

INTERcity TRANSIT



Olympia, Washington

2024 Budget

Mission Statement:

Provide and promote transportation choices that support an accessible, sustainable, livable, healthy, and prosperous community

2024 Budget

Fiscal Year January 1, 2024, through December 31, 2024

Emily Bergkamp General Manager
Dena Withrow..... Interim Operations Director
Eric Phillips.....Strategic Programs Director
Heather StaffordAdministrative Services Director
Jonathan YeeFleets & Facilities Maintenance Director
Peter Stackpole..... Development Director

Prepared by

The Finance Division

Jana Brown, Chief Financial Officer

For more information:

www.intercitytransit.com

510 Pattison Street SE
Olympia, Washington 98501

2024 Intercity Transit Authority

Clark Gilman, Chair City of Olympia
Justin Belk, Vice Chair Citizen Representative
Brian Hess City of Yelm Councilmember
Carolina Mejia Thurston County Commissioner
Don Melnick Citizen Representative
Sue Pierce Citizen Representative
Debbie Sullivan City of Tumwater Mayor
Mark Neuville Labor Representative
Robin Vazquez City of Lacey Councilmember

2024 Strategic Plan Goals

1. Assess the transportation needs of our community throughout the Public Transportation Benefit Area
2. Provide outstanding customer service
3. Maintain a safe and secure operating system
4. Provide responsive transportation options within financial and staffing limitations
5. Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community and support the Thurston County Regional Climate Mitigation Plan
6. Encourage use of our services, reduce barriers to access and increase ridership
7. Build partnerships to identify and implement innovative solutions that address mobility needs, access, and equity, as a service provider and as an employer
8. Integrate resiliency into all agency decisions to anticipate, plan, and adapt given the critical functions of transit operations

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October 23, 2023

TO: Intercity Transit Authority Board and Residents

From: Emily Bergkamp, Interim General Manager

On behalf of the leadership team, I am pleased to present Intercity Transit's Proposed Budget for 2024. Bolstered by the continued thriving economy of Thurston County, and with significant commitments from our federal, state, and local partners, Intercity Transit's 2024 budget places us in the desired position for future growth and expansion.

Our 480+ employees performed admirably during the global COVID-19 pandemic, continuing to provide essential transportation services to the Thurston community and especially those most dependent on transit services. Our front-line operators, maintenance workers, and support staff endured these difficult times and inspired our organization.

With continued regional and national recovery following the pandemic, Intercity Transit is seeing increased ridership as more individuals return to work, school and to their pre-COVID levels of activity. We also continue to make progress on our goal of returning to pre-pandemic levels of service. It is our hope 2024 will be a year of continued growth and expansion as we move back toward "normal" operations post-pandemic.

We are ending the year with significant progress on a variety of projects and initiatives we outlined in the 2023 budget, and we enter 2024 in strong financial condition. Revenue resources have modestly exceeded forecasts, the agency has succeeded in securing substantial new federal and state grant funding, and we have been able to manage cost growth within prudent, sustainable financial planning. As a result, the agency has established capital and operating reserves at the levels necessary to support investing in employees, upgrading facilities and expanding access to transit as the region continues to grow.

The 2024 Budget represents a financial plan driven by the policy and action strategies outlined in the 2024-2029 Strategic Plan. The Strategic Plan, adopted in December, includes specific details on agency policy positions, service levels and corresponding resource expenditures. The Strategic Plan also references Intercity Transit's Capital Improvement Plan and the investments necessary to implement the corresponding service levels and policies. The following are just some highlights of what is in store for Intercity in the coming year:

- Lacey Transit Center Stormwater Repair & Improvements
- Enterprise Resource Planning Software System
- Zero Emission – Hydrogen Demonstration Project to include vehicles, Fueling Equipment and Facility Upgrades

- Vehicle Replacements following Intercity Transit’s Lifecycle Replacement Schedule for Dial-A-Lift, Vanpool, and Non-Revenue Vehicles
- Vehicle Telematics
- Amtrak Centennial Station Improvements

Like so many industries across the state and country, Intercity Transit continues facing challenges in recruiting and retaining employees, from bus operators to maintenance employees and administration. But recent partnerships with regional workforce development resources, paired with enhanced recruitment and retention strategies implemented in 2023, Intercity Transit is making steady progress recruiting and retaining employees. This continued focus on rebuilding our workforce will allow Intercity Transit to return to pre-pandemic service levels with highly skilled and capable staff engaged in delivering our operating and capital programs.

Together with our employees, the Authority Board, Community Advisory Committee, and our community partners, we are poised and excited to continue providing Thurston County residents transportation choices supporting an accessible, sustainable, livable, healthy, and prosperous community.

We are ready for another successful year and looking forward to what 2024 may bring!



Emily Bergkamp
General Manager

**INTERCITY TRANSIT
RESOLUTION NO 05-2023
ADOPTION OF THE 2024 BUDGET**

A RESOLUTION adopting the budget for Intercity Transit for the year 2024 and authorizing appropriations thereunder.

WHEREAS, the Governing Authority of Intercity Transit did hold pursuant to law, a duly advertised public hearing on the preliminary budget; and

WHEREAS, the Governing Authority did hold a public meeting this day for the purpose of fixing the final budget for the calendar year 2024; and

WHEREAS, at said public meeting, the 2024 final budget was approved.

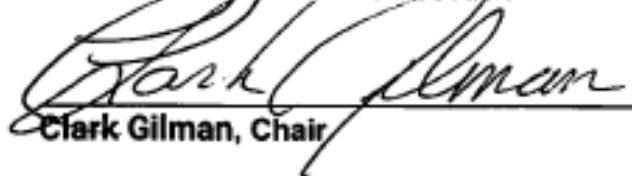
NOW THEREFORE, BE IT RESOLVED by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2024 is hereby adopted:

ESTIMATED RESOURCES	
Beginning Estimated Cash Balance	\$ 215,000,000
Estimated Revenues	133,702,051
TOTAL ESTIMATED RESOURCES	<u>\$ 348,702,051</u>

ESTIMATED UTILIZATION OF RESOURCES	
Total Operating and Capital Expenses	\$ 154,836,927
Estimated Ending Cash Balance	193,865,124
TOTAL ESTIMATED UTILIZATION OF RESOURCES	<u>\$ 348,702,051</u>

ADOPTED: This 6th day of December 2023

INTERCITY TRANSIT AUTHORITY


Clark Gilman, Chair

ATTEST:


Pat Messmer
Executive Assistant/
Clerk of the Board

APPROVED AS TO FORM:


Jeffrey S. Myers
Legal Counsel

<i>Budget Summary - Cash Basis</i>	2024 Budget
<i>Beginning Cash Balance</i>	<u>\$215,000,000</u>
<i>Add:</i>	
Operating Revenues: Sales tax	85,111,885
Operating Revenues: VP fares	510,000
Operating Revenues: interest income, misc.	2,828,500
Grant Revenue - Operating	17,397,177
Grant Revenue - Capital	27,854,489
Total Revenues	<u>133,702,051</u>
<i>Less:</i>	
Operating Expenditures	
Operating	82,569,612
Operating - New projects	0
Operating - Rollover projects	7,003,479
Total Operating Expenditures	89,573,091
Capital Expenditures	
Capital - New	32,025,052
Capital - Rollover	33,238,784
Total Capital Expenditures	<u>65,263,836</u>
Total Expenditures	<u>154,836,927</u>
<i>Ending Cash Balance</i>	<u>193,865,124</u>
<i>Less Operating Reserve (25% of operating expenditures)</i>	<u>(22,393,273)</u>
<i>Ending Unreserved Cash Balance</i>	<u><u>\$171,471,851</u></u>

REVENUES

Operating Revenues

Vanpool revenues for 2024 have been set based on the past three-year trend. This assumes some recovery of the activity lost in response to the COVID-19 Pandemic when many of the Vanpool groups made the move to work from home.

Non-Transportation Revenue

Interest Income is increasing with the strong reserves and due to the interest rate rising. Amtrak Depot operations are funded through contracts with local jurisdictions and Agency operating revenues.

Sales Tax

The 2024 budget assumes Sales Tax collections will not increase from what was collected in 2023.

State and Federal Support

Includes grant funding for:

- Smart Corridors and BRT projects
- Zero Emission Hydrogen Demonstration Project – to include Vehicles, fueling equipment and facility upgrades
- Pattison Street Restoration and Expansion
- Bus Stop Facility Improvements
- *The One* – a High-Capacity Corridor demonstration Route
- NE Lacey Terminal Improvements
- Replacement of Dial-A-Lift and Vanpool vehicles
- Operating dollars for special needs transportation (Dial-A-Lift), Fixed Route, Walk n Roll, and Village Vans services.

CAPITAL

Administrative Buildings

Pattison Street Property restoration and Expansion Project continuation; the renovation of the existing Maintenance Building and parking improvements.

Communication & Information Systems

Replace and implementation of new technologies to include an Enterprise Resource Planning (ERP) System, Vehicle Telematics, Facilities Maintenance Management System, Emergency response and transit center and customer information navigation.

Guideways

BRT modeling and corridor assessment

Maintenance Buildings

Zero Emission Hydrogen Demonstration Project to include Fueling Equipment and facility upgrades, Alternative Fuel design, electronic line detectors and the UST large vault repair project.

Passenger Stations

Lacey Transit Center Stormwater repair and restroom improvements, Olympia Transit Center Improvements, Amtrak/Centennial Station stormwater restoration and building improvements, NE Lacey Operation Terminal Facility roundabout.

Revenue Vehicles

Dial-A-Lift and Vanpool Vehicles replacements based on Intercity Transit's replacement schedule and Zero Emission Hydrogen Demonstration bus purchases.

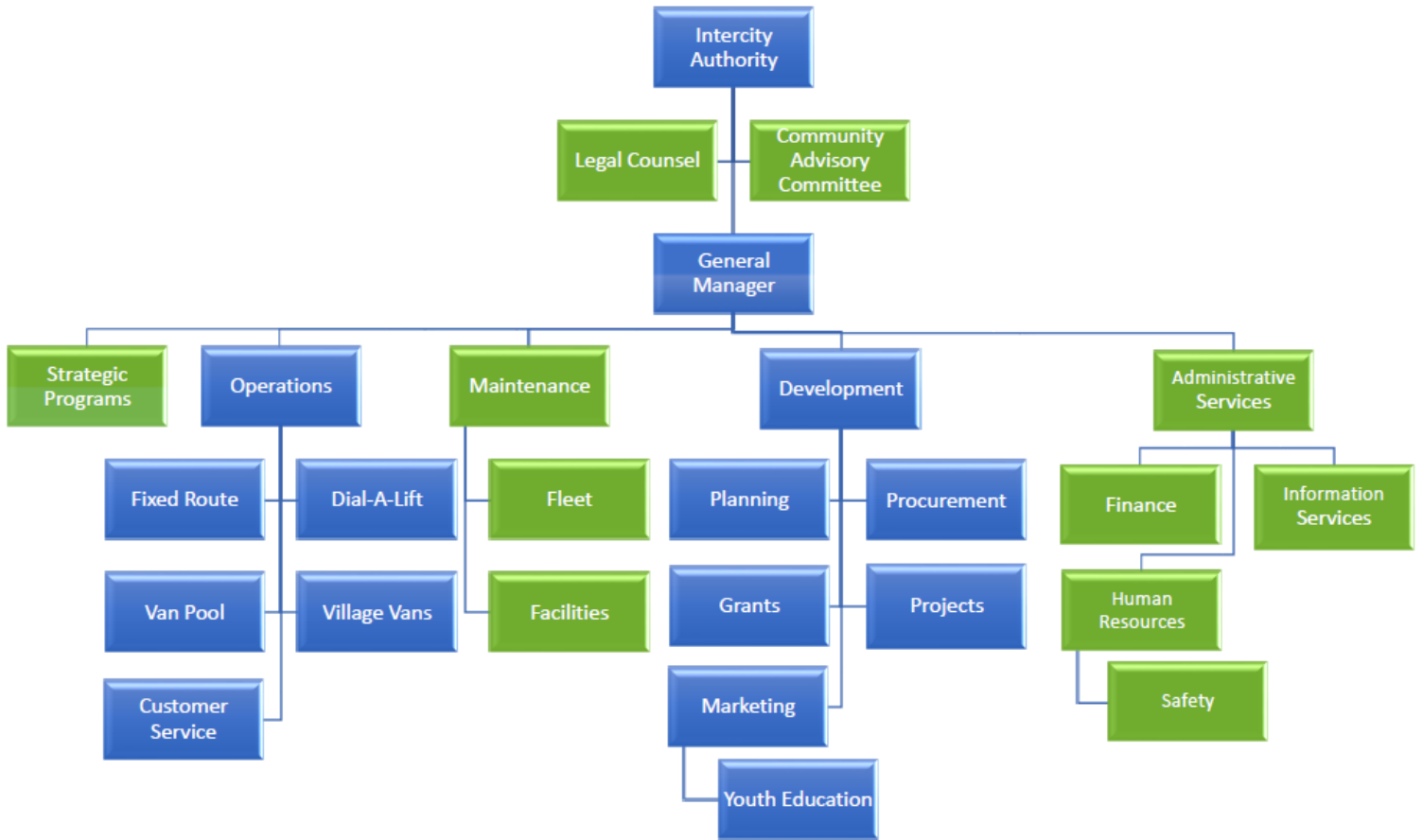
Service Vehicles

Vehicle Replacements based on replacement schedule.

Other

Facility capital equipment and improvements due to associated improvement projects, Amtrak/Centennial Station security system and bus stop facility improvements.

Intercity Transit Organizational Chart



Intercity Transit Departments & Divisions

Administrative Services Department

Finance Division

The Finance Division performs the function of recording and maintaining the Agency's financial transactions and files in conformance with state and federal accounting regulations and generally accepted accounting principles. Finance provides payroll; accounts payable; accounts receivable; fixed assets; cash management, budget, and general ledger services for the Agency. Finance develops and maintains internal controls over these functions to safeguard Agency assets. Finance produces internal and external financial reports including coordinating the National Transit Database (NTD) report. They coordinate the annual state audit and assist with financial forecasting and modeling. Finance prepares the Agency's annual Capital Improvement Plan (CIP), budget and monitors revenues and expenditures through the year. Agency-wide services and expenses such as liability and property insurance, administration of the Agency's deferred compensation plans, and the Cut Commute Committee are included in their budget.

Human Resources Division

The Human Resources Division is tasked to maximize the effectiveness of Intercity Transit's primary resource, its employees. This is accomplished by hiring and retaining highly effective people who are committed to the services of public transit through professional recruitment procedures, prudent compensation analysis, respectful labor-management relations as well as pro-active labor contract administration. The Human Resources Division is also responsible for employee and customer accident and claims administration and the implementation of a federally required comprehensive drug and alcohol program that includes post-accident and random testing of employees. The Human Resources Division coordinates with the Finance Division in managing payroll and employee benefit programs. Agency-wide services and expenses such as the receptionist function, office supplies, and centralized office equipment are also administered by the Human Resources Division and are included in its budget. Since 2020, the Human Resources Division has been responsible for COVID leave management, maintaining compliance with local and state health department guidelines, and contact tracing within the agency.

Information Systems Division

The Information Systems Division administers, manages, and supports the Agency's information technology needs. This includes the network, servers, telephones, security cameras, desktop and laptop PCs, websites, and applications across seven different physical locations. Beyond the

information technology's industry standard products like VMware vSphere, Cisco networking equipment, Microsoft Windows (both client and server), Active Directory, Exchange, and SQL Server, they also support several transit specific applications such as Fleet-Net, Via Transit, and CAD/AVL. For all these products, IS staff provides systems analysis, project management, and help desk level support. Finally, the IS department is responsible for managing cybersecurity risks and deploying mitigation strategies.

Safety Division

The Safety department supports all departments by providing safety oversight including risk assessments, root cause analysis of accidents and incidents, creation and review of all safety related documents, and agency-wide safety trainings.

Executive Department

Executive Division

The Executive Department is responsible for the overall direction, supervision, and coordination of Agency activities to ensure consistency with policies prescribed by the Transit Authority. They are responsible for the coordination of knowledge, effort, and resources between all departments to achieve Agency goals and mission. The Department is responsible for development and administration of agency plans, services, programs, and policies and procedures. They promote linkage of transit and community development. And they ensure and develop communication processes between employees, departments, the Authority, the Community Advisory Committee, and the community.

Development Department

Development Division

The Development Department oversees the Planning, Procurement/Capital Projects, Marketing/Communications/Outreach Divisions as well as the Grant Program administration and reporting activities. This includes the management and oversight of major agency planning and capital projects and programs pursuant to Federal and State grant funding and agency priority projects.

Department staff coordinate, manage, and monitor compliance with state and federal funding requirements including contracting, reporting, and project oversight of required programs including annual audits and reporting, Federal Transit Administration (FTA) Triennial review, environmental compliance, the Disadvantaged Business Enterprise Program and Title VI compliance. Staff also support the agency's public communications and outreach with riders

and the community. The Development Department also coordinates the support, execution and completion of projects entered into or supported by interagency agreements and contracts.

Planning Division

The Planning Division is responsible for planning, developing, monitoring, and evaluating Intercity Transit fixed route services, and preparing operator work assignments. Division staff also provides short- and long-range planning services, including preparing and coordinating the agency's annual Transit Development Plan and other annual reporting on services and facilities including National Transit Database (NTD) reporting. The division coordinates closely with regional and local jurisdictions to review and update comprehensive land use and transportation plans, works with both public agencies and private sector developers to ensure new developments accommodate and meet transit customer needs, including bus stop locations, and participates in regional transportation demand management efforts to help reduce single occupant vehicle trips. Planning also maintains and updates the agency financial model and revenue forecasts based on service and capital projections in coordination with the Finance Department and consistent with the adopted Long-Range Plan to support the agency's annual and long-range budget planning processes.

Procurement Division

The Procurement and Capital Projects Division develops and administers capital construction contracts and spearheads other major agency-wide projects including federal compliance and reporting. The team manages procurements of goods and services including contract development and oversight and supervision of vendors, consultants, and contractors. Procurement maintains agency-wide tracking tools for project oversight, develops agency-wide procedures for the proper acquisition of goods and services, including development of procurement and contract documents. Procurement also leads or assists others in contract administration and project oversight, procures and maintains facility and vehicle parts, fuel, and operating supplies inventory. The Inventory team is responsible for entry and audits of the agency's inventory, vehicle component, and work order systems within the Fleet-Net database. Inventory staff is also responsible for the administration of the warranty claims systems.

Marketing, Communications & Outreach Division

The Marketing, Communications & Outreach Division produces agency public information materials and promotes awareness and use of Intercity Transit services. The division oversees the website and real-time customer communications via (GovDelivery), printed materials, public information pieces, and social media. Marketing, Communication & Outreach staff coordinates marketing, advertising, communications, and outreach programs, supports media relations, and represents the

agency to the news media and our community partners to promote services and in response to agency needs. This Division also administers Intercity Transit's Youth Education Program including Walk-N-Roll, the Thurston County Bicycle Community Challenge (BCC) and Earn-A-Bike program and bike shop staffed by volunteers.

Maintenance Department

Maintenance Administration Division

The Maintenance Department is a key support team for Intercity transit. The Office of the Director and Maintenance Administration Division provide guidance and administrative support for the Fleet and Facility Maintenance Divisions asset management activities in providing safe and reliable vehicles, facilities and bus stops for employees and passengers. Agency-wide, the Director and Maintenance Administration Division coordinate delivery of support services with other Departments and formulate and implement agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between International Association of Machinists and Aerospace Workers (IAM) and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

Facilities Maintenance Division

The Facilities Division is responsible for the Agency's buildings and grounds, building systems, furnishings, and all Intercity bus stops. Included in these responsibilities are all staff facilities at the Pattison Base, Olympia and Lacey transit centers, Amtrak Centennial Station, and Park and Ride facilities at Martin Way and Hawk's Prairie. The Facilities team is also responsible for many of the agency's compliance programs, including hazardous materials management, storm water management, fire protection systems, elevator inspections, and recycling programs. As a part of overall facility support, this division also manages several contracts for maintenance and support services including custodial, landscaping, elevator maintenance, security, and fire protection services. The Facilities Division also supports other Departments in the management and implementation of agency projects.

Fleet (vehicle maintenance) Division

The Fleet Division's primary focus is to provide safe and reliable vehicles and equipment for use in service delivery to the public, and in support of all other agency business and community activities. The division is involved in the selection and procurement of vehicles and parts, supplies, tools, and equipment. Fleet Staff continuously monitor and evaluate products and work methods to achieve a high level of productivity, efficiency, and sustainability. The Division constantly strives to enhance vehicle performance and safety to provide a clean, safe, reliable, and efficient environment for internal and external customers.

Operations Department

Operations Division

The Operations Department is the service delivery arm of Intercity Transit. The Operations Division includes the Office of the Director which provides guidance and administrative support for the Transportation, Coach Operator, Dial-A-Lift Administration & Operations, Van Operator, Vanpool Program Services, Customer Service, and Village Vans Divisions. Agency-wide, the Director coordinates service delivery with other Departments, and formulates and implements agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between ATU and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

Transportation Division

The Transportation Division is supported by a Fixed Route manager, Operations supervisors, Operations scheduling coordinators, and Operations trainers. The primary function of the Division is to effectively meet 100% of Intercity Transit service commitments 362 days a year. Services provided by the Division include the operation of all Fixed Route services and special event services. Transportation also provides support services to other Departments within the Agency in the form of staff training, staff assistance, and assistance with special projects.

Coach Operator Division

The Coach Operator Division consists of over 200 coach and extra board operators who provide Fixed Route service to customers.

Dial-A-Lift Administration & Operations Division

The Dial-A-Lift Administration & Operations Division includes staff members who support the activities of the Dial-A-Lift program. The primary function of the Division is to deliver quality specialized transportation service to the riding public within the legal parameters established by the Americans with Disabilities Act (ADA). The Division also works closely with other agencies to develop and implement demonstration projects. The Dial-A-Lift Administration & Operations Division provides guidance to the Agency on the potential ramifications of decisions as they relate to the ADA and acts as a liaison between the local special needs community and the agency through such mediums as public forums.

Van Operator Division

The Van Operator Division consists of over 50 van operators who provide Dial-A-Lift service to customers.

Vanpool Services Division

The Vanpool Services Division administers, manages, and coordinates Intercity Transit's vanpool program, providing vanpool vehicles for approximately 150 groups of commuters who have at least one end of their commute in Thurston County. The Division provides day-to-day support to vanpool participants; to include recruitment and retention of participants, and training volunteer coordinators, drivers, and bookkeepers. WSTIP Vanpool Risk Management program is maintained, providing driver training and refresher training. A regional ride-matching service for commuters seeking carpools or vanpools is also administered by this Division, as well as the Community Van and Surplus Van grant programs, providing transportation solutions for nonprofit organizations and community groups.

Customer Service Division

The Customer Service Division, located at the Olympia Transit Center, provides public information about transit services. Other functions include Greyhound ticket sales, schedule and brochure delivery, maintenance of lost and found items, and field trip planning.

Village Vans Division

The Village Van Division provides transportation for low-income individuals encountering transportation barriers related to sustaining or gaining employment within our service area. This volunteer-based program provides job shadowing for volunteer drivers who are interested in a variety of careers. The volunteer opportunity also provides support from Village Vans staff in job application processes, cover letter and resume writing and interviews. Intercity Transit employs staff for ongoing development and operation of the program. The Village Vans Division is funded by grants, in collaboration with local funding, uniting with social service agencies to assist volunteers working towards economic independence.

2024 Capital and Operating Budget

Project Type	Name	Budget
New Capital Projects	Agency ERP SW System	\$3,000,000
	Amtrak Restroom Remodel	\$50,000
	Amtrak Site Stormwater Swale Restoration	\$55,084
	Amtrak Staff Room Improvements	\$12,000
	Dial-A-Lift (DAL) Van Replacement	\$7,382,700
	Electronic Line Detectors	\$36,250
	EOC Communications	\$75,000
	Facility Capital Equipmt & Improvmts	\$200,000
	Hydrogen Demonstration Project	\$6,098,261
	Hydrogen Pilot Project	\$8,572,174
	LTC Restroom Remodel	\$335,000
	LTC Stormwater Repair & Improvmts	\$600,000
	Maintenance Shop Equipment	\$3,455,000
	Non-Revenue Vehicles & Equipment	\$982,385
	UST Large Vault Repair	\$72,500
	Vanpool Replacement Vehicles	\$923,498
	Vehicle Telematics	\$175,200
Total New Capital Projects		\$32,025,052
Rollover Capital Projects	Alternative Fuel Infrastructure Design	\$650,000
	BRT and Corridor Program Capital	\$5,000,000
	BRT Modeling/Corridor Assess (federal grant	\$280,000
	BRT Station PE/Construction	\$650,000
	Bus Stop Facility Improvements	\$2,282,438
	Centennial Amtrak Station Security System	\$50,000
	Core Infrastructure & Communications	\$145,000
	Facilities Maintenance Management System	\$50,000
	NE Lacey Operation Terminal Fac (Roundabout)	\$850,000
	OTC Pederstrian Crossing Replacements	\$570,000
	Pattison Furn, Fixtures, Equipmt & Tech	\$1,871,840
	Pattison Rehab & Expansion	\$19,739,390
	Smart Corridor phase 2 & 3	\$600,000
	Transit Ctr & Core Customer Info Navigation	\$150,000
	Transit Signal Priority (TSP)	\$350,116
Total Rollover Capital Projects		\$33,238,784
Total All Capital Projects		\$65,263,836
Rollover Operating Projects	Alternative Technology Project Management	\$531,779
	Building Condition Assessment	\$100,000
	Building Condition Assessment - Amtrak	\$10,000
	Bus Stop Enhancements/Facilities	\$40,000

Rollover Operating Projects	Community engagement	\$145,000
	Door System Assessment	\$20,000
	Driver Barriers	\$650,000
	ERP Research and Review (Consultant)	\$250,000
	Facilities management software	\$40,000
	Fixed Route Transfer Study	\$120,000
	Grants Consultant	\$40,000
	Innovative service zones study	\$250,000
	Large Urban Area Federal updates/Title VI	\$250,000
	Martin Way P&R Express Bus direct access	\$3,400,000
	Monitor System Services-Planning	\$120,000
	Offsite parking	\$76,200
	Outreach Education Services	\$50,000
	Park and Pool Project	\$500
	Satisfaction & Market Segmentation Survey	\$260,000
	Service Performance & Reporting	\$85,000
	Strategic Comm/Community Engagement	\$50,000
	Traffic Engineering Services	\$100,000
	Translation Services	\$15,000
	Vanpool Promotion	\$110,000
Website enhancements	\$180,000	
West Olympia Service Analysis	\$110,000	
	Total Rollover Operating Projects	\$7,003,479
Operational Expenses	Admin Serv/Finance - Operating Expenses	\$10,500
	Admin Serv/Finance - Training	\$21,000
	Admin Serv/HR - Operating Expenses	\$117,000
	Admin Serv/HR - Training	\$55,000
	Admin Serv/IS - Training	\$70,000
	Admin Serv/Safety - Operating expenses	\$250
	Admin Serv/Safety - Training	\$13,000
	Agency Wellness Activities	\$10,500
	Agency-Wide Safety Compliance and Training	\$21,250
	Amtrak Background Checks	\$150
	Amtrak Operational Expenses	\$103,757
	Amtrak parking lot maint service	\$5,000
	Amtrak property taxes/insurance	\$3,500
	Annual Authority Planning Session	\$13,500
	Annual Recognition Banquet	\$20,600
	Annual State Audit	\$80,000
	Buildings/Grounds Maintenance	\$639,800
	CAC/Authority Support	\$15,175
	Catch Basin Cleaning Contract	\$50,000
	Central Supplies	\$72,500
Cloud Subscriptions	\$1,020,300	

Operational Expenses

Credit Card Processing Fees	\$20,000
Custodial Services	\$558,922
Cut Commute Committee	\$23,250
Cybersecurity	\$100,000
Development/Dev - Operating Expenses	\$160,241
Development/Dev- Training	\$14,880
Development/Planning - Training	\$22,935
Development/Procurement - Operating	\$6,000
Development/Procurement - Training	\$45,800
Diversity, Equity & Inclusion (DEI)	\$30,000
Drug & Alcohol Program	\$43,860
Elevator Maintenance Contract	\$18,000
Emergency Management	\$1,800
Employee Medical Programs	\$29,000
Employee/Volunteer Recognition	\$34,100
Equipment Rental (agency)	\$50,000
Executive - Operating Expenses	\$9,450
Executive - Training	\$40,718
Executive/Marketing - Training	\$28,000
Facility/Maint Service Contracts	\$50,000
General Agency Insurance	\$2,120,000
General Wages Contingency	\$100,000
IAM Contract Benefits	\$38,000
Implement Bicycle Programs	\$24,500
IS Communication Infrastructure	\$223,000
IS Enterprise Application Support	\$625,842
IS Infrastructure and Operations	\$567,910
IT Local Rodeo	\$6,000
ITA/CAC Training & Development	\$21,050
Landscaping Services	\$205,000
Legal Notices	\$4,000
Legal Services	\$65,000
Maint seasonal temp help	\$15,000
Maintain Coaches operating expenses	\$8,354,790
Maintain DAL vans operating expenses	\$1,159,538
Maintain Staff Vehicles operating expenses	\$191,412
Maintain VP operating expenses	\$1,063,077
Maintain VV operating exp	\$15,200
Maintenance/Facilities - Training	\$34,700
Maintenance/Maint Admin - Operating	\$6,500
Maintenance/Maint Admin - Training	\$30,000
Maintenance/Vehicle Maint - Training	\$75,000
Marketing Support for Agency Services	\$263,500
Membership Dues	\$165,000

Operational Expenses	Operations/Customer Serv - Operating	\$21,600
	Operations/Customer Serv - Training	\$8,000
	Operations/DAL - Operating Expenses	\$9,900
	Operations/DAL - Training	\$18,125
	Operations/Operations - Operating Expenses	\$6,600
	Operations/Operations - Training	\$10,700
	Operations/Transportation - Operating	\$18,600
	Operations/Transportation - Training	\$57,200
	Operations/VP - Operating Expenses	\$15,070
	Operations/VP - Training	\$16,900
	Operations/VV - Operating Expenses	\$5,000
	Operations/VV - Tablets in Fleet	\$6,080
	Operations/VV - Training	\$2,200
	Operator/Supervisor uniforms	\$155,000
	Organizational Development	\$74,800
	Parking Lot Maint Services	\$5,000
	Pension Committee	\$10,000
	Print/distribute Planning Projects	\$4,000
	Produce Agency Information	\$60,000
	Recruitment & Selection	\$98,000
	Safety/Accident Mitigation	\$4,250
	Salaries/Wages & Benefits	\$60,242,780
	Security Contract	\$1,387,000
	Service and Community	\$6,900
	State & Fed Advocacy Services	\$154,000
	Subscriptions	\$2,100
	Technology for New FTE's	\$35,000
	Transit Appreciation Day/Recognition	\$33,800
	Travel Training Support	\$2,400
	Tuition - ATU	\$5,000
	Tuition - IAM	\$2,000
	Tuition - Non Represented	\$2,700
	Utilities	\$549,400
	Vanpool Incentive Program	\$38,000
Vehicle Fleet Support	\$432,750	
WSTA Board meetings	\$5,000	
Youth Education Programs	\$60,000	
Total Operating Expenses	\$82,569,612	
Total Capital and Operating Budget Combined	\$154,836,927	

Staffing by Department & Division

Administrative Services Department		
Finance Division		
Deputy Director -Chief Financial Officer		1
Finance Manager		1
Finance Supervisor		1
Lead Payroll Specialist		1
Accounting Specialists		3
Subtotal - Finance Division		7
Human Resources Division		
Administrative Services Director		1
Deputy Director -Human Resources		1
Human Resources Administrative Assistant		1
Senior Human Resources Analyst		1
Human Resources Analyst		2
Human Resources Specialist		3
Subtotal - Human Resources Division		9
Information Services Division		
Deputy Director - Chief Information Officer		1
Information Services Manager		1
Information Services Technician		2
Information Services Help Desk Technician		1
Information Services Senior Database Developer		1
Information Services Database Developer		1
Information Services Senior Network Systems Analyst		1
Information Services Network Systems Analyst		3
Information Services Cybersecurity Program Manager		1
Information Services Cybersecurity Analyst		1
Subtotal - Information Services Division		13
Safety Division		
Chief Safety Officer		1
Senior Training & Safety Coordinator		1
Training & Safety Coordinator		1
Subtotal - Safety Division		3
Total Administrative Services Department		32

Executive Department		
Executive Division		
General Manager		1
Director of Strategic Programs		1
Executive Assistants		2
Special Projects		1
Subtotal - Executive division		5
Total Executive Department		5.0
Development Department		
Development Division		
Development Director		1
Administrative Assistant		1
Grants Program Manager		1
Subtotal - Development Division		3
Planning Division		
Planning Manager		1
Senior Planner		2
Associate Planner		2
Senior Planning Scheduler		1
Planning Scheduler		1
Subtotal - Planning Division		7
Procurement Division		
Deputy Director - Procurement		1
Procurement & Capital Projects Manager		1
Public Works Project Manager		1
Procurement/Project Mgmt Coordinator		4
Inventory Supervisor		1
Lead Inventory Specialists		1
Inventory Specialists		3
Subtotal - Procurement Division		12

Marketing Division		
Marketing, Communications & Outreach Manager		1
Senior Mktg Communicatios Coordinator		1
Marketing & Communications Coordinator		2
Marketing & Communication Representative		1
WalkNRoll Program Supervisor		1
WalkNRoll Program Representative		2
Bicycle Commuter Challenge Coordinator		0.5
Subtotal - Marketing Division		8.5
Total Development Department		30.5
Maintenance Department		
Maintenance Administration		
Director of Fleet & Facilities		1
Facilities Manager		1
Fleet Manager		1
Maintenance Supervisors (Fleet)		7
Maintenance Analyst		1
Facilities Specialist Supervisor		2
Facilities Database Analyst		1
Maintenance Admin Assistant		1
Subtotal - Maintenance Admin Division		15
Facilities Maintenance Division		
Lead Facilities Specialists		2
Facilities Specialists		8
Facilities Technicians I		1
Facilities Technicians II		1
Facilities Technicians III		2
Subtotal - Facilities Division		14
Fleet (Vehicle Maintenance) Division		
Vehicle Cleaners/Detailers		12
Service Workers		8
Support Specialists		3
Technicians		28
Subtotal - Vehicle Maintenance Division		51
Total Maintenance Department		80

Operations Department		
Operations Division		
Operations Director		1
Deputy Director - Operations		1
Operations Assistant		1
Subtotal - Operations		3
Transportation Division		
Fixed Route Manager		1
Transportation Supervisors		18
Senior Scheduling Coordinator		1
Scheduling Coordinators		2
Operations Trainers		4
Subtotal - Transportation Division		26
Dial-A-Lift Admin & Operations Division		
DAL Dispatch Specialists		11
DAL Travel Training Coordinators		2
DAL Supervisor		2
DAL Manager		1
Subtotal - Dial-A-Lift Admin & Operations Division		16
Coach Operators Division		
Coach Operators		271
Subtotal - Coach Operators Division		271
DAL Operators Division		
Van Operators		54
Subtotal - DAL Operators Division		54
Vanpool Division		
Vanpool Manager		1
Commuter Services Assistant		1
Vanpool Coordinators		2
Vanpool Outreach Coordinators		2
Subtotal - Vanpool Division		6

	Village Vans Division	
	Village Vans Supervisor	1
	Village Vans Coordinator	1
	Subtotal - Village Vans Division	2
	Customer Services Division	
	Customer Service Manager	1
	Customer Service Supervisor	2
	Customer Service Representatives	9
	Subtotal - Customer Services Division	12
	Total Operations Department	390
	Agency Totals	537.5