

# INTERcity TRANSIT



Olympia, Washington

## 2025 DRAFT Budget

***Mission Statement:***

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

# 2025 Budget

Fiscal Year January 1, 2025, through December 31, 2025

Emily Bergkamp ..... General Manager  
Dena Withrow..... Operations Director  
Heather Stafford ..... Administrative Services Director  
Jonathan Yee ..... Fleets & Facilities Maintenance Director  
Peter Stackpole..... Development Director

Prepared by  
The Finance Division  
Jana Brown, Deputy Director- Chief Financial Officer

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Olympia, Washington 98501

# 2025 Intercity Transit Authority

Clark Gilman, Chair ..... City of Olympia  
Carolina Mejia, Vice Chair ..... Thurston County Commissioner  
Carolyn Cox..... City of Lacey Councilmember  
Debbie Sullivan ..... City of Tumwater Mayor  
Brian Hess ..... City of Yelm Councilmember  
\*VACANT\* ..... Citizen Representative  
Sue Pierce ..... Citizen Representative  
Justin Belk ..... Citizen Representative  
Mark Neuville ..... Labor Representative

## 2025 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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To: Intercity Transit Authority Board and Public Transportation Benefit Area Community Residents

From: Emily Bergkamp, General Manager

On behalf of the leadership team, I'm pleased to present Intercity Transit's Proposed Budget for 2025. With continued support from our local community, and with significant commitments from our federal, state, and regional partners, Intercity Transit's 2025 budget maintains stable footing for continued progress on the transformational transit system detailed in our Long-range Plan and supported by voters through the passing of Proposition 1 in 2018.

Because of recent partnerships with regional workforce development resources, paired with ongoing enhanced recruitment and retention strategies, Intercity Transit is no longer facing challenges in recruiting employees, from bus operators to maintenance employees and administration. And while our hiring efforts focus more on remaining ahead of attrition, Intercity Transit continues to enjoy a thriving work culture and continues as an employer of choice.

It is important to note that state and federal funding are always at risk of change. A good current example of this is Initiative 2117, which would repeal the Climate Commitment Act if passed, and eliminate a projected \$143 million in funding for Intercity Transit over the next 14 years, including:

- \$64 million in operating costs for bus and Village Vans employment related transportation services.
- \$24 million for Dial-A-Lift (paratransit) services for the elderly and people with disabilities.
- \$48 million for zero emission vehicles and necessary infrastructure.
- \$5 million to provide faster service along Martin Way.
- \$2 million for active transportation safety and education.

The 2025 budget and future financial forecasting takes this potential lost revenue into account and budgets sales tax revenue for 2025 conservatively. These factors are why Intercity Transit continues to use caution and a conservative approach to yearly budgeting, with a goal to save for future capital investments, given the risk of reduced or modified funding levels for these projects over time. As a result, the agency has established capital and operating reserves at the levels necessary to support ongoing investment in employees, upgrading facilities and expanding access to transit as the region continues to grow.

Intercity Transit continues to see increased ridership as more individuals return to work, school and to their pre-COVID levels of activity. Our 540 employees have worked diligently to accomplish our goal of returning to pre-pandemic service levels, which I am happy to report we achieved in September 2024. We are ending the year with significant progress on a variety of projects and initiatives we outlined in the 2024 budget and enter 2025 appropriately resourced. Revenues have matched forecasts, the agency continues efforts to secure federal and state grant funding, and we have been able to manage cost growth within prudent, sustainable financial planning.

Every yearly budget represents a financial plan driven by the policy and action strategies outlined in our Strategic Plan. The Strategic Plan includes approaches based on agency policy positions, guiding service levels and corresponding resource expenditures. The Strategic Plan also references Intercity Transit's Capital Improvement Plan and the investments necessary to implement corresponding service levels and policies. The following are just some highlights of what is in store for Intercity Transit in 2025:

- Continue construction to renovate the Pattison Street maintenance facility
- Zero Emission – Hydrogen Fuel Cell Bus & Fueling Demonstration
- Agency Enterprise Resource Planning/Asset Management Software System Replacement
- Life Cycle Vehicle Replacements
- Continue pursuing grant funded Bus Rapid Transit and Corridor Program
- Lacey Intersection Smart Sensor Project
- Transfer Centers and Bus Stop Improvements
- Return service to the Capitol Campus during the legislative session
- Improve span and frequency on multiple routes
- Improved high performance corridor service between West Olympia and Lacey, with refined directness of routing and better connectivity

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

Sincerely,



Emily Bergkamp  
General Manager

**SPACE SAVED FOR  
PASSED BUDGET  
RESOLUTION SLATED  
TO BE APPROVED ON  
DECEMBER 4, 2024**

**DRAFT**

<b><u>Budget Summary - Cash Basis</u></b>	<b>DRAFT 2025 Budget</b>
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<b><i>Beginning Cash Balance</i></b>	<b><i>\$245,700,000</i></b>
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**Add:**

Operating Revenues: Sales tax	84,459,607
Operating Revenues: VP fares	492,000
Operating Revenues: interest income, misc.	5,507,936
Grant Revenue - Operating	3,990,022
Grant Revenue - Capital	31,652,990
<b>Total Revenues</b>	<b>126,102,555</b>

**Less:**

**Operating Expenditures**

Operating	86,741,000
Operating - Rollover projects	3,901,300
<b>Total Operating Expenditures</b>	<b>90,642,300</b>

**Capital Expenditures**

Capital - New	7,510,060
Capital - Rollover	63,237,698
<b>Total Capital Expenditures</b>	<b>70,747,758</b>
<b>Total Expenditures</b>	<b>161,390,058</b>

<b><i>Ending Cash Balance</i></b>	<b><i>210,412,497</i></b>
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<b><i>Less Operating Reserve (25% of operating expenditures)</i></b>	<b><i>(22,660,575)</i></b>
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<b><i>Ending Unreserved Cash Balance</i></b>	<b><i>\$187,751,922</i></b>
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# **REVENUES**

## **Operating Revenues**

Vanpool revenues for 2025 have been set based on the past three-year results. 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 2025 budget assumes Sales Tax collections will not increase from what was collected in 2024.

## **State and Federal Support**

Includes grant funding for:

- High Performance Transit – Bus Rapid Transit (BRT) Corridor Program
- Zero Emission Hydrogen Demonstration Project – to include Vehicles, fueling equipment and facility upgrades
- Pattison Street Restoration and Expansion
- NE Lacey Operational Improvements
- Replacement of Fixed Route and Vanpool vehicles
- Operating dollars for Smart Corridors, Walk N Roll, Express Connections and marketing and communications

# ***CAPITAL***

## **Administrative Buildings**

Pattison Street Property continued 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 smart 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, 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.

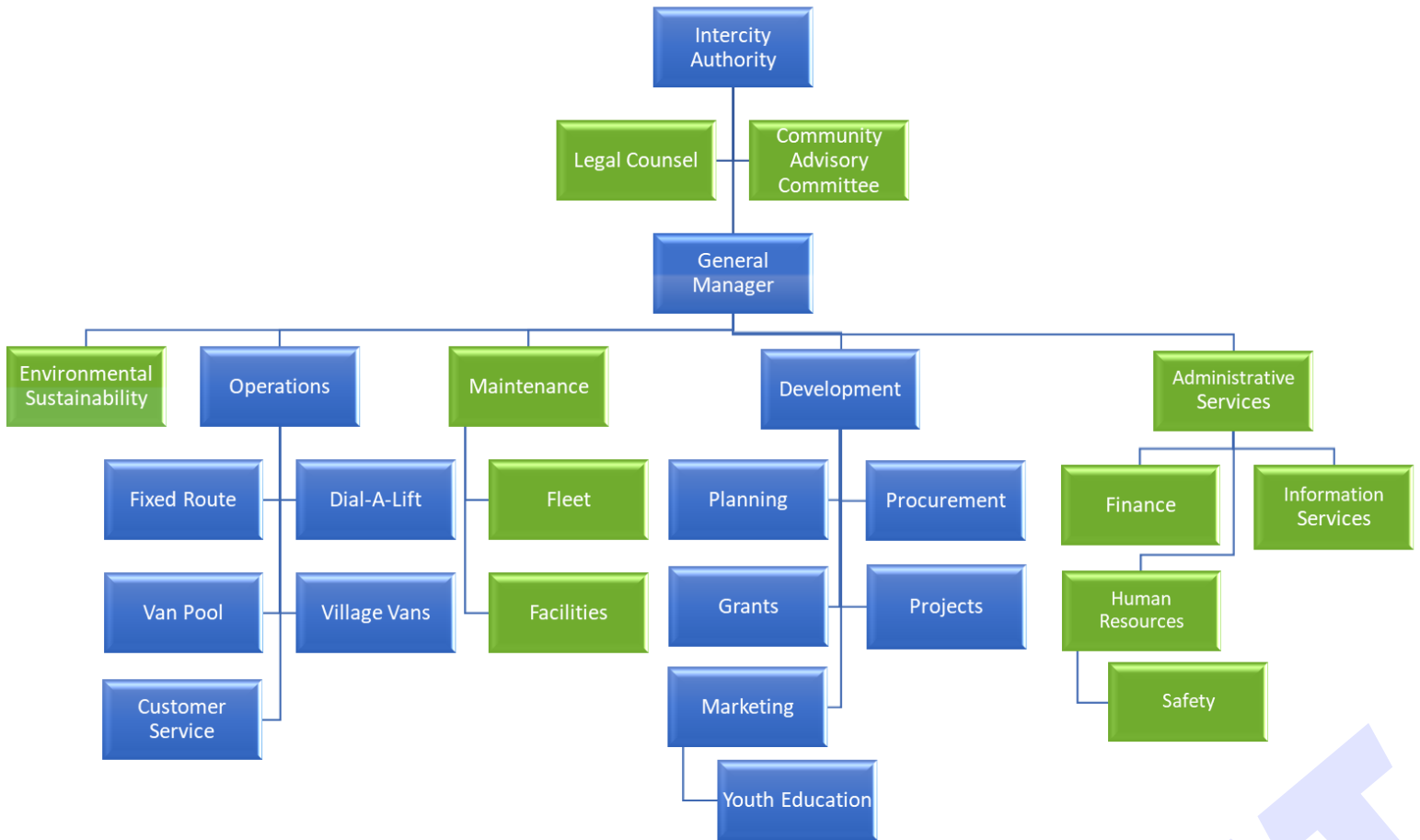
## **Service Vehicles**

Vehicle Replacements based on replacement schedule.

## **Other**

Facility capital equipment and improvements due to associated improvement projects and bus stop facility improvements.

# Intercity Transit Organizational Chart



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# 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 270 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.

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## Draft 2025 Budget - Operating Expenditures as of 10/1/2024

Project Type	Item	FY2025
<b>Proposed New Projects</b>	ADOPS Audio/Visual Redesign	\$150,000
	Dial-A-Lift (DAL) Van Replacement	\$3,707,856
	Lacey Intersec Smart Sensors	\$2,000,000
	Non-Revenue Vehicles & Equipment	\$1,596,931
	RidePro Employer Statement Module	\$37,658
	Vanpool Replacement Vehicles	\$840,480
	Vehicle Replacement Contingency	\$262,135
	<b>Total</b>	<b>\$8,595,060</b>
<b>Rollover Project</b>	Agency ERP SW System	\$7,000,000
	Alternative Fuel Infrastructure Design	\$650,000
	Alternative Technology Project Management	\$350,000
	Amtrak Restroom Remodel	\$250,000
	Amtrak Site Stormwater Swale Restoration	\$85,000
	Amtrak Staff Room Improvements	\$12,000
	BRT & Corridor Capital Program	\$5,708,000
	Building Condition Assessment	\$200,000
	Bus Stop Facility Improvements	\$2,282,438
	Cascade-WNR Bicycle Program	\$124,800
	Centennial Amtrak Station Security System	\$10,000
	Core Infrastructure & Communications	\$385,000
	Driver Barriers/HVAC system	\$1,200,000
	EOC Communications	\$65,000
	ERP Research and Review (Consultant)	\$350,000
	Facilities Maintenance Management System	\$50,000
	Facility Capital Equipmt & Improvmts	\$430,000
	Hydrogen Demonstration Project	\$6,098,261
	Hydrogen Pilot Project	\$8,572,174
	LTC Restroom Remodel	\$850,000
	LTC Stormwater Repair & Improvmts	\$600,000
	Maintenance Shop Equipment	\$3,056,030
	NE Lacey Operation Terminal Fac (Roundabout)	\$945,653
	Offsite parking	\$75,000
	Pattison Furn, Fixtures, Equipmt & Tech	\$2,495,787
	Pattison Rehab & Expansion	\$19,739,390
	Smart Corridor	\$1,422,465

<b>Rollover Project</b>	Strategic Comm/Community Engagement	\$250,000
	Traffic Engineering Services	\$47,000
	Transit Center & Core Customer Info Navigation	\$2,000,000
	Transit Signal Priority (TSP)	\$325,000
	Translation Services	\$20,000
	UST Large Vault Repair	\$15,000
	Vehicle Telematics	\$300,000
	Website enhancements	\$90,000
	<b>Total</b>	<b>\$66,053,998</b>
<b>Operational Expenses</b>	Admin Serv/Finance - Operating Expenses	\$108,650
	Admin Serv/Finance - Training	\$30,000
	Admin Serv/HR - Operating Expenses	\$131,000
	Admin Serv/HR - Training	\$70,000
	Admin Serv/IS - Training	\$71,500
	Admin Serv/Safety - Operating expenses	\$1,550
	Admin Serv/Safety - Training	\$13,000
	Agency Wellness Activities	\$10,500
	Agency-Wide Safety Compliance and Training	\$18,850
	Amtrak Background Checks	\$150
	Amtrak Operational Expenses	\$120,400
	Amtrak parking lot maint service	\$5,000
	Amtrak property taxes/insurance	\$3,500
	Annual Authority Planning Session	\$11,500
	Annual Recognition Banquet	\$23,500
	Annual State/Federal Audits	\$82,000
	Bicycle Community Challenge	\$24,500
	Buildings/Grounds Maintenance	\$822,000
	CAC/Authority Support	\$11,875
	Catch Basin Cleaning Contract	\$40,000
	Central Supplies	\$87,100
	Cloud Subscriptions	\$1,586,000
	Credit Card Processing Fees	\$15,000
	Custodial Services	\$610,000
	Cut Commute Committee	\$65,000
	Cybersecurity	\$75,000
	Development/Dev - Operating Expenses	\$4,000
	Development/Dev- Training	\$13,500
Development/Planning - Training	\$20,000	

<b>Operational Expenses</b>	Development/Procurement - Operating Expenses	\$5,150
	Development/Procurement - Training	\$43,500
	Diversity, Equity & Inclusion (DEI)	\$17,500
	Drug & Alcohol Program	\$36,500
	Elevator Maintenance Contract	\$22,000
	Emergency Management	\$2,000
	Employee Medical Programs	\$29,000
	Employee/Volunteer Recognition	\$34,000
	Equipment Rental (agency)	\$86,000
	Executive - Operating Expenses	\$10,500
	Executive - Training	\$30,000
	Executive/Marketing - Training	\$25,000
	General Agency Insurance	\$2,286,854
	General Wage Adjustment	\$500,000
	IS Communication Infrastructure	\$213,000
	IS Enterprise Application Support	\$114,000
	IS Infrastructure and Operations	\$382,000
	IT Local Roadeo	\$15,000
	ITA/CAC Training & Development	\$15,850
	Landscaping Services	\$250,000
	Legal Notices	\$2,000
	Legal Services	\$110,000
	Maint seasonal temp help	\$49,000
	Maintain Coaches operating expenses	\$8,660,500
	Maintain DAL vans operating expenses	\$1,262,800
	Maintain Staff Vehicles operating expenses	\$190,600
	Maintain VP operating expenses	\$1,207,500
	Maintain VV operating exp	\$15,200
	Maintenance/Facilities - Training	\$30,000
	Maintenance/Maint Admin - Operating Expenses	\$2,350
	Maintenance/Maint Admin - Training	\$27,000
	Maintenance/Vehicle Maint - Training	\$125,000
	Marketing Support for Agency Services	\$311,500
	Marketing/WalknRoll- Training	\$14,000
	Membership Dues	\$145,000
	Operations/Customer Serv - Operating Expenses	\$14,450
Operations/Customer Serv - Training	\$12,000	
Operations/DAL - Operating Expenses	\$4,000	

<b>Operational Expenses</b>	Operations/DAL - Training	\$15,000
	Operations/Operations - Operating Expenses	\$6,600
	Operations/Operations - Training	\$10,700
	Operations/Transportation - Operating Expenses	\$14,200
	Operations/Transportation - Training	\$57,750
	Operations/VP - Operating Expenses	\$14,250
	Operations/VP - Training	\$21,500
	Operations/VV - Operating Expenses	\$4,000
	Operations/VV - Training	\$4,500
	Operator/Supervisor uniforms	\$225,000
	Organizational Development	\$90,500
	Parking Lot Maint Services	\$5,000
	Pension Committee	\$10,000
	Planning Operating Expenses	\$5,000
	Recruitment & Selection	\$89,500
	Regulatory Reporting Requirements	\$50,000
	Safety/Accident Mitigation	\$10,000
	Salaries/Wages & Benefits	\$63,064,188
	Security Contract	\$1,046,183
	Service and Community	\$5,000
	State & Fed Advocacy Services	\$154,000
	System Planning and Analysis	\$200,000
	Transit Appreciation Day/Recognition	\$35,000
	Tuition - ATU	\$5,000
	Tuition - IAM	\$2,000
	Tuition - Non Represented	\$2,700
	Utilities	\$591,000
	Vanpool Incentive Program	\$16,500
	Vehicle Fleet Support	\$549,750
	WalknRoll Education Programs	\$60,350
	<b>Total</b>	<b>\$86,741,000</b>
<b>Grand Total</b>	<b>\$161,390,058</b>	

# Staffing by Department & Division

<b>Administrative Services Department</b>		
<b>Finance Division</b>		
Deputy Director -Chief Financial Officer		1
Finance Manager		1
Finance Supervisor		1
Lead Payroll Specialist		2
Accounting Specialists		3
<b>Subtotal - Finance Division</b>		<b>8</b>
<b>Human Resources Division</b>		
Administrative Services Director		1
Deputy Director -Human Resources		1
Human Resources Administrative Assistant		1
Senior Human Resources Analyst		2
Human Resources Analyst		2
Human Resources Specialist		2
<b>Subtotal - Human Resources Division</b>		<b>9</b>
<b>Information Services Division</b>		
Deputy Director - Chief Information Officer		1
Information Services Manager		1
Information Services Senior Technician		1
Information Services Technician		1
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
Information Services Senior Web Developer		1
<b>Subtotal - Information Services Division</b>		<b>14</b>
<b>Safety Division</b>		
Chief Safety Officer		1
Senior Training & Safety Coordinator		1
Training & Safety Coordinator		1
<b>Subtotal - Safety Division</b>		<b>3</b>
<b>Total Administrative Services Department</b>		<b>34</b>

<b>Executive Department</b>		
<b>Executive Division</b>		
General Manager		1
Deputy General Manager		1
Environmental Sustainability Manager		1
Executive Assistants		2
<b>Subtotal - Executive division</b>		<b>5</b>
<b>Total Executive Department</b>		<b>5.0</b>
<b>Development Department</b>		
<b>Development Division</b>		
Development Director		1
Administrative Assistant		1
Grants Program Manager		1
<b>Subtotal - Development Division</b>		<b>3</b>
<b>Planning Division</b>		
Deputy Director Planning Manager		1
Senior Planner		2
Associate Planner		2
Senior Planning Scheduler		1
Planning Scheduler		1
<b>Subtotal - Planning Division</b>		<b>7</b>
<b>Procurement Division</b>		
Deputy Director - Procurement & Capital Projects		1
Procurement & Capital Projects Manager		1
Construction Project Coordinator		2
Senior Procurement & Project Coordinator		2
Procurement/Project Mgmt Coordinator		1
Inventory Supervisor		1
Lead Inventory Specialists		1
Inventory Specialists		3
<b>Subtotal - Procurement Division</b>		<b>12</b>

<b>Marketing Division</b>		
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		3
WalkNRoll Program Assistant		1
Bicycle Commuter Challenge Coordinator		0.5
<b>Subtotal - Marketing Division</b>		<b>10.5</b>
<b>Total Development Department</b>		<b>32.5</b>
<b>Maintenance Department</b>		
<b>Maintenance Administration</b>		
Director of Fleet & Facilities		1
Facilities Manager		1
Fleet Manager		1
Maintenance Supervisors (Fleet)		6
Senior Training & Safety Coordinator		1
Maintenance Analyst		1
Facilities Specialist Supervisor		2
Facilities Analyst		1
Maintenance Admin Assistant		1
<b>Subtotal - Maintenance Admin Division</b>		<b>15</b>
<b>Facilities Maintenance Division</b>		
Lead Facilities Specialists		2
Facilities Specialists		8
Facilities Technicians I		1
Facilities Technicians II		1
Facilities Technicians III		3
<b>Subtotal - Facilities Division</b>		<b>15</b>
<b>Fleet (Vehicle Maintenance) Division</b>		
Vehicle Detailers		9
Service Workers		10
Support Specialists		4
Technicians		28
<b>Subtotal - Vehicle Maintenance Division</b>		<b>51</b>
<b>Total Maintenance Department</b>		<b>81</b>



<b>Operations Department</b>		
<b>Operations Division</b>		
Operations Director		1
Deputy Director - Operations		1
Operations Assistant		1
<b>Subtotal - Operations</b>		<b>3</b>
<b>Transportation Division</b>		
Fixed Route Manager		1
Transportation Supervisors		20
Senior Scheduling Coordinator		1
Service Impact Supervisor		1
Scheduling Coordinators		2
Operations Trainers		4
<b>Subtotal - Transportation Division</b>		<b>29</b>
<b>Dial-A-Lift Admin &amp; Operations Division</b>		
DAL Dispatch Specialists		11
DAL Travel Training Coordinators		2
DAL Supervisor		2
DAL Manager		1
<b>Subtotal - Dial-A-Lift Admin &amp; Operations Division</b>		<b>16</b>
<b>Coach Operators Division</b>		
Coach Operators		271
<b>Subtotal - Coach Operators Division</b>		<b>271</b>
<b>DAL Operators Division</b>		
Van Operators		54
<b>Subtotal - DAL Operators Division</b>		<b>54</b>

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<b>Vanpool Division</b>		
Vanpool Manager		1
Vanpool Coordinator		1
Senior Vanpool Coordinators		4
<b>Subtotal - Vanpool Division</b>		<b>6</b>
<b>Village Vans Division</b>		
Village Vans Supervisor		1
Village Vans Coordinator		2
<b>Subtotal - Village Vans Division</b>		<b>3</b>
<b>Customer Services Division</b>		
Customer Service Manager		1
Customer Service Supervisor		2
Customer Service Representatives		9
<b>Subtotal - Customer Services Division</b>		<b>12</b>
<b>Total Operations Department</b>		<b>394</b>
<b>Agency Totals</b>		<b>546.5</b>

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