

# AGENDA ELLENSBURG TRANSPORTATION ADVISORY COMMITTEE

## July 14, 2026

Hybrid Meeting In-person and via Zoom



If you will be joining virtually, you will need to register before the meeting.

[Webinar Registration - Zoom](https://us02web.zoom.us/webinar/register/WN_-OS8ZBm4TSWIRFB55jONSQ)

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Passcode - 879739

### Accessibility

The City of Ellensburg strives to make our services, programs, and activities readily accessible.

- Closed Captioning is available to Zoom viewers. To enable closed captioning, you will need to click on the "CC" button at the bottom of your Zoom screen and then select either "Show Subtitle" or "View Full Transcript."
- Members of the public who do not speak English or who have limited proficiency may request an interpreter if they wish to participate in public meetings.
- The City will provide reasonable accommodation for members of the public with disabilities.

### Rules for Public Comment

Any person engaging in conduct that disrupts, disturbs, or otherwise impedes the orderly conduct of the meeting including but not limited to:

*The City of Ellensburg strives to make our services, programs, and activities readily accessible and usable by individuals with disabilities. Reasonable accommodations will be made upon request. Please furnish the ADA Coordinator with your request in sufficient time for the City to provide a reasonable accommodation. A Request for Accommodation form may be obtained on the first floor of City Hall or by calling the City of Ellensburg ADA Coordinator at (509) 962-7222 or email [ADAcordinator@ci.ellensburg.wa.us](mailto:ADAcordinator@ci.ellensburg.wa.us)*

1. Unduly repetitive or irrelevant remarks;
2. Use of intimidating, threatening, or abusive language;
3. disobedience of an order to be seated or to discontinue further comments;
4. and/or engaging in violent behavior,

will be deemed out of order and may be removed from the meeting and/or have his or her virtual microphone muted.

**CITY OF ELLENSBURG  
ELLENSBURG TRANSPORTATION ADVISORY COMMITTEE AGENDA**

**CouncilConference Room  
501 North Anderson Street  
Ellensburg, WA 98926  
And remotely via Zoom  
Tuesday, July 14, 2026  
3:30 PM - Regular Meeting**

**If you will be joining virtually, you will need to register before the meeting.**

**[Webinar Registration - Zoom](https://us02web.zoom.us/webinar/register/WN_-OS8ZBm4TSWIRFB55jONSQ)**

**[https://us02web.zoom.us/webinar/register/WN\\_-OS8ZBm4TSWIRFB55jONSQ](https://us02web.zoom.us/webinar/register/WN_-OS8ZBm4TSWIRFB55jONSQ)**

**Passcode - 879739**

**1. Call to Order and Roll Call**

**1.A**

Call the July 14, 2026, ETAC Meeting to Order.

**1.B**

Roll Call of ETAC Committee Members.

**2. Approval of Agenda (No Public Comment)**

**2.A**

Motion to Approve the July 14, 2026, Meeting Agenda.

**3. Approval of Minutes**

**3.A**

Motion to Approve the May 26, 2026, Meeting Minutes.

**4. Public Comment on Non-agenda Items**

- 5. Transportation Consent Agenda** Items listed below have been distributed to committee members in advance for study and will be enacted by one motion. If a separate discussion is desired on an item, that item may be removed from the Consent Agenda and placed on the Regular Agenda at the request of a committee or at the request of a member of the public with concurrence of the committee. Requests to remove items should be made under section 2. Approval of Agenda.

**6. Transit Updates**

**6.A**

June 2026 Ridership Information

**6.B**

Transit Development Plan

**6.C**

2026-2030 ECT Strategic Plan

**7. Transportation Updates**

**7.A**

Capital Improvement Update.

**7.B**

Grant Application Update.

**7.C**

Comprehensive Plan Transportation Element Status.

**8. Member Updates**

**9. Next ETAC Meeting** August 18, 2026.

**10. Adjournment**



For more information on the Ellensburg Transportation Advisory Committee, contact Transit Manager, Betsy Dunbar, at 509-925-8680.

The Contents of this agenda have been photocopied on recycled paper.



### **3. Approval of Minutes**

#### **3.A**

Motion to approve the April 21, 2026, Meeting Minutes.

A motion to approve the April 21, 2026, meeting minutes was made by committee member Miner.

The motion carried 4-0.

### **4. Public Comment on Non-agenda Items**

None.

### **5. Consent Agenda**

None.

### **6. Transit Updates**

#### **6.A**

April 2026 Ridership

April 2026 ridership information was shared.

#### **6.B**

RFP Contract Negotiations

An update was given regarding the contract negotiations with the selected operating contractor.

#### **6.C**

Transit Development Plan

Staff reported that the Transit Development Plan was currently being updated and due to WSDOT by September 1, 2026.

#### **6.D**

Title Six Plan

The Title Six Plan is currently being updated and is due to WSDOT by July 6, 2026.

#### **6.E**

Consolidated Grant Application

The Consolidated Grant application will be available mid-June.

#### **6.F**

Human Services Transportation Plan (HSTP)

The Human Services Transportation Plan is underway.

### **7. Transportation Updates**

7.A

Annual six-year transportation improvement plan.

Staff presented the annual six-year transportation improvement plan for 2027-2032 for review and comment. This plan is scheduled to go before Council on June 15th.

7.B

Annual complete streets update.

Staff gave a brief presentation of the 2025 complete streets accomplishments and the planned work for 2026 that incorporates complete streets elements, which improve access and mobility for all modes of transportation.

7.C

Annual traffic safety report.

Staff shared a brief report comparing the traffic safety collision data for serious injuries and fatalities from 2025 to 2026. Data for these accidents from 2019 to 2023, contained in the adopted 2025 Transportation Safety Action Plan, were compared to the most current data from 2020 to 2024.

## **8. Member Updates**

8.A

Review Items in the April Minutes.

A discussion was held to establish a subcommittee to recommend implementing the Transit Strategic Plan. A future discussion is planned for the next ETAC meeting.

## **9. Next ETAC Meeting**

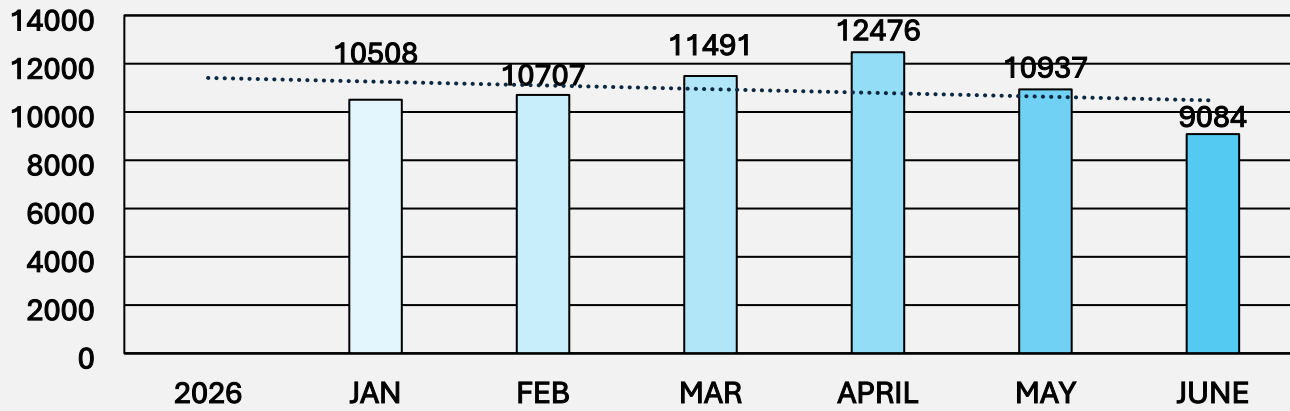
9.A

June 16, 2026.

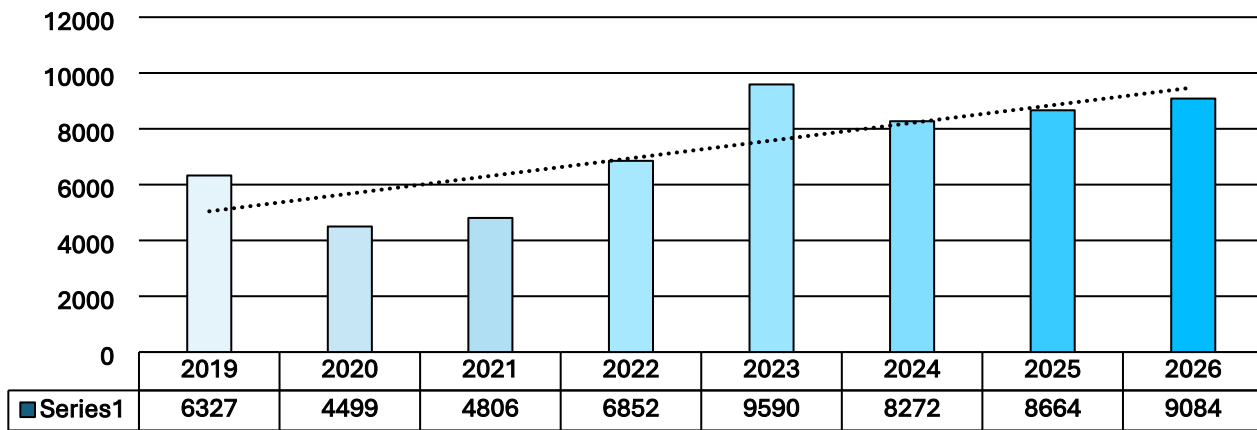
## **10. Adjournment**

4:50 PM.

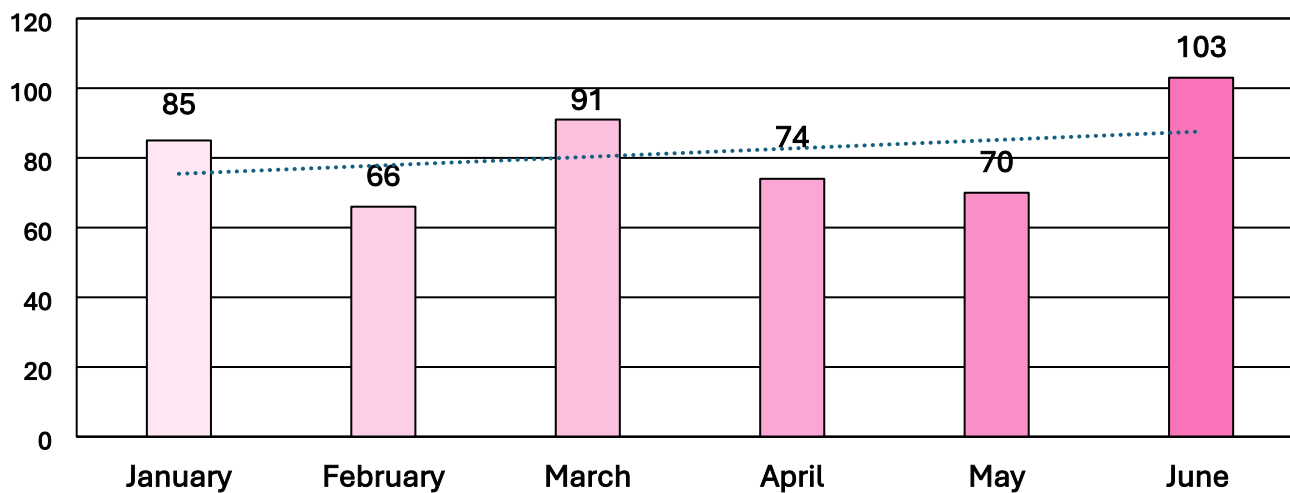
### 2026 MONTHLY FIXED ROUTE RIDERSHIP



### JUNE YEARLY RIDERSHIP



### 2026 PARATRANSIT RIDERSHIP



| 2026 | CABULAN<br>CE | 2026 | DAR  | 2026 | KCC<br>WEST | KCC<br>EAST |
|------|---------------|------|------|------|-------------|-------------|
| JAN  | 23            | JAN  | 1548 | JAN  | 615         | 40          |
| FEB  | 19            | FEB  | 1334 | FEB  | 580         | 73          |
| MAR  | 27            | MAR  | 1761 | MAR  | 842         | 73          |
| APR  | 74            | APR  | 1809 | APR  | 834         | 71          |
| MAY  | 31            | MAY  | 1465 | MAY  | 718         | 110         |
| JUN  | 25            | JUN  | 1518 | JUN  | 725         | 62          |
| JUL  |               | JUL  |      | JUL  |             |             |
| AUG  |               | AUG  |      | AUG  |             |             |
| SEP  |               | SEP  |      | SEP  |             |             |
| OCT  |               | OCT  |      | OCT  |             |             |
| NOV  |               | NOV  |      | NOV  |             |             |
| DEC  |               | DEC  |      | DEC  |             |             |



# 2026-2031 TRANSIT DEVELOPMENT PLAN

with the 2025 Annual Report



Elensburg Central Transit  
501 N Anderson Street  
Elensburg, WA 98926

Public Hearing  
Approval Date:  
City Clerk Signature:

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## INTRODUCTION

### About the Transit Development Plan (TDP)

In accordance with RCW 35.58.2795, Ellensburg Central Transit (ECT) has prepared and submitted this Transit Development Plan (TDP) for 2026 through 2031. The plan establishes a framework to guide transit services over the next five years, reviews the agency's accomplishments in 2025, and serves both internal and external purposes. It communicates planning strategies to the public, identifies potential funding sources and grant opportunities, addresses procurement needs, establishes a viable financial plan, and supports updates to the Regional Transportation Planning Organization (RTPO) plan and Washington's Transportation Improvement Plan.

The TDP aligns with Washington State's Transportation Policy Goals (RCW 47.04.280). It also supports ECT's Transit Strategic Plan and economic objectives, as well as the broader regional transportation goals set by the Regional Transportation Planning Organization (RTPO).

A public hearing is scheduled for August 17th, 2026, at 7 PM at City Hall, located at 501 N Anderson Street, Ellensburg, WA 98926. The public comment period will remain open for two weeks leading up to the hearing. Comments may be provided in person or virtually during the public testimony portion or submitted in writing via email to the city's transit manager at [transit@ci.ellensburgwa.us](mailto:transit@ci.ellensburgwa.us).

Reasonable accommodations will be provided in accordance with the Americans with Disabilities Act (ADA) and Chapter 49.60 RCW. Contact the City of Ellensburg to arrange accommodation.



## MISSION AND CORE VALUES

### Mission

We advocate for a safe, efficient, reliable, accessible, and sustainable public transit system that enables all community members to meet their needs and participate in all that Ellensburg has to offer.

### Core Values

Our core values serve as the guiding principles that shape how we interact with passengers, contractors, the community, and the environment.

### Stewardship

We serve as responsible stewards for our passengers and the most vulnerable members of our community, the environment, and public funds. Through efficient use of resources, we will ensure the long-term sustainability of our transit system.

### Collaboration

We value public feedback and build strong partnerships to improve mobility, expand options, and foster innovation.

### Adaptive

We ensure a system that listens to and adapts to our communities' evolving needs.

### Safety

We establish and enhance safe transit operations and transportation infrastructure.

### Professionalism

Professionalism is demonstrated through consistent reliability, courteous service, and a strong commitment to safety. Every interaction with passengers, whether in person or online, reflects our dedication to excellence and respect for the community we serve.

## STRATEGIC PRIORITIES

### Funding and financial sustainability

Secure diverse funding sources to support system growth and resilience by leveraging local funding, grants, and partnerships to ensure financial sustainability.



## Service expansion and efficiency

When able, expand service hours, frequency, and geographic coverage to meet evolving community needs while ensuring equitable access.

## Fleet Modernization and Improvements

Build a sustainable fleet that aligns vehicle size and features with service demands, improves the rider experience, and promotes long-term climate health and environmental goals.

## Improve system infrastructure and access

Develop a safer, connected, efficient, comfortable, and accessible transit system by investing in a transit hub and facility upgrades, as well as ongoing regional coordination.

## Communication, public awareness, and engagement

Build trust, awareness, a positive public image, and increased ridership through clear, consistent signage, targeted outreach, and marketing.

Trust

Safety

Reliability

Equity

Sustainability

## THE AGENCY

In 2011, the City of Ellensburg, Central Washington University, HopeSource, and WSDOT collaborated to plan, fund, and operate a public transit service in Ellensburg. In 2013, the first Transit Development Plan was completed; in 2015, the Ellensburg Transit Benefit District was created, and the Ellensburg City Council became the official board. In 2016, the Ellensburg City Council authorized a special election for a sales and use tax of .02% to fund public transit. It passed with 63% voter approval; however, the funding would expire every ten years. In 2017, the City of Ellensburg assumed operation of Ellensburg Central Transit. In 2025, Ellensburg Transportation Benefit District Resolution No. 2026-15 was put on the ballot to replace the Transit Benefit District with a 0.2% Transit Tax that does not expire. The voters approved the ballot measure with 65.3% voter approval.

ECT is a rural public transit system serving residents and visitors within the city limits of Ellensburg, Washington. Situated east of the Cascade Range at the junction of Interstates 90 and 82, Ellensburg is recognized as the most centrally located city in the state. The area offers four distinct seasons, with convenient access to nearby mountains for skiing and hiking, and the Yakima River for fishing and rafting. The community also hosts numerous special events, such as the Ellensburg Rodeo.

Ellensburg is home to Central Washington University, which provides funding support for the transit system along with the Washington State Department of Transportation.

The city's population is estimated at 21,300.



GOVERNING BODY

The City of Ellensburg is a Council-Manager form of government, with a seven-member City Council elected at large for four-year terms. The current council members and their terms are as follows:

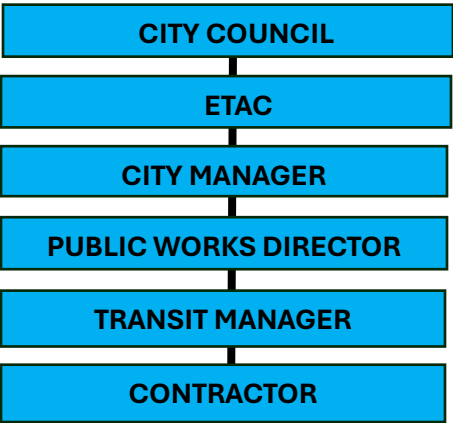
|                 |            |                                         |
|-----------------|------------|-----------------------------------------|
| Rich Elliott    | Position 6 | Term - 2024-2027 (also serves as Mayor) |
| Sarah Beauchamp | Position 7 | Term - 2024-2027                        |
| Nancy Goodloe   | Position 2 | Term - 2026-2029                        |
| David Miller    | Position 1 | Term - 2026-2029                        |
| Joshua Thompson | Position 4 | Term - 2024-2027                        |
| Delano Palmer   | Position 3 | Term - 2026-2029                        |

The City Council meets on the first and third Mondays of each month at 7:00 p.m. in the City Council Chambers at City Hall located at 501 N. Anderson St., Ellensburg, WA 98926. Meetings are open to the public and can be attended virtually via Zoom or watched on the ECTV YouTube Channel, Ellensburg, WA | Official Website. The Zoom link for the meeting will be found in the published agenda packet.

For more information, agendas, and minutes, visit the official City Council page on the Ellensburg website. Ellensburg, WA.

ORGANIZATION

The Ellensburg City Council oversees the operations of Ellensburg Central Transit. The Ellensburg Transportation Advisory Committee provides guidance and oversight of the transit system, reporting directly to the City Council on these and other matters as directed. The Transit Manager is responsible for the day-to-day administration and operational management of the Transit System.



# AGENCY STRUCTURE

The Transit Department is a division of the City of Ellensburg’s Public Works Department.

## Leadership Team

Heidi Behrends Cerniwey.....City Manager  
Ryan Lyyski.....Public Works Director  
Josh Mattson..... Assistant City Engineer  
Betsy Dunbar.....Transit Manager

The Ellensburg Transportation Advisory Committee (ETAC) plays a vital role in advocating for public transit in Ellensburg. ETAC’s responsibilities are to advise and make recommendations to Council pertaining to the operations and improvements of public transit within the city. Committee members develop and implement community outreach programs, provide advice and recommendations to the City’s transit provider, Council, and staff concerning the City’s transit system, and report at least annually to Council on matters as they pertain to the City’s public transit system.

ETAC meetings occur on the third Tuesday of every month. The schedule of regular meetings can be found on the City of Ellensburg website. Employees and the public are welcome to attend in person or virtually.

|                         |                                |
|-------------------------|--------------------------------|
| Nancy Lillquist - Chair | Ellensburg – Council Appointed |
| Jim Hurson – Vice Chair | Ellensburg Resident            |
| Ann Miner               | Ellensburg Business Owner      |
| Carol Chrisman          | Ellensburg – ESD Appointed     |
| Michael Montgomery      | Ellensburg – CWU Appointed     |
| Alex Matheson           | ASCWU Representative           |
| Committee Member        | Open                           |
| Alternate Member        | Open                           |

The Transit Manager serves on a variety of boards and committees representing Ellensburg Central Transit.

- Board Member, Washington State Transit Association (WSTA)
- Board Member, Washington State Transit Insurance Pool (WSTIP)
- Board Member, Community Transportation Association of the Northwest (CTANW)
- Staff Member/Oversight, Ellensburg Transportation Advisory Committee (ETAC)
- Board Member, Four-County Community Transportation Planning Team

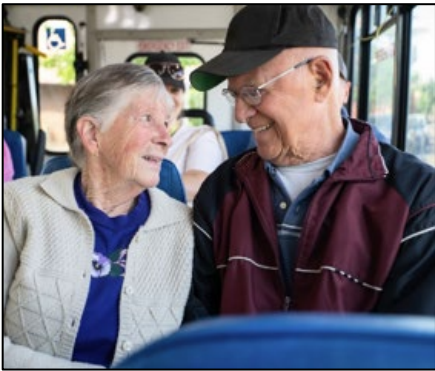


SERVICE (Required Element)

Fixed Route

ECT provides six fixed routes that operate daily between 6:55 am and 8:15 pm within the city limits of Ellensburg. The system maps show the locations of each route, the direction of bus movement, scheduled bus stops, on-demand bus stops, bus shelters, and transfer service points.

|                                                                                               |
|-----------------------------------------------------------------------------------------------|
| Route 12 A: 7:10 AM to 7:45 PM serves CWU and the north and south ends of the City.           |
| Route 12 B: 7:40 AM to 8:15 PM serves CWU and the north and south ends of the City.           |
| Route 13: 6:57 AM to 7:15 PM serves north to Elmview and south to Kittitas Valley Healthcare. |
| Route 14: 6:55 AM to 6:45 PM serves north to Bender and south to Ellensburg High School.      |
| Route 15: 7:55 AM to 7:20 PM serves downtown and the southwest side of Ellensburg.            |
| Route 16: 7:30 AM to 6:50 PM serves downtown and the northwest side of Ellensburg.            |



ADA Paratransit

In compliance with the Americans with Disabilities Act, ECT provides accessible door-to-door service within a three-quarter-mile corridor of the fixed route system for passengers who are unable to access the ECT fixed route system due to a disability.

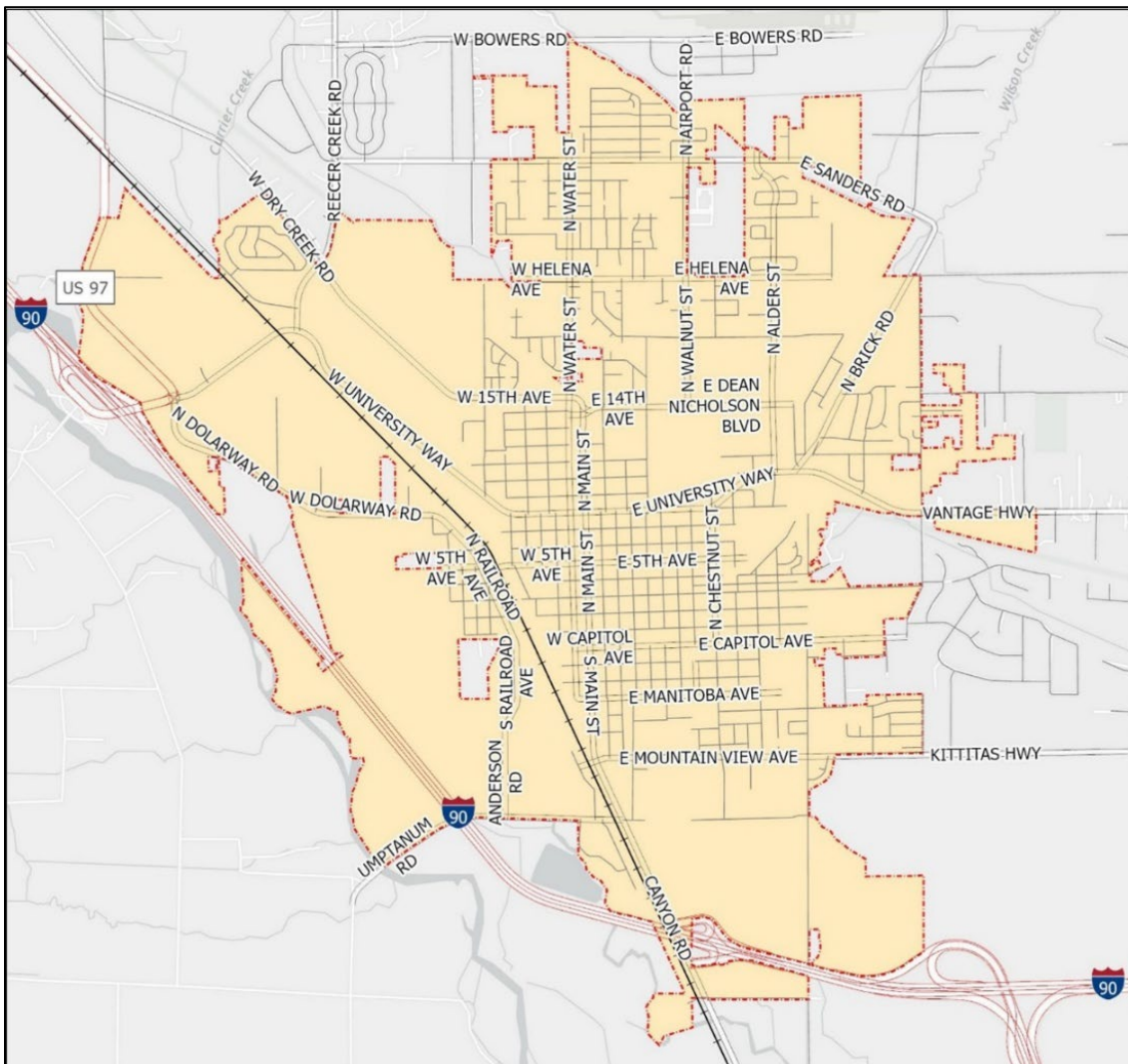


## NEMT Cabulance

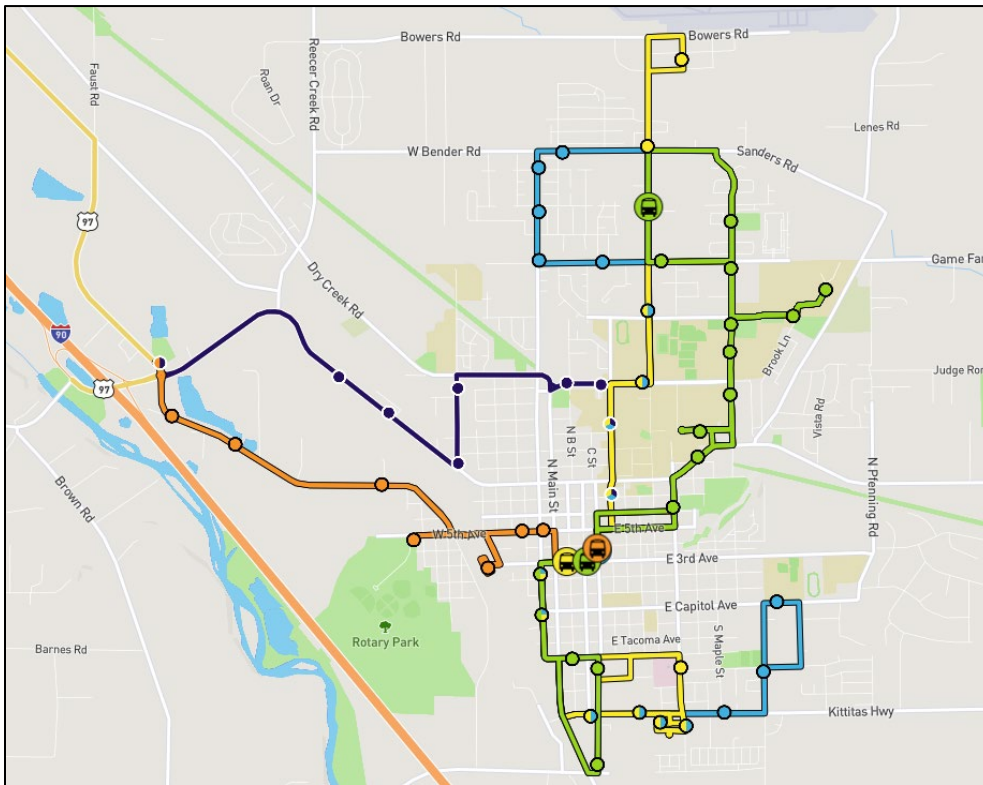
ECT's non-emergency medical transportation service, known as Cabulance, is independent from ECT's Public Transit services and operates 24/7, 365. The service provides transportation for individuals within the Ellensburg city limits to and from specific medical facilities as requested by Kittitas Valley Healthcare and other contracted facilities.



## City Limits of Ellensburg Map



## Interactive Fixed Route Map



## PEDESTRIAN AND BIKE PATHS

At ECT, almost every trip starts and ends with walking. That is why we focus on connecting our buses with safe sidewalks, bike lanes, and trails. Our goal is to build a seamless multimodal system that makes getting around safe, easier, and more efficient for everyone. Plus, Ellensburg's flat terrain makes it especially easy and practical for many community members to walk or bike.



## REGIONAL CONNECTIONS

Beyond ECT services, several regional connections are available through partner transit providers. Yakima Transit operates Route 11, which connects Ellensburg, Selah, and Yakima on weekdays. Pick-up and drop-off locations in Ellensburg include Umptanum Street and Ruby Avenue, the Ellensburg Safeway, and East 11th Avenue & Maple Street.

Connections to Cle Elum are provided by HopeSource's Kittitas County Connector, which operates daily between the Ellensburg Safeway and Cle Elum. HopeSource also offers service between Ellensburg and Kittitas on Tuesdays, Thursdays, and Saturdays.

Regional service to Omak is available daily via Travel Washington's Apple Line. Connections to Seattle-Tacoma International Airport and the SeaTac light rail station are provided daily by the Bellair Airporter Shuttle. Additionally, FlixBus and Greyhound offer regional travel options based on passenger needs.



## FACILITIES & EQUIPMENT

### Bus Stops & Shelters

ECT buses serve 81 bus stops, with 19 bus shelters. All bus shelters include artwork from local artists. Two additional bus shelters are planned in 2026.



Transit Hub

ECT currently uses the 4<sup>th</sup> and Ruby Street downtown location as its transit hub.



Contractor Bus Facility

All the operational equipment is owned and maintained by HopeSource, located at 606 W 3rd Avenue, Ellensburg, Washington 98926. The transportation offices are located next door at 607 W 3rd Avenue.



Equipment

Our contractor, HopeSource, supplies the facility, vehicles, and maintenance.

| No. | Year | Make/Model  | Vehicle Number | ADA | Seating | Fuel Type |
|-----|------|-------------|----------------|-----|---------|-----------|
| 1   | 2017 | Ford / E450 | CT-7           | Yes | 12+2    | G         |
| 2   | 2017 | Ford / E450 | CT-6           | Yes | 12+2    | G         |
| 3   | 2018 | Ford / E350 | CT-9           | Yes | 12+2    | G         |
| 4   | 2019 | Ford / E450 | CT-8           | Yes | 12+2    | G         |
| 5   | 2021 | Ford / E450 | CT-9           | Yes | 12+2    | G         |
| 6   | 2021 | Ford / E450 | CT-11          | Yes | 12+2    | G         |
| 7   | 2021 | Ford / E450 | CT-12          | Yes | 12+2    | G         |
| 8   | 2023 | Ford / E450 | CT-20          | Yes | 12+2    | G         |



2025 PERFORMANCE

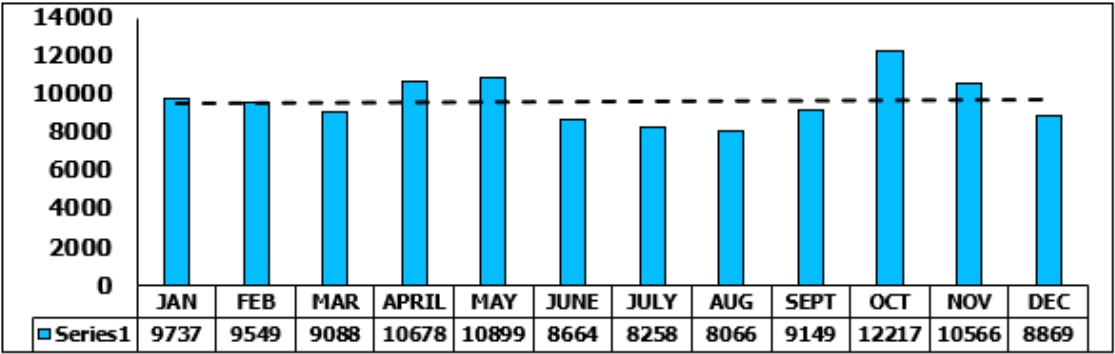
System Performance

In 2025, the fixed route ridership was 115,740. The average weekday ECT ridership was 356, and the average weekend day ridership was 243.

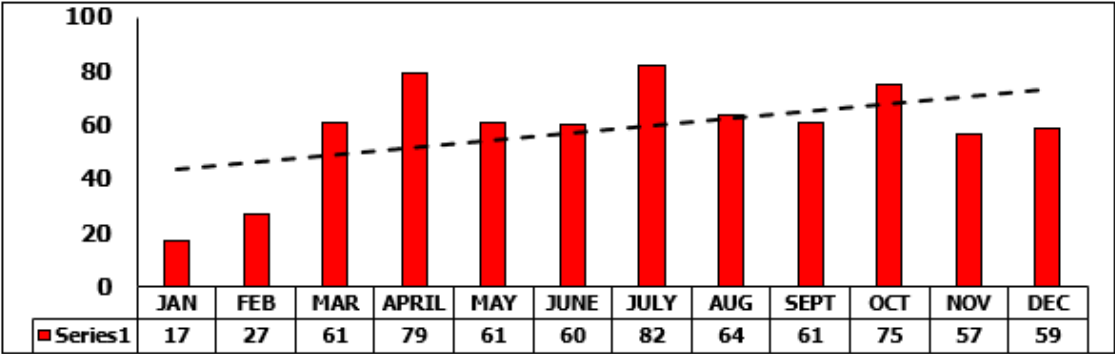
In 2025, ADA paratransit ridership reached 703 trips, reflecting a 323% increase from 2024. Despite this growth, it represented only 0.6% of the total system ridership.

The NEMT Cabulance service ridership reached 313, a 56% increase from the previous year.

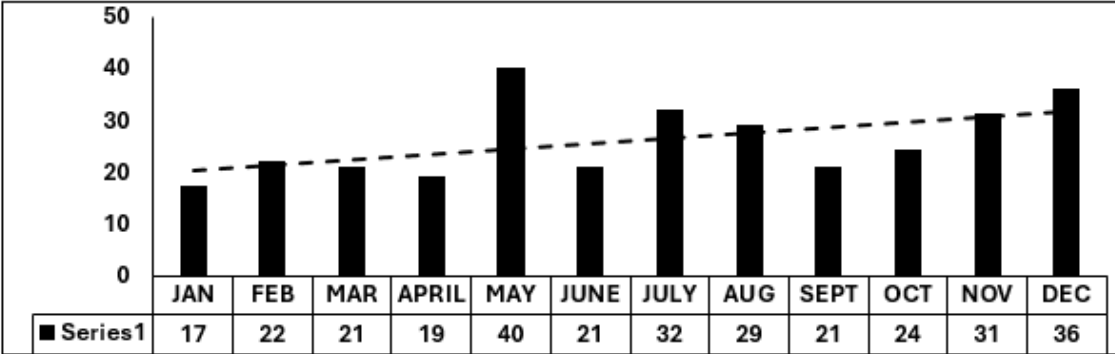
FIXED ROUTE



ADA PARATRANSIT



CABULANCE



The overall operating statistics for Fixed Route, ADA Paratransit, and Cabulance in 2025 are shown in the table below.

| Mode                 | Fixed Route | ADA Paratransit | Cabulance |
|----------------------|-------------|-----------------|-----------|
| Boardings            | 115,740     | 703             | 313       |
| Annual Revenue Miles | 239,198     | 2,854           | N/A       |
| Annual Revenue Hours | 21,201      | 395             | N/A       |

## CAPITAL PROJECTS

ECT remains committed to the ongoing improvement of transit service and the overall rider experience. To support this effort, it maintains the required on-time performance standard for its transit services contractor. Additionally, ECT’s planned and ongoing efforts include upgrading bus stops and shelters with artwork, bus pullouts, ADA-compliant landings, seating, and lighting; improving service accessibility and strengthening connections to non-motorized pathways and trails; implementing transit signal priority along key transit corridors; supporting the transition to zero-emissions vehicles and infrastructure; and advancing the development of an intermodal transit station or hub. Together, these initiatives will continue to enhance the quality, accessibility, and effectiveness of public transit in Ellensburg.

### Title II of the Americans with Disabilities Act:

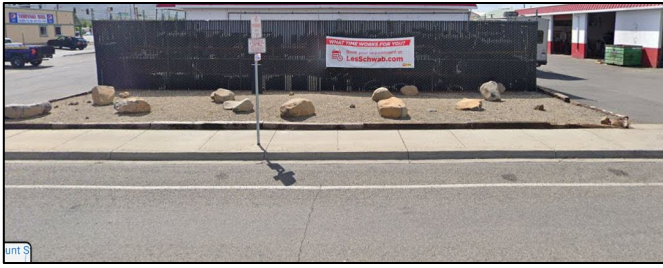
Title II of the Americans with Disabilities Act (ADA), enacted in 1990, is a civil rights law that protects individuals with disabilities from discrimination by public entities, including state and local governments, their departments, agencies, and other instrumentalities. Its primary goal is to guarantee equal opportunity and access to all public services, programs, and activities, regardless of the size of the government entity or whether it receives federal funding.

The responsibility for ensuring the implementation of this plan is vested in the Ellensburg City Council, the Ellensburg Transportation Advisory Committee and Ellensburg Central Transit’s Transit Manager.

### ADA Capital Improvements

ECT’s 2025 ADA Title II capital improvements included 13 ADA landing pads, the removal of 2 bus stops on 5<sup>th</sup> Avenue and their replacement with 1 stop along the Rotary Park roundabout with a bus shelter, an extra bench and amenities. Two additional bus shelters with amenities were added at S 4<sup>th</sup> and Ruby St and at Ruby St and Umptanum.



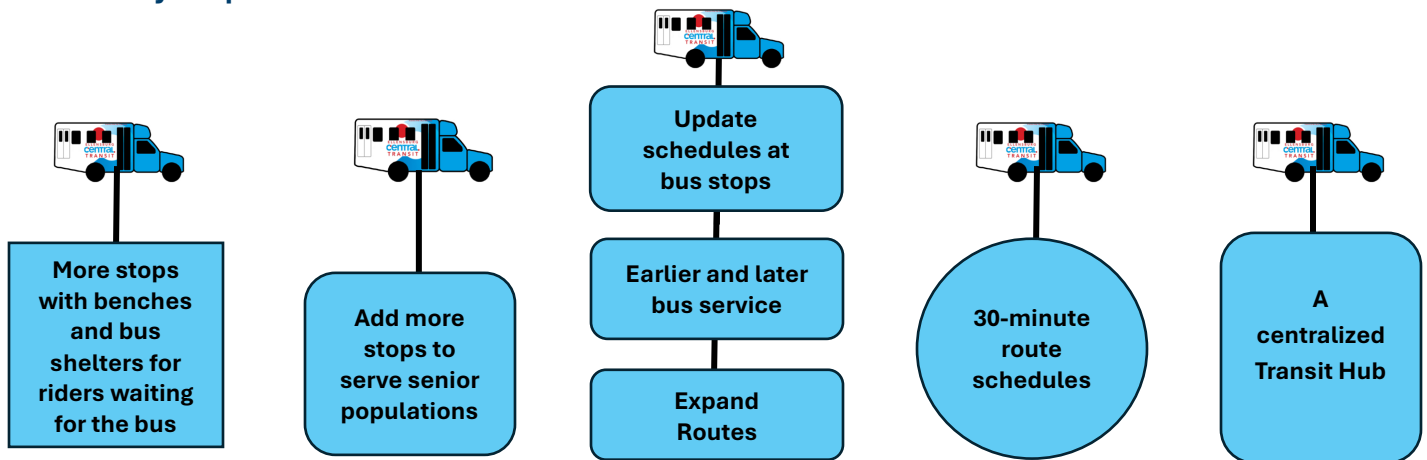


## 2026-2031 PLANNING SERVICE (Required Element)

### Strategic Planning

A key component of this strategy is the completion and guidance of our Six-Year Transit Strategic Plan. The plan will provide directions on the future priorities of our transit system. The plan also provides a shared vision of where the system is headed and what the desired outcomes are. The main purpose of the plan is to aid in prioritizing funding needs and identifying areas of service improvement and expansion. Some goals include:

### Community Requests



## WSDOT TRANSPORTATION GOALS

The Washington State Transportation Plan establishes six goals to guide agencies in developing and maintaining the state's transportation system. The priorities and strategies outlined in the plan for ECT Services are fully aligned with those statewide transportation goals.

### Economic vitality

Promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.

### Preservation

Maintain and preserve prior investments within our transportation system.

### Safety

Provide for and improve the safety and security of transportation customers and the transportation system.



## Mobility

Improve the predictable movement of goods and people throughout Washington State.

## Environment

Enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

## Stewardship

Continuously improve the quality, effectiveness, and efficiency of the transportation system.

## ECT 2026-2031 GOALS

### Moving Forward

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Economic Vitality | Support our local economy by connecting passengers to retail stores, entertainment, social services, community events, and our historic downtown.                                                                                                                                                                                                                                                                                                                                                                                                    |
| Preservation      | ECT works with our contractor to ensure strict vehicle maintenance schedules. We maintain and upgrade transit infrastructure to ensure our bus stops and bus shelters are safe and welcoming.                                                                                                                                                                                                                                                                                                                                                        |
| Safety            | Our contractor performs pre-trip and post-trip inspections as well as daily service monitoring and provides ongoing training to operators. All buses are equipped with cameras with video and audio capabilities.                                                                                                                                                                                                                                                                                                                                    |
| Mobility          | ECT works to educate our community, so everyone has access to public transportation. Increase frequency to improve access and reduce wait times. Rider Alerts publishes service alerts across multiple channels – apps, social media, SMS and websites with a single click. Riders can also subscribe to get rider alerts via email or text for the routes and bus stops they frequent. We promote rider apps and our Interactive website, where passengers can plan their trips and get live updates on when their bus will arrive at the bus stop. |
| Environment       | We promote riding the bus, which benefits the environment. We will also work to progress with our Zero-Emissions Plan.                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Stewardship       | We maintain active coordination with WSDOT, the Regional Transportation Planning Organization, the Four-county Community Team, neighboring counties, and several state transportation organizations. Our Ellensburg Transportation Advisory Committee collaborated with a contractor to develop a comprehensive Six-Year Transit Strategic Plan. We continue to actively engage the community in planning and decision-making to ensure our transit services align with local needs and expectations.                                                |

## FLEET

Encourage our contractor to transition to a zero-emissions fleet, including cutaways and smaller buses, as grant funding with affordable match funds become available.

In the meantime, converting the existing buses to clean-operating propane-powered buses is a practical path forward to lowering fuel costs and improving air quality.



## CAPITAL IMPROVEMENT & EXPANSION (Required Element)

### Strategic Planning

Currently, our transit hub is located on the street, which has several significant drawbacks, including direct noise and air pollution, as well as requiring pedestrians to cross the street, hurrying to connect to other buses.

The advantages of placing a transit hub off the street include reducing congestion at street intersections, lower traffic speeds, creating a safer environment for passengers, and improving the overall travel experience.

Currently, more than 90% of our bus stops are ADA-compliant, and we are on track to achieve 100% compliance within the next one to two years, subject to the ability to acquire rights-of-way.

Planning efforts will ensure that capital investments align with strategic priorities, while the transit budget will be the primary factor in determining which priorities to pursue.

## CAPITAL PRESERVATION & REPLACEMENT (Required Element)

ECT will continue to inspect all bus stops and bus shelters to ensure passengers are safe while waiting for the bus. Our contractor supplies all the service vehicles.

## FINANCIAL PLAN (Required Element)

ECT is primarily funded through local sales and use tax revenue, supplemented by state and federal pass-through grant funding. These grant resources play a critical role in sustaining our transit operations.

The figures below assume that fare-free transit will continue, sales tax revenue will stay strong, and state and federal funding will remain steady.

### Annual Revenues

| Annual Revenues               | 2025<br>Actual | 2026<br>Projected | 2207<br>Projected | 2028<br>Projected | 2029<br>Projected | 2030<br>Projected | 2031<br>Projected |
|-------------------------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Sales Tax                     | 2,004,129      | 1,982,000         | 1,632,000         | 1,664,000         | 1,697,280         | 1,731,226         | 1,765,850         |
| Central Washington University | 75,000         | 66,000            | 66,000            | 66,000            | 66,000            | 66,000            | 66,000            |
| Local Grants                  | 5,000          | 5,000             | 5,000             | 5,000             | 5,000             | 5,000             | 5,000             |
| State /Federal Grants         | 1,580,976      | 1,600,000         | 1,700,000         | 1,700,000         | 1,700,000         | 1,700,000         | 1,700,000         |
| Special Needs Formula Grants  | 8,436          | 6,999             | -                 | 5,000             | -                 | 5,000             | -                 |
| Interest Income               | 80,000         | 80,000            | 80,000            | 80,000            | 80,000            | 80,000            | 80,000            |
| Operating Revenue Total       | 3,753,541      | 4,439,999         | 4,183,000         | 4,320,000         | 4,448,280         | 4,587,226         | 4,716,850         |

### Operating Expenses

| Operating Expenses     | 2025 Actual | 2026<br>Projected | 2027<br>Projected | 2028<br>Projected | 2029<br>Projected | 2030<br>Projected | 2031<br>Projected |
|------------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Fixed Route            | 1,390,000   | 1,852,000         | 2,236,500         | 1,670,000         | 1,703,400         | 1,737,500         | 1,772,300         |
| ADA Paratransit        | 20,239      | 29,200            | 38,000            | 38,760            | 39,535            | 40,326            | 41,132            |
| NEMT Cabulance         | 74,078      | 49,039            | 50,000            | 51,000            | 52,020            | 54,120            | 58,580            |
| Administration         | 1,197,000   | 1,081,400         | 1,042,000         | 1,213,700         | 1,248,324         | 1,273,290         | 1,298,755         |
| Yakima Transit         | 20,000      | 40,000            | 40,000            | 40,000            | 40,000            | 40,000            | 40,000            |
| HopeSource Dial A Ride | 82,313      | 82,313            | 82,313            | 82,313            | 82,313            | 82,313            | 82,313            |



|                |         |        |        |        |        |        |        |
|----------------|---------|--------|--------|--------|--------|--------|--------|
| HopeSource KCC | 44,000  | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Insurance      | 50,000  | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Marketing      | 104,700 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |

## Capital and Operating Improvement Estimated Financial Plan

### Projects and Estimated Expenses

ECT projects a steady increase in operating expenses for the years 2026-2031 due to the inflation of goods and services, rider-facing technologies, and community requests for expanded hours and locations. These projections underscore the ongoing financial planning required to support operations and potential growth.

| Capital expenditures                                                        | 2026    | 2027   | 2028      | 2029   | 2030   | 2031   | Future Predictions                |
|-----------------------------------------------------------------------------|---------|--------|-----------|--------|--------|--------|-----------------------------------|
| Transit Hub                                                                 |         |        | 2,200,000 |        |        |        |                                   |
| Colored magnets for the side and back of the bus                            | 1,200   |        |           |        |        |        |                                   |
| Bus Shelters, benches, trash receptacles, bike racks and solar lighting     | 80,000  | 40,000 | 40,000    | 40,000 | 40,000 | 40,000 |                                   |
| Additional Bench Seating                                                    | 10,000  | 10,000 | 10,000    | 10,000 | 10,000 | 10,000 |                                   |
| Bus Shelter Artwork & Installation                                          | 22,000  | 11,000 | 11,000    | 11,000 | 11,000 | 11,000 |                                   |
| Movement of Signage                                                         | 16,000  | Review | Review    | Review | Review | Review |                                   |
| Improved accessibility and connections to non-motorized pathways and trails | 211,000 | Review | Review    | Review | Review | Review |                                   |
| Additional turnouts & lighting                                              | 35,000  | Review | Review    | Review | Review | Review |                                   |
| Expanded Route Times                                                        | 0.00    | Review |           |        |        |        | 99.00 per additional Service Hour |
| 30-minute route wait times                                                  | 0.00    |        |           |        |        |        | Unknown                           |
| Expanded route/routes                                                       | 0.00    |        |           |        |        |        | 99.00 per additional Service Hour |
| Marketing                                                                   | 40,000  | 40,000 | 40,000    | 50,000 | 50,000 | 50,000 |                                   |
| CPI Increases                                                               | 0.00    |        |           |        |        |        | 0.2-11%                           |
| Travel Training                                                             | 0       |        |           |        |        |        | Unknown                           |
| Bus Monitors                                                                | 5,000   | 0      | 0         | 0      | 0      | 0      |                                   |
| Transit Signal Priority                                                     |         |        |           |        |        | Review | 350,000                           |
| Propane Conversion                                                          | Review  | Review |           |        |        |        | Unknown                           |





# TRANSIT STRATEGIC PLAN

## 2026-2030



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# ACKNOWLEDGEMENTS

This five-year strategic plan for Ellensburg Central Transit was developed by members of the City of Ellensburg Transportation Advisory Committee (ETAC) in partnership with City of Ellensburg staff members, contractor representative, and Robin Read, Community Consultant.

## ETAC Members 2025-2026

David Miller, Ellensburg City Council  
Michael Montgomery, Central Washington University  
Alex Matheson, Associated Students of Central Washington University  
Carol Chrisman, Ellensburg School District  
Jim Hurson, Community Member  
Anne Miner, Community Member and  
Deja Blanchard, Community Member

## City of Ellensburg Staff Members

Heidi Behrends-Cerniwey, City Manager  
Betsy Dunbar, Transit Manager  
Ryan Lyyski, Public Works Director  
Josh Mattson, Assistant City Engineer  
Derek Mayo, City Engineer

## Contractor Representative

Keiko Walsh, HopeSource

Per [City code](#), the Ellensburg Transportation Advisory Committee shall advise and make recommendations to Council pertaining to infrastructure planning, maintenance and operation, and improvements of public transit and the complete street transportation system within the City, develop and implement a community outreach program, provide advice and recommendations to City's transit provider, Council and staff concerning the City's transportation system, and report at least annually to Council on matters as they pertain to the City's public transit and transportation system.

## APPROVAL

The ETAC approved the final plan and recommended its adoption to the Ellensburg City Council on June 14, 2026.

## ADOPTION

Staff is presenting the plan to the Ellensburg City Council for adoption on July 20, 2026.

## Executive Summary

This strategic plan provides directions to the Ellensburg Transportation Advisory Committee (ETAC) on the future priorities of the Ellensburg Central Transit system. The plan provides a shared vision of where the system is headed and what the desired outcomes are. The purpose of the plan is to help prioritize funding needs and identify areas of service improvement and expansion.

During the strategic planning process, the following vision, mission, and value statements were developed by the ETAC Members.

### Vision

We strive to create a seamless, reliable, accessible, safe, and sustainable transit system that enables all community members to meet their needs and participate in Ellensburg life.

### Mission

We advocate for a safe, efficient, and reliable public transit system that reflects community needs and creates access for all.

### Core Values

- **Stewardship:** We promote responsible, efficient use of public resources to ensure long-term sustainability.
- **Accessibility:** We support removing obstacles to using public transportation and place a high priority on ADA compliance.
- **Collaboration:** We value public feedback and build strong partnerships to improve mobility, expand options, and foster innovation.
- **Adaptive:** We ensure a system that listens and adapts to the community's evolving needs.
- **Safety:** We establish and enhance safe transit operations and transportation infrastructure.

## Strategic Priorities

Through analyzing transit system data, community feedback data, and conducting Strengths, Weaknesses, Opportunities, Limitations, and Threats analysis, ETAC identified 5 high-level strategic priorities and goals:

- **FUNDING AND FINANCIAL SUSTAINABILITY**
  - Goal: Secure and diversify funding sources to support system growth and resilience by leveraging local funding, grants, and partnerships to ensure financial sustainability.
- **SERVICE EXPANSION AND EFFICIENCY**
  - Goal: Expand service hours, frequency, and geographic coverage to meet evolving community needs while ensuring equitable access.
- **FLEET MODERNIZATION AND IMPROVEMENTS**
  - Goal: Build a sustainable fleet that aligns vehicle size and features to service demands; improves rider experience; and promotes long-term climate, health, and environmental goals.
- **IMPROVE SYSTEM INFRASTRUCTURE AND ACCESS**
  - Goal: Develop a safer, connected, efficient, comfortable, and accessible transit system by investing in a transit hub and facility upgrades, and expanding regional coordination.
- **COMMUNICATION AND PUBLIC AWARENESS AND ENGAGEMENT**
  - Goal: Build trust, awareness, a positive public image, and increased ridership through clear, consistent signage, targeted outreach, and marketing.

## About Ellensburg Central Transit

Starting in 2011, the City of Ellensburg, the Associated Students of Central Washington University (ASCWU), HopeSource, and the Washington State Department of Transportation (WSDOT) collaborated to plan, fund, and operate public transit service within Ellensburg.

In 2015, the City of Ellensburg established the Ellensburg Transportation Benefit District (TBD) to finance Ellensburg public transportation improvements. The legislature subsequently amended the existing laws, enabling the City to end the separate entity status of the TBD and assume its rights, powers, functions, and obligations.

At its January meeting, the city council authorized an election for April 26, 2016, for a sales and use tax. The tax was to be levied in an amount of up to two-tenths of one percent for a period of not more than ten years to pay for or finance public transportation improvements. Ellensburg voters approved the levy with a 63% majority. With the TBD being absorbed by the City of Ellensburg and an assured form of funding, the City assumed operation of Ellensburg Central Transit on July 1, 2017.

The commitments made to the citizens of Ellensburg during the sales tax levy campaign motivated several positive changes for Ellensburg Central Transit. At the time of the City's assumption, the fixed-route bus service expanded from two to six routes with additional stops and service hours, and an ADA paratransit service for passengers unable to access the fixed-route service due to a disability was added. Months later, a cabulance service was added.

In 2025, residents voted to make the sales and use tax permanent, showing a clear commitment to supporting Ellensburg Central Transit into the future. The City contracts all transportation operations to HopeSource, a local private non-profit organization.

1. Fixed Route Service: Ellensburg Central Transit's fixed-route service is a fare-free public transit service that operates daily, except for most national holidays. The buses operate 6 fixed routes within the city on an hourly basis and connect passengers with many shared-use biking and pedestrian trails. All buses are ADA accessible and equipped with bike racks.
2. Paratransit Services: In compliance with the Americans with Disabilities Act, Ellensburg Central Transit provides accessible door-to-door transportation services for individuals who, because of a disability, are unable to travel on Ellensburg Central Transit's fixed-route service.
3. Cabulance: Ellensburg Central Transit's Cabulance service operates independently 24-7 to provide accessible non-emergency medical transportation for individuals

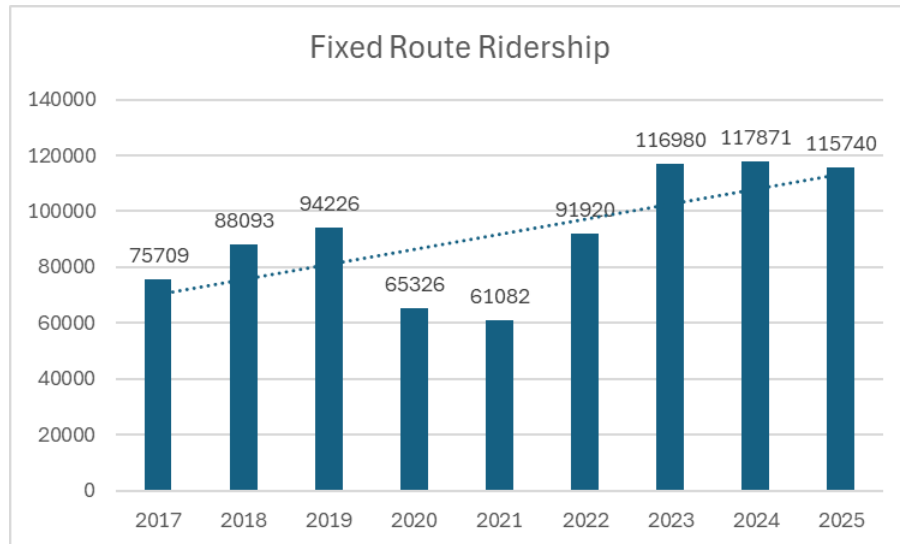
within the City limits of Ellensburg to and from contracted medical facilities as initiated by Kittitas Valley Healthcare and other contracted facilities.

## Data-Informed Planning

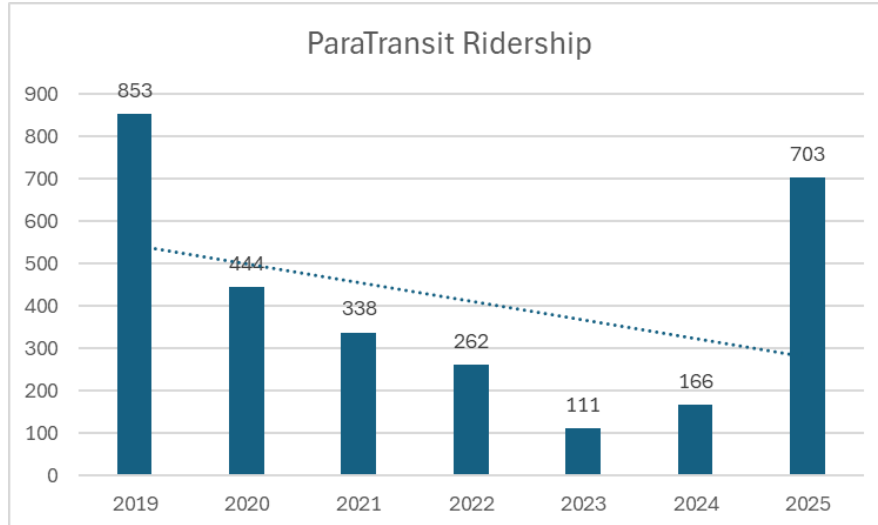
To help guide the development of key strategic priorities, the ETAC analyzed ridership data, rider surveys, a community feedback survey, stakeholder interviews, and a Strengths, Weaknesses, Opportunities, Limitations, and Threats analysis (SWOLT). A summary of these findings is provided below.

## Ridership Data

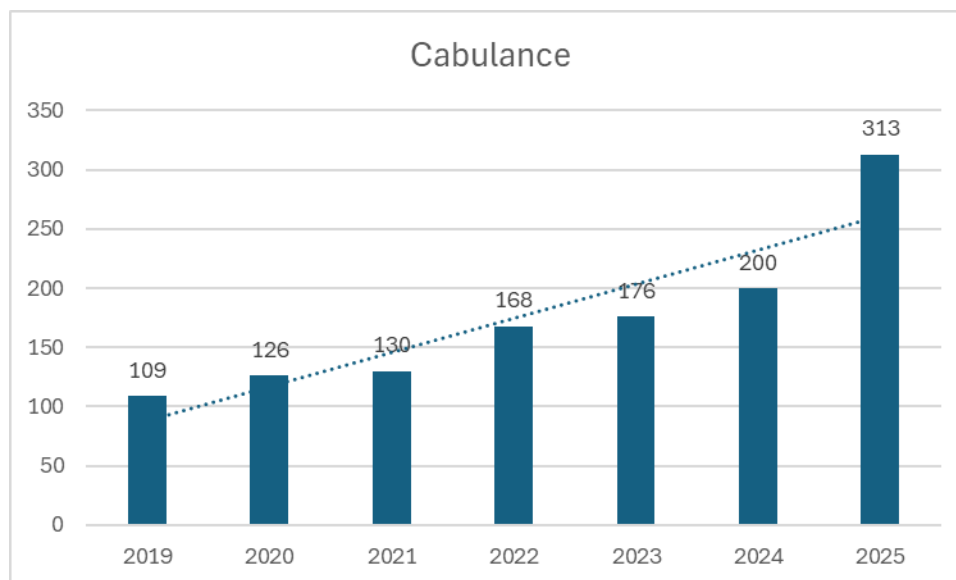
Ridership has steadily increased over time and swiftly recovered from COVID-19 pandemic-related declines.



Paratransit ridership declined significantly in 2020 due to Covid19. The recent growth shows a rebound in ridership.



Cabulance usage has increased over time, driven by growing awareness of the service.



## Rider Surveys

Rider surveys were conducted with 13 fixed route participants on Rural Transit Day in July 2025. The key findings included:

- Passengers use the service with frequencies ranging from daily to weekly.
- People use the bus for shopping, medical appointments, work, accessing social services, getting to classes, and participating in the community.
- Passengers appreciate the free and convenient service, along with the friendly and helpful drivers.
- While many passengers reported positive experiences, some identified opportunities for improvement, including lift reliability issues, excessive information at bus stops, inadequate lighting at stops, and the need for more frequent bus stops. It is easy for people to get to bus stops.
- Several options were shared to encourage ridership, including avoiding winter driving, free rides, promoting community events, and saving money on gas.

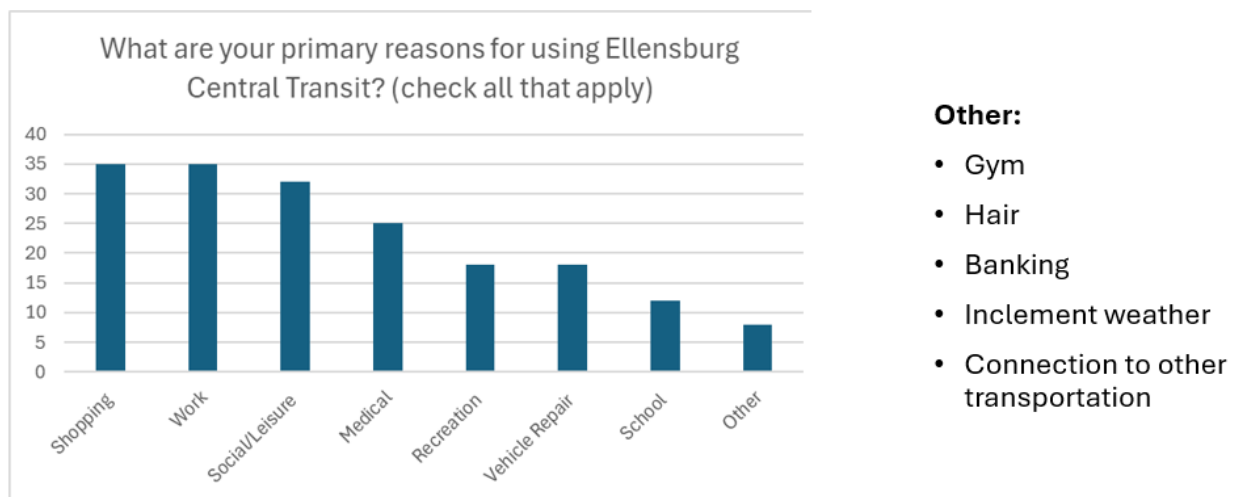
## Community Feedback Survey

The community survey consisted of 3 screening questions, 9 content questions (2 open-ended), and 5 demographic questions. Participants who completed the survey were entered into a drawing to win a \$15 gift card. There were 106 responses over one month of

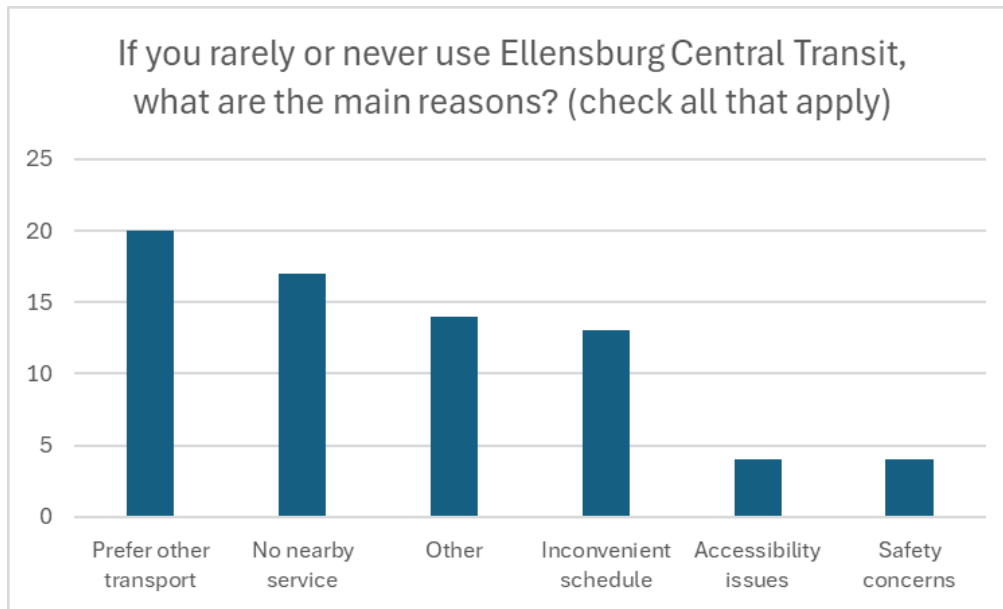
distribution. Distribution included flyers, social media, partner organizations, and a press release.

Sixty-six percent of respondents were female, half were between the ages of 35-54, 84% were white, 8% were Hispanic or Latino, and 16% were associated with Central Washington University (student, faculty, or staff). Over half of respondents rarely or never use Ellensburg Central Transit services, with about 24% using it weekly or daily. Of those who used services, 85% used the fixed route service, and 15% used the cabulance or paratransit services. Demographic and respondent graphs are located in Appendix A.

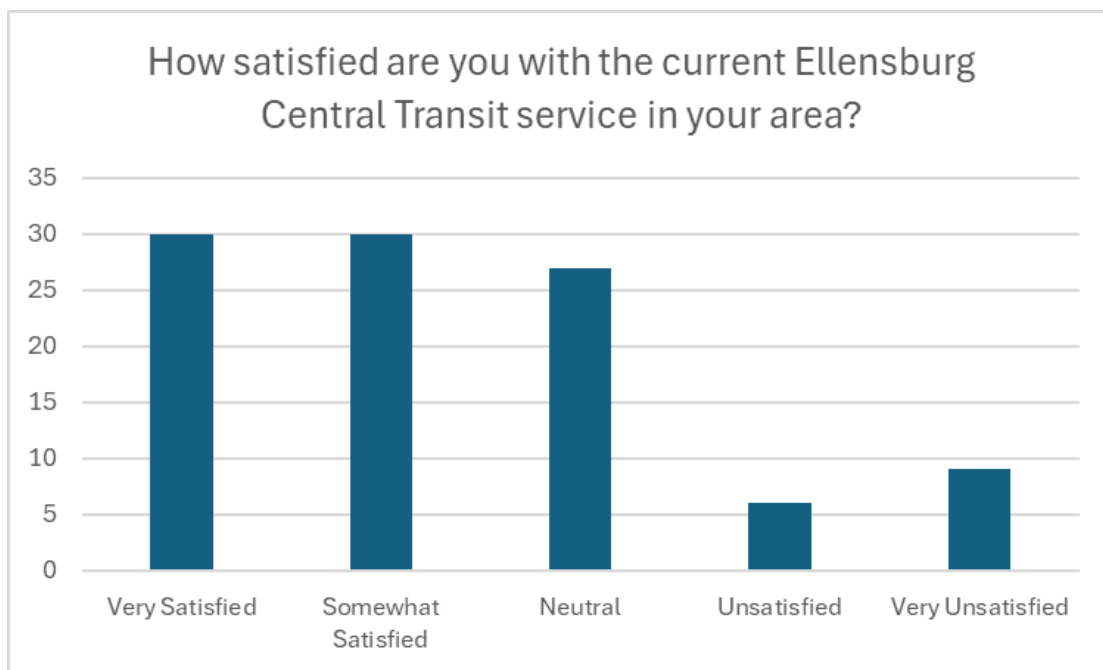
The most common reasons for using ECT services were shopping, employment, social and leisure activities, and medical appointments.



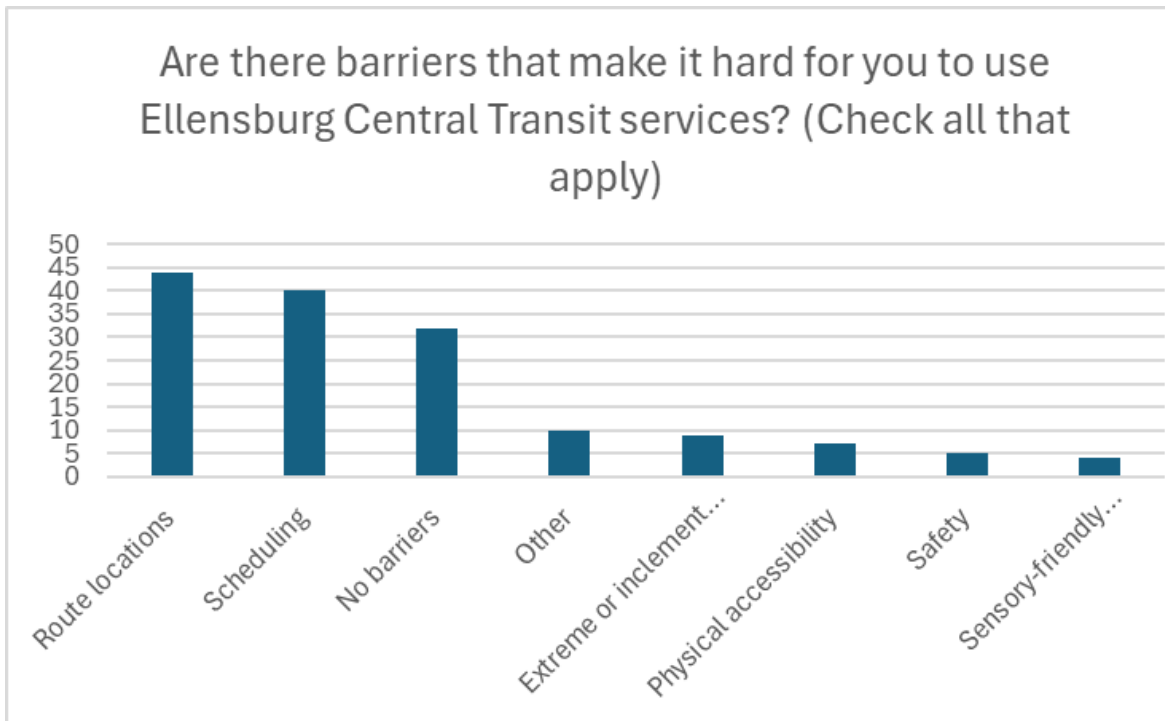
Respondents who reported rarely or never using ECT services gave reasons for preferring other transport and not having the service nearby. Other reasons cited included lack of knowledge about services and the ability to walk.



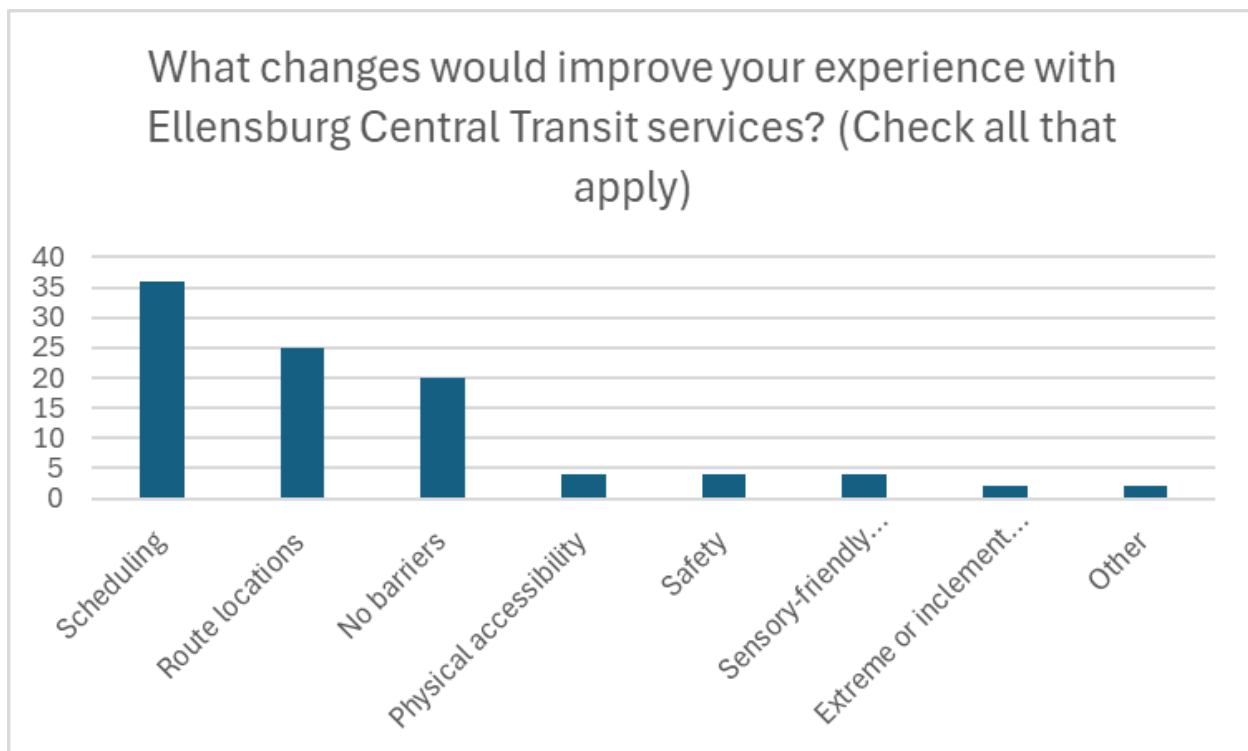
Approximately 15% of respondents expressed dissatisfaction with ECT services in their area.



Key barriers to using ECT services included inconvenient route locations and scheduling, along with issues related to timing, distance between stops, and a lack of awareness.



Scheduling and route locations were identified as the areas with the greatest potential for improvement.



When asked to identify the top priority for improving ECT services, respondents most frequently cited expanded service – more routes, stops, frequency, and easy-to-read

schedules – along with improved access to information and enhancements such as benches at bus stops and more bus shelters. Additional suggestions included on-bus storage, electric or hybrid buses, greater accessibility, cleanliness, timeliness, and aligning routes and schedules with ridership demand.

When asked if there was anything else they would like to share, respondents offered generally positive feedback about ECT, noting that drivers were friendly and helpful. Additional comments included requests for more stops, clearer information, and more connections to commuter buses. Some also expressed concerns about low ridership and limited accessibility for certain users.

## Stakeholder Interviews

In August 2025, the consultant interviewed 6 community stakeholders, 3 staff members, and 4 advisory committee members. The following are the overarching themes that emerged from those interviews.

### Meets a wide range of needs

Generally, many participants expressed that the transit system works well and meets a wide range of needs of people in the community. It covers a lot of area, especially for a rural small town, and the buses are generally easy to access. People use the transit system for work, appointments, shopping, and accessing services. The fact that the bus services are free helps a lot of people access what they need. The buses are generally accessible, the services are inclusive, and drivers are friendly, helpful, and accommodating.

### Increasing accessibility

The overall vision of the participants is to increase accessibility to the transit system for all people in the community, with special consideration for those who rely on the transit system the most to meet basic needs and participate in the community. This may be accomplished primarily by expanding routes, increasing bus frequency, improving information, bus improvements and increasing ADA accessibility.

### Information improvements

There are some areas where information about transit services could be improved. While the cabulance and paratransit are seen as services that generally work well, there was concern that people may be unaware of their availability. Signage is another area of concern: signage at the stops is information dense and confusing for some, the signage inside the buses about where the bus stops and when is lacking or non-existent, and the buses only have numbers on the front, making it hard for people to see which bus it is. New

users often don't know how to ride the bus, and real-time information about bus arrivals can be inconsistent.

Organizations and the community should be more aware of the services, the fact that they are free, and the locations the buses serve. Additionally, scheduling information is confusing for many, and there could be opportunities to simplify information available and make it more accessible and easier to understand. The Transit app is helpful, but it isn't always synced up with real-time information. More information needs to be available in Spanish as well.

## Filling gaps

Gaps that were expressed included needing earlier and later times for buses, increased frequency, especially for routes that are hourly, and increasing routes to serve more areas. There is concern that the services aren't available outside of the city limits.

There were discussions about the need to expand routes to cover more areas of the city and concerns about areas within the city that are not being served, which include the east side of town (Chestnut Street and Radio Hill) and the northwest part of town. There are also gaps in the northwest part of town, and the south of town has limited service. We need to ensure we continue to have sufficient service in the north part of town to serve CWU. In addition, concerns were raised about the lack of transit services in Kittitas and Vantage.

Many participants commented on the need for higher frequency, particularly on routes that are currently only hourly. Thirty-minute intervals would be more convenient for riders, reduce waiting times, and potentially increase ridership.

## Infrastructure improvements

A frequent topic was adding more bus shelters to bus stops and increasing accessibility at stops. It would be beneficial to reduce the amount of information at bus stops to convey only the pertinent information for each bus stop. There was also concern expressed about the difficulties posed by parked cars in or near bus stops.

There were some questions about whether bigger buses will be needed in the future. Routes serving CWU are often cramped, and this may become a greater issue as ridership increases. A drawback to this would be that drivers would need CDLs. It was mentioned that while the buses are generally clean and drivers are friendly, the TV monitors are often not working. Additionally, there was discussion about changing the buses to electric, hybrid, or propane to lessen the impact on the environment and keep up with plans to reduce emissions. These modifications have several disadvantages, including price, sustainability, and battery life.

## Strengths, Weaknesses, Opportunities, Limitations, Threats Analysis

A modified SWOT analysis (adding L for limitations) was conducted during a strategic planning retreat in November 2025 with the Ellensburg Transportation Advisory Committee, City of Ellensburg staff, and a contractor representative from HopeSource.

### Strengths / Assets

1. Strong Public Reputation & Trust
  - Positive brand
  - Public support
  - Good safety record
  - Established system
2. Operational Reliability & Growth
  - Reliable service
  - Documented ridership growth
  - Track record of steady expansion
3. Modernization & Infrastructure Improvements
  - Capital improvements completed
  - New bus shelters
  - Logo update
  - GPS + real-time ETA tools
  - Interactive website and rider apps
4. Strong Partnerships & Governance
  - Good relationship with contractor
  - ETAC as an engaged advisory body (board)
  - Healthy cash balance (reserve)

### Weaknesses / Areas for Improvement

1. Service Limitations
  - Short service hours
  - Long wait times / low frequency
  - Small buses limiting capacity
2. Communication & Visibility Gaps
  - Public unaware of service
  - Signage clarity issues
  - Need simpler, more effective communication
  - Lack of coordinated communication strategy
3. Accessibility & Rider Experience
  - Need more ADA improvements
  - Unclear or insufficient signage
  - Driver training communicated
4. Operational Structure
  - No centralized operations

- Transit Hub needs attention

## Opportunities

### 1. Strategic Growth & Route Refinement

- Measured expansion
- Refining routes to better serve demand
- Exploring new service areas (Millpond, Currier, Radio Hill, Black Horse)
- Facility improvements (including hub)

### 2. Revenue & Funding Potential

- Advertising revenue
- Sponsorships
- Grant funding
- Levy passage providing stability
- Reliable funding for long-term decisions

### 3. Community Engagement & Partnerships

- Outreach to specific rider groups
- Coordination with other transit providers

## Limitations

### 1. Funding & Resource Constraints

- Limited funding
- Small buses restrict service options
- Limited luggage/storage capacity

### 2. Geographic Boundaries

- Service restricted to city limits
- Limited ability to serve Kittitas

### 3. Infrastructure Challenges

- Transit Hub lacks space
- Signage on buses (especially rear)
- Low bus recognition in the community

### 4. Organizational & Legal Constraints

- Need stronger partnerships
- Potential lawsuits

## Threats

### 1. Political & Financial Instability

- Political shifts
- Rising expenses
- Reduced access to grant funding

### 2. Operational Vulnerabilities

- Staffing shortages
- Driver recruitment challenges
- Weather impacts

- Bus availability or mechanical issues

### 3. Public Perception Risks

- Underutilized buses harming public image
- Pressure to meet carbon-reduction expectations
- Need for future-ready vehicle options

# Strategic Plan Implementation

## PRIORITY: FUNDING AND FINANCIAL SUSTAINABILITY

|                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                 |                                                                |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------|
| <b>Goal</b>                                                                                    | Secure and diversify funding sources to support system growth and resilience by leveraging local funding, grants, and partnerships to ensure financial sustainability.                                                                                                                                                                                                                                                                              |                                                                 |                                                                |
| <b>Objectives</b>                                                                              | <ul style="list-style-type: none"> <li>• Achieve alignment with the Transportation Improvement Plan annually.</li> <li>• Submit at least 4 competitive grant applications per year that align with ECT priorities.</li> <li>• Increase annual non-tax revenue by 10% by 2030 through grants, sponsorships, and partnerships.</li> <li>• Participate in at least 75% of the QuadCo and Four County Transportation Planning Team meetings.</li> </ul> |                                                                 |                                                                |
| <b>Strategy 1</b>                                                                              | <b>Continue coordination, alignment, and inclusion with the City of Ellensburg Transportation Improvement Plan.</b>                                                                                                                                                                                                                                                                                                                                 |                                                                 |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?) |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Target Date</b><br>(When should this activity be completed?) | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| Annual review of projects/priorities                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Q1 annually                                                     | Assistant City Engineer, City Engineer, Transit Manager        |
| Review funding opportunities/status quarterly—check grants/fund                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Quarterly                                                       | Assistant City Engineer, City Engineer, Transit Manager        |
| Coordinate transportation and transit                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Quarterly                                                       | Assistant City Engineer, City Engineer, Transit Manager        |
| Review TSAP                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Quarterly                                                       | Assistant City Engineer, City Engineer                         |
| Incorporate public comments                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Quarterly                                                       | Assistant City Engineer, Transit Manager, City Engineer        |
| Reports to the city council                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Q2 annually                                                     | Assistant City Engineer, Transit Manager, City Engineer        |
| Complete streets                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Quarterly                                                       | Assistant City Engineer, City Engineer                         |

|                                                                                         |                                                                          |                                                          |                                                         |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------|
| Transit Development Plan                                                                |                                                                          | Q2 annually                                              | Transit Manager                                         |
| Strategy 2                                                                              | Strategically apply for grants to support ECT.                           |                                                          |                                                         |
| ACTIVITIES<br>(What are the activities that need to happen to implement this strategy?) |                                                                          | Target Date<br>(When should this activity be completed?) | Lead Persons<br>(Who is responsible for this activity?) |
| Get on listservs for transit grants                                                     |                                                                          | Ongoing                                                  | Assistant City Engineer, City Engineer                  |
| Determine what grants are available                                                     |                                                                          | Ongoing                                                  | Assistant City Engineer, Transit Manager, City Engineer |
| Evaluate needs vs. grant fit                                                            |                                                                          | Ongoing                                                  | Assistant City Engineer, Transit Manager, City Engineer |
| Evaluate strings—minimize conditions                                                    |                                                                          | Ongoing                                                  | Assistant City Engineer, Transit Manager, City Engineer |
| Achieve multiple city goals where possible                                              |                                                                          | Ongoing                                                  | Assistant City Engineer, Transit Manager, City Engineer |
| Partnerships with regional groups for cross-agency projects.                            |                                                                          | Ongoing                                                  | Assistant City Engineer, Transit Manager, City Engineer |
| Strategy 3                                                                              | Combine transit/transportation projects to increase grant opportunities. |                                                          |                                                         |
| ACTIVITIES<br>(What are the activities that need to happen to implement this strategy?) |                                                                          | Target Date<br>(When should this activity be completed?) | Lead Persons<br>(Who is responsible for this activity?) |
| Review transit and transportation plans for common strategies and goals                 |                                                                          | 2026                                                     | City Engineer, Assistant City Engineer, Transit Manager |
| Review grant opportunities                                                              |                                                                          | Ongoing                                                  | City Engineer, Assistant City Engineer, Transit Manager |
| Review other funding opportunities                                                      |                                                                          | Ongoing                                                  | City Engineer, Assistant City Engineer, Transit Manager |
| Apply for available grants                                                              |                                                                          | Ongoing                                                  | City Engineer, Assistant City Engineer, Transit Manager |

|                                                                                                      |                                                                                                            |                                                                |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Review transit and transportation plans annually to ensure strategies align with grant opportunities | Ongoing                                                                                                    | City Engineer, Assistant City Engineer, Transit Manager        |
| <b>Strategy 4</b>                                                                                    | <b>Continue active participation in QuadCo and the Four County Community Transportation Planning Team.</b> |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)       | <b>Target Date</b><br>(When should this activity be completed?)                                            | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| Participate in monthly meetings                                                                      | Quarterly                                                                                                  | City Engineer                                                  |
| Identify local transportation gaps to be eligible for WSDOT funding.                                 | Ongoing                                                                                                    | Assistant City Engineer, City Engineer, Transit Manager        |

### PRIORITY: FLEET MODERNIZATION AND IMPROVEMENTS

|                                                                                                           |                                                                                                                                                                                                                                                           |                                                                |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Goals</b>                                                                                              | Build a sustainable fleet that aligns vehicle size and features to service demands, improves rider experience, and promotes long-term climate, health, and environmental goals.                                                                           |                                                                |
| <b>Objectives</b>                                                                                         | <ul style="list-style-type: none"> <li>Complete a full Zero Emissions Plan review and update recommendations and agreements needed annually.</li> <li>Pilot at least one alternative fuel vehicle by Q4 2027 and produce a feasibility report.</li> </ul> |                                                                |
| <b>Strategy 1</b>                                                                                         | <b>Regularly review and revise the zero emissions plan on a regular basis based on new information and insights.</b>                                                                                                                                      |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)            | <b>Target Date</b><br>(When should this activity be completed?)                                                                                                                                                                                           | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| City staff to determine if strategies are still valid                                                     | Q2 2026                                                                                                                                                                                                                                                   | Transit Manager                                                |
| Infrastructure vs. equipment?<br>-Who does what?<br>-Readiness of each entity?<br>-Does that still apply? | Q2 2028                                                                                                                                                                                                                                                   | Transit Manager                                                |
| Review the plan<br>-financial (fed/state/local)<br>-environmental                                         | Q1 2028                                                                                                                                                                                                                                                   | Public Works Director/Transit Manager/ETAC Adhoc               |

|                                                                                                |                                                                 |                                                                |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------|
| -what has been built (state of infrastructure)                                                 |                                                                 |                                                                |
| What agreements are needed to move forward?                                                    | To be determined                                                | Transit Manager                                                |
| Make it operational                                                                            | 2030                                                            | Transit Manager                                                |
| <b>Strategy 3 Evaluate and test options for alternative fuel for buses</b>                     |                                                                 |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?) | <b>Target Date</b><br>(When should this activity be completed?) | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| Combine with feasibility analysis                                                              | Q4 2027                                                         | Transit Manager/Assistant City Engineer                        |
| Pilot project (start small)                                                                    | 2027                                                            | Transit Manager                                                |
| Tied to the zero emissions plan                                                                | Q4 2027                                                         | Transit Manager                                                |
| Is it practical?                                                                               | Q4 2027                                                         | Transit Manager                                                |

## PRIORITY: COMMUNICATION AND PUBLIC AWARENESS AND ENGAGEMENT

|                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Goals</b>                                                                                   | Build trust, awareness, a positive public image, and increased ridership through clear, consistent signage, targeted outreach, and marketing.                                                                                                                                                                                                                                                                                                                                                                       |                                                                |
| <b>Objectives</b>                                                                              | <ul style="list-style-type: none"> <li>Create a subcommittee of at least 5 people to make signage and website recommendations by Q2 2026.</li> <li>By Q4 2026, standardize at least 90% of stops with new, uniform bus stop signage.</li> <li>Conduct annual outreach to at least 10 major employers to assess transportation needs and opportunities.</li> <li>Achieve full ADA compliance for the website by Q3 2027.</li> <li>Conduct public outreach/marketing through at least one venue quarterly.</li> </ul> |                                                                |
| <b>Strategy 1</b>                                                                              | <b>Improve and simplify bus signage to facilitate rider information.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?) | <b>Target Date</b><br>(When should this activity be completed?)                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| Create a subcommittee of ETAC and passengers to make recommendations to improve signage        | Q3 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Transit Manager                                                |

|                                                                                                                                |                                                                                                             |                                                                |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Research options for bus and bus stop signage                                                                                  | Q3 2026                                                                                                     | Contractor, Transit Manager                                    |
| Design (#, color, figure?)                                                                                                     | Q3 2026                                                                                                     | Transit Manager                                                |
| Create and install                                                                                                             | Q3 2026                                                                                                     | Transit Manager                                                |
| <b>Strategy 2</b>                                                                                                              | <b>Conduct outreach to local employers to share local transit resources.</b>                                |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)                                 | <b>Target Date</b><br>(When should this activity be completed?)                                             | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| Conduct outreach to large employers (over 100 employees) and ask for input on needs, timing of routes, time/day of route, etc. | Q2 2027                                                                                                     | Transit Manager                                                |
| Research the biggest employers (survey)                                                                                        | Annually                                                                                                    | Transit Manager                                                |
| Research “like” businesses schedules (i.e., fast food)                                                                         | Annually                                                                                                    | Transit Manager                                                |
| Develop brochures, business-specific, low runs to start                                                                        | Q4 2026                                                                                                     | Transit Manager                                                |
| Running start program research                                                                                                 | Q4 2026                                                                                                     | Transit Manager                                                |
| <b>Strategy 3</b>                                                                                                              | <b>Ensure the website complies with ADA accessibility requirements and improve user friendliness.</b>       |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)                                 | <b>Target Date</b><br>(When should this activity be completed?)                                             | <b>Lead Persons</b><br>(Who is responsible for this activity?) |
| Create a subcommittee with ETAC and passengers to make website update recommendations                                          | Q3 2026                                                                                                     | Transit Manager                                                |
| Find requirements (?)                                                                                                          | Q4 2026                                                                                                     | Transit Manager                                                |
| Research best practice websites that meet the requirements                                                                     | Ongoing                                                                                                     | Transit Manager                                                |
| Hire a consultant to update the website                                                                                        | Ongoing                                                                                                     | Transit Manager (Already have)                                 |
| Update website                                                                                                                 | Q3 2027 (Ongoing)                                                                                           | Transit Manager                                                |
| <b>Strategy 4</b>                                                                                                              | <b>Share the benefits of public transit with the community through personal stories and ridership data.</b> |                                                                |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)                                 | <b>Target Date</b><br>(When should this activity be completed?)                                             | <b>Lead Persons</b><br>(Who is responsible for this activity?) |

|                                   |         |                                                      |
|-----------------------------------|---------|------------------------------------------------------|
| Social media                      | Ongoing | Transit Manager                                      |
| Traditional media (TV, newspaper) | Ongoing | Transit Manager                                      |
| Movie theater ads                 | Q3 2026 | Transit Manager                                      |
| Transit open houses               | TBD     | Transit Manager                                      |
| Ellensburg Academy                | TBD     | City Manager, Public Works Director, Transit Manager |

### PRIORITY: SERVICE EXPANSION AND EFFICIENCY

|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                          |                                                         |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------|
| Goals                                                                                   | Expand service hours, frequency, and geographic coverage to meet evolving community needs while ensuring equitable access.                                                                                                                                                                                                                                                                                                                                                                         |                                                          |                                                         |
| Objectives                                                                              | <ul style="list-style-type: none"><li>Complete a full ridership analysis at least every 2 years, including hourly and geographic breakdowns.</li><li>Develop an equity framework for ECT by 2027, including criteria for geographic and socioeconomic access.</li><li>Pilot at least one bus priority signal by Q2 2026 and evaluate performance by Q2 2027.</li><li>Increase at least 2 routes to 30-minute frequency by Q4 2027.</li><li>Expand hours of at least 2 routes by Q4 2028.</li></ul> |                                                          |                                                         |
| Strategy 1                                                                              | Biannually study ridership data to evaluate stops and routes usage and make route adjustments as needed.                                                                                                                                                                                                                                                                                                                                                                                           |                                                          |                                                         |
| ACTIVITIES<br>(What are the activities that need to happen to implement this strategy?) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Target Date<br>(When should this activity be completed?) | Lead Persons<br>(Who is responsible for this activity?) |
| Use the database to map stops/riders at different times of day and days of the week     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Monthly                                                  | Transit Manager and Contractor                          |
| Evaluate by each hour of each day separately (don't just have M-F and weekend minutes)  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Monthly                                                  | Transit Manager and Contractor                          |
| Strategy 2                                                                              | Further define equity and how it applies to ECT.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                          |                                                         |
| ACTIVITIES<br>(What are the activities that need to happen to implement this strategy?) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Target Date<br>(When should this activity be completed?) | Lead Persons<br>(Who is responsible for this activity?) |
| Enlist ETAC to define equitable                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                          | Transit Manager                                         |

|                                                                                                      |                                                                 |                                                                                      |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Study demographic data to identify low-income areas; how do these areas compare with ridership data? | Q3                                                              | Transit Manager, GIS Dept                                                            |
| Identify geographic gaps in routes                                                                   | Q3                                                              | Transit Manager, GIS Dept                                                            |
| Need a balance between geographic and economic                                                       | Q3                                                              | Transit Manager, Assistant City Engineer, City Engineer, GIS Dept                    |
| Consider the employer destination needs and input                                                    | Q4                                                              | Transit Manager                                                                      |
| <b>Strategy 3   Implement traffic signal priority for transit buses.</b>                             |                                                                 |                                                                                      |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)       | <b>Target Date</b><br>(When should this activity be completed?) | <b>Lead Persons</b><br>(Who is responsible for this activity?)                       |
| Pilot project                                                                                        | Start Q2 2026                                                   | City Engineer /Transit Manager                                                       |
| Evaluate pilot                                                                                       | Q2 2027                                                         | City Engineer /Transit Manager                                                       |
| High-impact signal location                                                                          | Q2 2026                                                         | City Engineer /Transit Manager                                                       |
| Educate the public (“Get the green, ride the bus”)                                                   | Q2 2026-Q2 2027                                                 | Transit Manager/City Engineer                                                        |
| Assess impacts (CWU)                                                                                 | Q1 2027                                                         | Transit Manager/City Engineer                                                        |
| Cost for expansion                                                                                   | Q1 2027                                                         | Transit Manager/City Engineer                                                        |
| Move forward with implementation                                                                     | Q3 2027                                                         | Transit Manager/City Engineer                                                        |
| <b>Strategy 4   Explore which routes should be increased to 30-minute frequency.</b>                 |                                                                 |                                                                                      |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?)       | <b>Target Date</b><br>(When should this activity be completed?) | <b>Lead Persons</b><br>(Who is responsible for this activity?)                       |
| Study ridership data, talk to passengers                                                             | Q1 2027                                                         | Transit Manager, ETAC Vice Chair, Assistant City Engineer, City Engineer, Contractor |
| <b>Strategy 5   Explore which routes could have an expansion of schedules.</b>                       |                                                                 |                                                                                      |
| <b>ACTIVITIES</b>                                                                                    | <b>Target Date</b>                                              | <b>Lead Persons</b>                                                                  |

| (What are the activities that need to happen to implement this strategy?) | (When should this activity be completed?) | (Who is responsible for this activity?)                                              |
|---------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------|
| Study ridership data, talk to passengers                                  | Q2 2027                                   | Transit Manager, ETAC Vice Chair, Assistant City Engineer, City Engineer, Contractor |

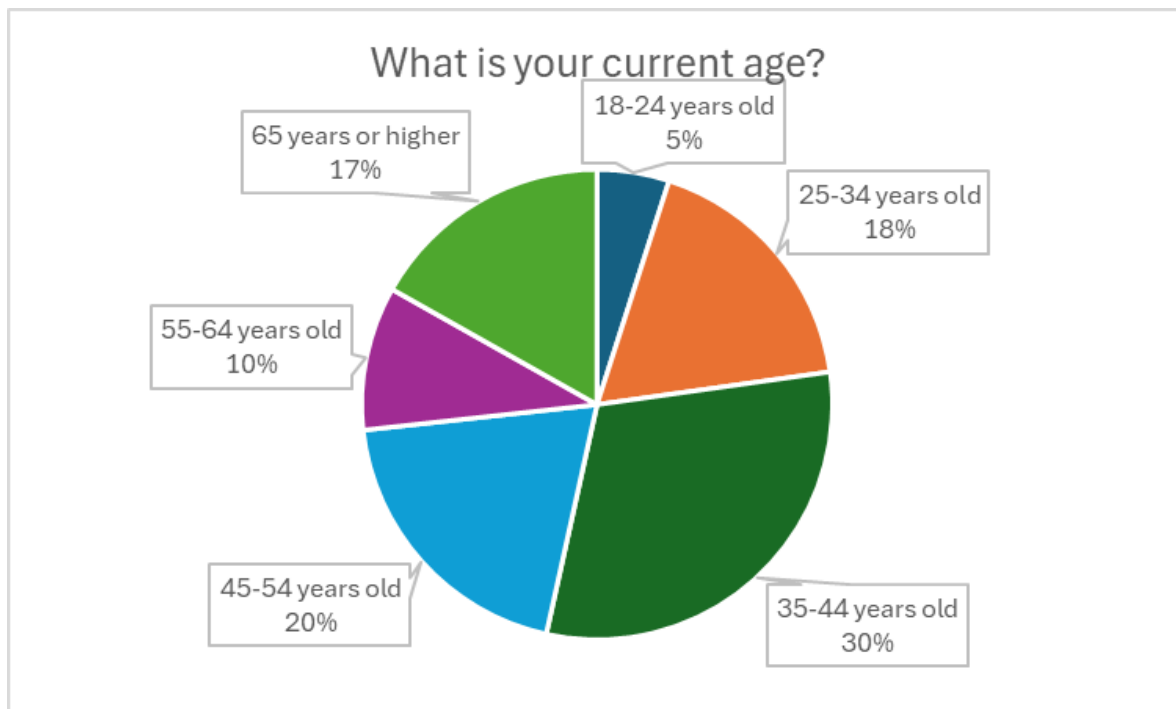
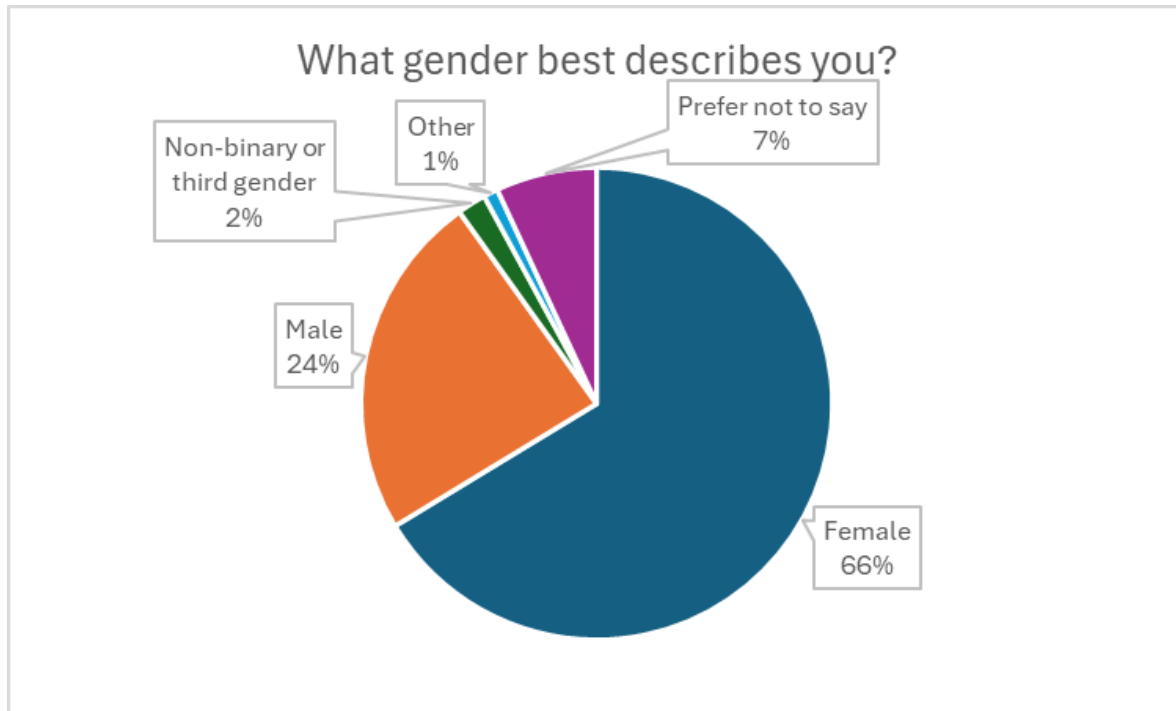
### PRIORITY: IMPROVE SYSTEM INFRASTRUCTURE AND ACCESS

| <b>Goals</b>                                                                            | Develop a safer, more connected, efficient, comfortable, and accessible transit system by investing in a transit hub and facility upgrades, and enhanced regional coordination.                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                          |  |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--|
| <b>Objectives</b>                                                                       | <ul style="list-style-type: none"> <li>Establish a stakeholder committee for the transit hub by 2026 and complete a shared vision document by mid-2027.</li> <li>Identify and evaluate at least three potential hub locations by 2028, with documented criteria and scoring.</li> <li>Secure property for the transit hub by 2029, pending council approval.</li> <li>Complete design and begin construction of the transit hub by 2030, with annual progress reporting.</li> <li>Achieve ADA compliance of 100% of bus stops by 2030.</li> <li>Increase the number of bus shelters at bus stops by 25% by 2030.</li> </ul> |                                                                          |  |
| <b>Strategy 1</b>                                                                       | <b>Identify location and vision for local transit hub.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                          |  |
| ACTIVITIES<br>(What are the activities that need to happen to implement this strategy?) | Target Date<br>(When should this activity be completed?)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Lead Persons<br>(Who is responsible for this activity?)                  |  |
| Establish a stakeholder committee to determine the vision for a transit hub             | Q4 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Transit Manager, City of Ellensburg Staff, ETAC Staff member, Contractor |  |
| Research grant funding                                                                  | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Transit Manager                                                          |  |
| Research transit hub locations                                                          | Q2 2027                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Transit and transportation departments, City Staff, ETAC                 |  |
| Secure property                                                                         | 2027 - 2028                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | City Staff, ETAC, and City Council                                       |  |

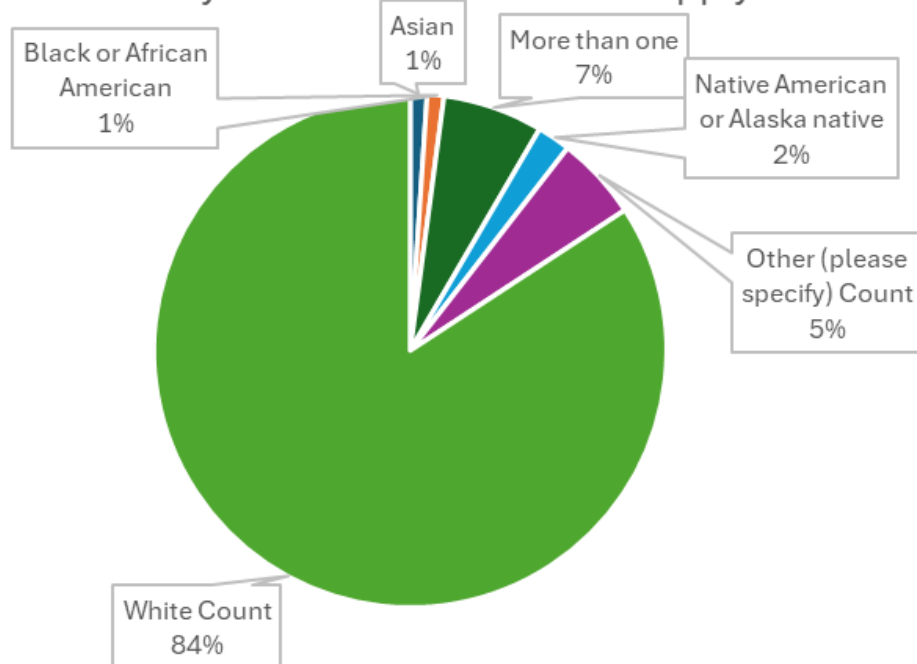
|                                                                                                |                                                                                                   |                                                                               |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Design and build                                                                               | 2030                                                                                              | Transit Manager, City Engineer, & Assistant City Engineer, ETAC, City Council |
| Collaborate with other transportation providers                                                | On going                                                                                          | Transit Manager                                                               |
| <b>Strategy 2</b>                                                                              | <b>Continue to work towards 100% ADA compliance at bus stops.</b>                                 |                                                                               |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?) | <b>Target Date</b><br>(When should this activity be completed?)                                   | <b>Lead Persons</b><br>(Who is responsible for this activity?)                |
| Review the ADA Title 2 Plan against each bus stop location.                                    | Ongoing. 2027                                                                                     | Transit Manager, Assistant City Engineer                                      |
|                                                                                                |                                                                                                   |                                                                               |
| <b>Strategy 3</b>                                                                              | <b>Continue increasing the number of bus stops and bus shelters as they align with the needs.</b> |                                                                               |
| <b>ACTIVITIES</b><br>(What are the activities that need to happen to implement this strategy?) | <b>Target Date</b><br>(When should this activity be completed?)                                   | <b>Lead Persons</b><br>(Who is responsible for this activity?)                |
| Review coverage along with ridership per bus stop location                                     | Ongoing                                                                                           | Transit Manager                                                               |

## Appendix A

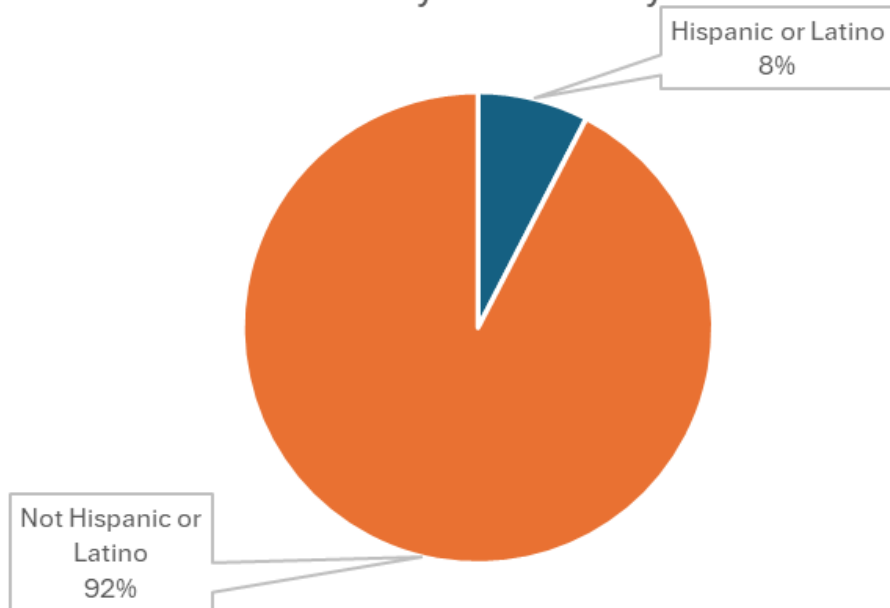
### Community Survey Respondents



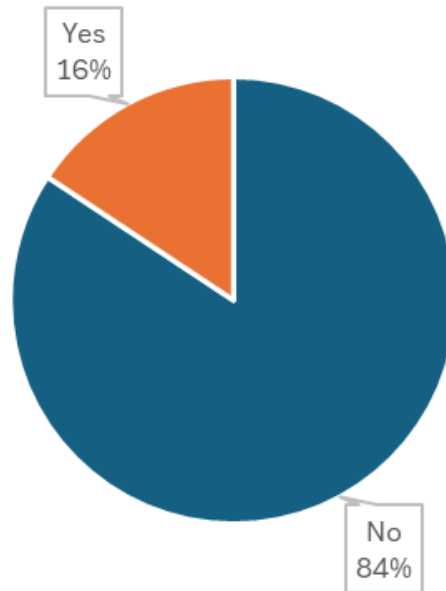
What is your race? Select all that apply.



What is your ethnicity?



Are you currently a Central Washington University student, faculty, or staff member?



How often do you use Ellensburg Central Transit?

