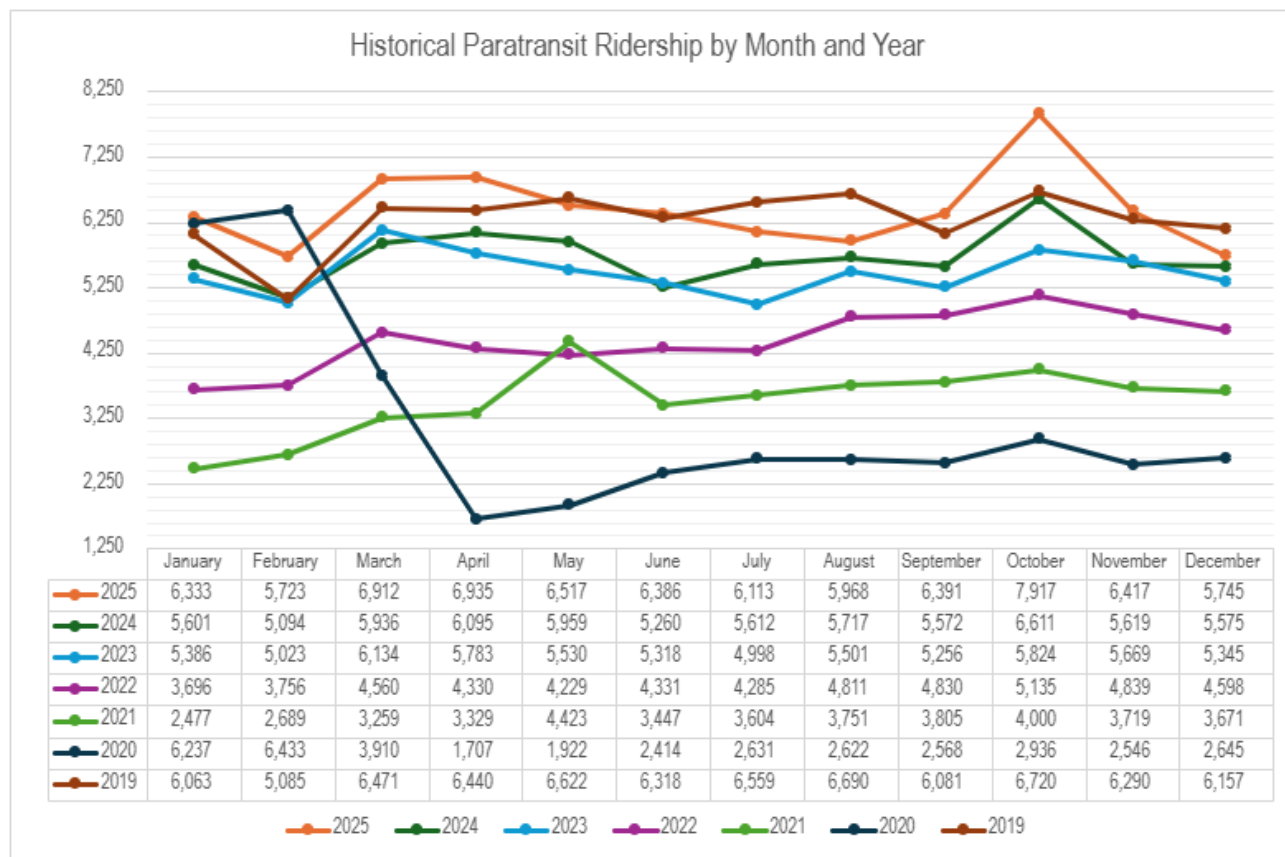
Para Service Operating Expenses - YTD	
Operating Expenses per VRM	\$11.78
Operating Expenses per VRH	\$150.42
Operating Expenses per UPT	\$ 81.81

Para Service Efficiency - YTD	
Unlinked Passenger Trips per VRM	6.95
Unlinked Passenger Trips per VRH	1.84

Paratransit Route Vehicle Driver Statistics - YTD	
Driver Count - Monthly Average	25
Total Driver Hours	44,644.41
Driver Productive Hours	34,369.72
Driver Non-Productive Hours	6,828.59
Operator Productivity %	83.43%
Operator Sum of Paid Overtime	\$200,155.81
Operator Overtime Hours	3,446.10

Paratransit Service Consumption - YTD	
Passenger Miles Traveled (PMT)	426,237
Unlinked Passenger Trips (UPT)	77,357
Compared to Previous Year	68,651
Net Increase/Decrease Year-over-Year	12.68% Δ

Paratransit Service Supplied - YTD	
Vehicle Revenue Miles (VRM)	537,344.40
Vehicle Revenue Hours (VRH)	42,072.70



SERVICE REPORTING

YEAR TOTALS - 2025



Expenses and Revenue

Operating Expenses By Class - YTD	
Labor	\$10,235,411.82
Salaries	\$6,059,584.82
Fringe & Paid Absences	\$4,175,827.00
Services	\$8,226.00
Materials & Supplies	\$1,293,143.52
Fuels & Lubricants	\$1,276,713.87
Tires & Tubes	\$0.00
Other Materials	\$16,429.65
Utilities	\$0.00
Casualty & Liability	\$405,569.28
Taxes	\$0.00
Purchased Transportation	\$0.00
Operating Lease Expenses	\$0.00
Miscellaneous Expenses	\$1,439.62
Security Services	\$1,593.93

Fare Revenue - YTD	
Fixed Route	\$336,859.63
Paratransit	\$125,308.03
Grand Total	\$462,167.66

Total Fixed Route Operating Expenses	
Operating Expenses per VRM	\$9.82
Operating Expenses per VRH	\$177.99
Operating Expenses per UPT	\$31.93

Fixed Route Statistics YTD							
Route	Ridership	VRM	Total Miles	VRH	Total Hours	Route Cost	Cost Per UPT
101	10287	48,598.68	50,512.76	3,917.38	3964.47	\$264,645.09	\$25.73
202	23581	61,466.81	65,232.17	5,017.51	5116.28	\$317,152.50	\$13.45
204	25746	69,376.69	73,429.42	4,971.17	5069.49	\$320,552.40	\$12.45
205	46173	50,129.60	53,655.00	4,959.33	5046.88	\$307,812.54	\$6.67
206	22204	47,308.05	50,965.34	4,514.39	4618.69	\$290,275.19	\$13.07
207	39998	96,451.82	102,836.64	6,968.14	7156.35	\$416,286.78	\$10.41
208	79236	87,988.75	89,405.60	8,467.34	8554.87	\$460,842.43	\$5.82
300	19129	64,831.23	70,501.80	4,531.40	4682.39	\$304,273.18	\$15.91
301	22148	61,444.48	63,375.55	4,844.71	4904.39	\$308,051.98	\$13.91
305	13091	76,033.21	80,192.85	3,847.30	3975.11	\$283,812.50	\$21.68
409	8224	43,272.96	43,759.84	3,152.61	3205.70	\$233,203.72	\$28.36
410	36349	81,303.85	89,144.51	4,246.54	4421.09	\$305,782.20	\$8.41
513	9828	95,737.53	95,982.73	4,021.88	4048.60	\$296,013.31	\$30.12
615	15838	90,918.35	96,878.52	4,213.80	4364.75	\$308,284.63	\$19.46
717	7043	72,686.42	86,681.49	3,607.19	3873.48	\$282,952.55	\$40.18
40X	24597	99,787.35	106,696.04	4,077.56	3976.44	\$297,189.68	\$12.08
70X	11942	120,796.33	125,658.69	4,415.17	4617.17	\$330,849.21	\$27.70
80X	26083	84,198.11	87,126.12	2,811.24	2885.36	\$244,764.08	\$9.38
90X	44066	301,271.29	305,717.65	8,657.53	9190.25	\$606,018.70	\$13.75
Unknown	23064						
Totals	508,627	1,653,601.51	1,737,752.72	91,242.19	93,671.76	6,178,762.65	

Social Media Statistics	
Twitter (X) Impressions - YTD	11,066
Twitter (X) Followers - Monthly Avg.	813
Instagram Followers - Monthly Avg.	313
Instagram Impressions - YTD	6,375
Facebook Impressions - YTD	79,889
Facebook Followers - Monthly Avg.	742

Average Cost Per UPT *
\$17.29

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

SERVICE REPORTING FEBRUARY 2026



Fixed Route

Total Fixed Route Ridership	
Unlinked Passenger Trips (UPT)	41,361
Compared to Previous Year	37,164
Net Increase/Decrease Year-over-Year	11.29% Δ

(MB) Local Route Service Supplied	
Passenger Miles Traveled (PMT)	105,393.41
Vehicle Revenue Miles (VRM)	82,539.97
Vehicle Revenue Hours (VRH)	5,571.22
Vehicles Operated in Maximum Service	20
Vehicles Available for Maximum Service	21
Spare Ratio	5%

(MB) Local Route Service Efficiency	
Operating Expense per VRM	\$11.73
Operating Expense per VRH	\$173.84
Unlinked Passenger Trips per VRM	0.39
Unlinked Passenger Trips per VRH	5.50
Operating Expenses per PMT	\$9.19
Operating Expenses per UPT	\$31.59

Fixed Route Vehicle Operator Statistics	
Operator Count	63
Total Operator Hours	10,209.03
Operator Productive Hours	7,507.33
Operator Non-Productive Hours	1,668.76
Operator Productivity %	81.81%
Operator Sum of Paid Overtime	\$55,356.26
Operator Overtime Hours	1,032.94

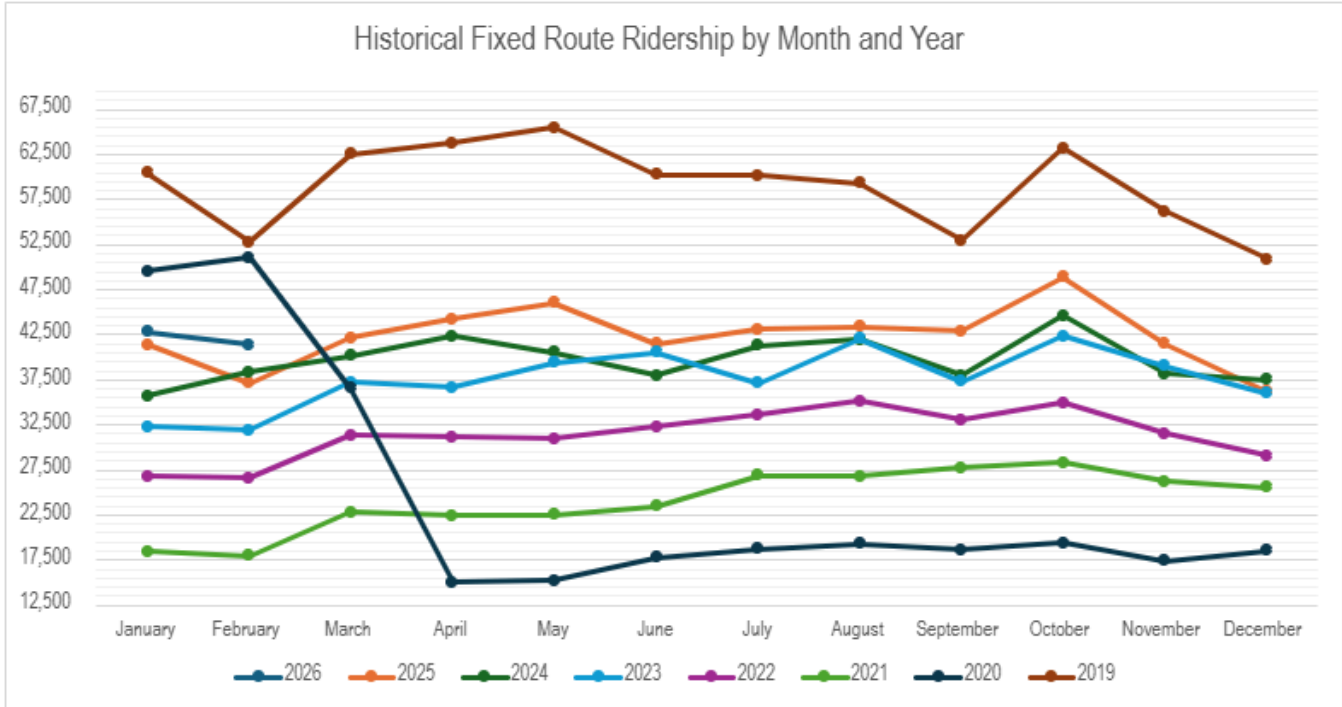
(CB) Commuter Route Service Efficiency	
Operating Expense per VRM	\$5.72
Operating Expense per VRH	\$173.50
Unlinked Passenger Trips per VRM	0.168
Unlinked Passenger Trips per VRH	5.087
Operating Expenses per PMT	\$1.29
Operating Expenses per UPT	\$34.11

Fixed Route Road Calls	
Road Calls	1
Previous Year	1
Road Failures	2
Previous Year	2

(CB) Commuter Route Service Supplied	
Passenger Miles Traveled (PMT)	211,619.85
Vehicle Revenue Miles (VRM)	47,813.62
Vehicle Revenue Hours (VRH)	1,575.88
Vehicles Operated in Maximum Service	6
Vehicles Available for Maximum Service	8
Spare Ratio	25%

YTD Ridership Comparison (Jan–Dec 2026 vs. 2025)	
Fixed Route	↑ 11.29%

Route On-Time Departure Performance	
CB-Average	89.88%
MB-Average	84.85%
Combined Average	87.36%



SERVICE REPORTING FEBRUARY 2026



Paratransit

YTD Ridership Comparison (Jan–Dec 2026 vs. 2025)

Paratransit	↑ 27.26%
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Para Service Operating Expenses	
Operating Expenses per VRM	\$9.32
Operating Expenses per VRH	\$70.38
Operating Expenses per UPT	\$59.74

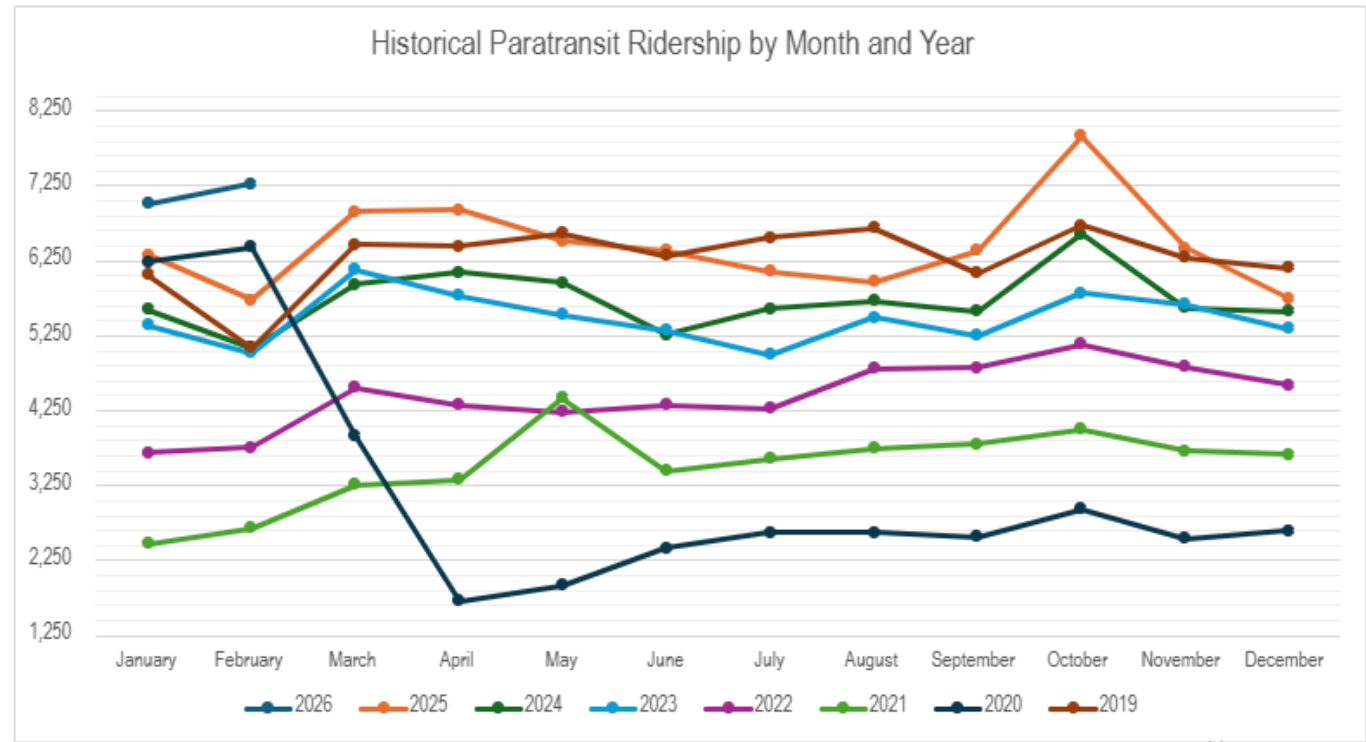
Para Service Efficiency	
Unlinked Passenger Trips per VRM	6.41
Unlinked Passenger Trips per VRH	1.97

Paratransit Route Vehicle Driver Statistics	
Driver Count	22
Total Driver Hours	3,555.00
Driver Productive Hours	2,554.94
Driver Non-Productive Hours	629.12
Operator Productivity %	80.24%
Operator Sum of Paid Overtime	\$20,986.77
Operator Overtime Hours	370.94

Paratransit Service Supplied	
Vehicle Revenue Miles (VRM)	46,670.00
Vehicle Revenue Hours (VRH)	3,690.20
Vehicles Operated in Maximum Service	26
Vehicles Available for Maximum Service	26
Spare Ratio	0%

Paratransit Service Consumption	
Passenger Miles Traveled (PMT)	40,999.00
Unlinked Passenger Trips (UPT)	7,283
Compared to Previous Year	5,723
Net Increase/Decrease Year-over-Year	27.26% Δ

Operating Expenses By Class	
Labor	\$800,309.26
Salaries	\$483,442.96
Fringe & Paid Absences	\$316,866.30
Services	\$700.00
Materials & Supplies	\$90,277.75
Fuels & Lubricants	\$90,277.75
Tires & Tubes	
Other Materials	
Utilities	
Casualty & Liability	\$36,646.42
Taxes	
Purchased Transportation	
Operating Lease Expenses	
Miscellaneous Expenses	\$54.00
Security Services	\$145.55



SERVICE REPORTING

FEBRUARY 2026

Expenses and Revenue



Fixed Route Statistics by Month							
Route	Ridership	VRM	Total Miles	VRH	Total Hours	Route Cost	Cost Per UPT
101	810	3,797.76	3,848.15	301.47	306.77	\$20,029.72	\$24.73
202	1807	4,886.67	5,178.22	395.74	405.52	\$24,256.54	\$13.42
204	2256	5,383.58	5,707.93	382	391.9	\$24,082.91	\$10.68
205	3972	3,942.25	4,253.80	377.56	387.98	\$23,110.76	\$5.82
206	1750	3,713.79	4,021.84	353.37	364.01	\$22,136.94	\$12.65
207	3248	7,417.15	7,938.56	539.5	560.34	\$31,270.82	\$9.63
208	6626	6,965.26	7,088.94	669.94	680.91	\$35,011.76	\$5.28
300	1932	5,156.15	5,655.76	362.1	380.95	\$23,668.93	\$12.25
301	1712	4,837.09	5,013.56	374.09	380.64	\$23,289.44	\$13.60
305	955	6,157.97	6,489.31	314.16	327.17	\$22,261.22	\$23.31
409	544	3,426.63	3,465.02	249.08	253.16	\$17,929.60	\$32.96
410	2520	6,436.00	6,996.21	328.81	345.53	\$23,196.10	\$9.20
513	739	7,333.87	7,353.77	310.17	312.17	\$22,231.34	\$30.08
615	1274	7,181.59	7,641.51	328.72	344.36	\$23,525.47	\$18.47
717	513	5,904.21	7,066.01	284.51	313.29	\$22,105.44	\$43.09
40X	1579	7,887.48	8,412.79	324.83	341.96	\$23,749.40	\$15.04
70X	882	9,670.88	10,055.81	354.83	370.58	\$25,669.97	\$29.10
80X	1768	6,612.40	6,838.66	220.12	225.34	\$18,780.95	\$10.62
90X	3787	23,642.86	24,052.09	676.1	714.82	\$45,553.07	\$12.03
Unknown	2687						
Totals	41,361	130,353.59	137,077.94	7,147.10	7,407.40	\$471,860.38	

NTD Monthly Ridership Forms - CB				
	Ridership	VRM	VRH	VOMS
Feb	8,016	47,813.62	1,575.88	6

NTD Monthly Ridership Forms - MB				
	Ridership	VRM	VRH	VOMS
Feb	30,658	82,539.97	5,571.22	20

NTD Monthly Ridership Forms - DR				
	Ridership	VRM	VRH	VOMS
Feb	7,283	46670	3690.2	26

NTD Monthly Ridership Forms - VP				
	Ridership	VRM	VRH	VOMS
Feb	4,176	46240	1260	27

Social Media Statistics	
Twitter (X) Impressions	236
Twitter (X) Followers	814
Instagram Followers	142
Instagram Impressions	241
Facebook Impressions	3955
Facebook Followers	1618

Fare Revenue	
Fixed Route	\$21,460.10
Paratransit	\$10,127.80
Grand Total	\$31,587.90

Average Cost Per UPT
\$17.47

Average Cost Per UPT *
\$17.47

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