



2026 Budget



Mission Statement:

Our mission is to provide and promote transportation choices that support an accessible, sustainable, livable, healthy and prosperous community.

December 3, 2025

2026 Budget

Fiscal Year January 1, 2026, through December 31, 2026

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

Prepared by

The Finance Division

Jana Brown, Deputy Director- Chief Financial Officer

For more information:

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2026 Intercity Transit Authority

Carolyn Cox, Chair City of Lacey Councilmember
Sue Pierce, Vice-Chair Community Representative
Robert Vanderpool City of Olympia Councilmember
Carolina Mejia Thurston County Commissioner
Kelly Von Holtz City of Tumwater Councilmember
Brian Hess City of Yelm Councilmember
Wendy Goodwin Community Representative
Justin Belk Community Representative
Mark Neuville Labor Representative

2026 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 2026, made possible through continued support from our local community, and significant commitments from our federal, state, and regional partners. The following pages contain budget details that maintain stable footing for continued progress on becoming the transformational transit system supported by voters through the passing of [Proposition 1](#) and described in our [Long-range Plan](#). This progress is made possible because of Intercity Transit's reputation for delivering mobility with compassionate customer service, being an employer of choice, and through accountability to the community we serve by being good stewards of taxpayer funds.

Compassionate Mobility

Our nearly 560 employees work diligently to accomplish our mission to provide and promote transportation choices respectful of the safety, comfort, and diverse needs of all our customers, to support an accessible, sustainable, livable, healthy and prosperous community. The agency also continues to see increased ridership commensurate with increased service levels.

Employer of Choice

Intercity Transit continues to attract robust applicant pools during employment recruitments for bus operators, maintenance employees, administrative roles, and more. In addition, Intercity Transit continues to enjoy a thriving work culture of belonging and a reputation as an employer of choice. Hiring efforts remain focused on managing attrition from retirements and promotions.

Accountability to the Community

We are ending the year with significant progress on a variety of projects and initiatives we outlined in the 2025 budget and enter 2026 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. This is primarily the result of the cautious and conservative approach to yearly budgeting Intercity Transit maintains, with the goal to save for future capital investments, given the risk of reduced or modified funding levels for these types of projects over time.

For example, two of Intercity Transit's capital projects were left unfunded amidst a significant Washington State 2025-2027 biennium budget shortfall. We also recently learned of recommendations for the next federal Surface Transportation Reauthorization that a greater

proportion of Bus and Bus Facilities program funding be made available as formula funding. While Intercity Transit strongly supports efforts to increase overall funding for these programs, the proposed change would dramatically reduce the share of funds available through competitive grants—a critical source of capital for mid-sized and smaller transit systems like Intercity Transit. All of this was on the heels of a fortunately failed initiative to repeal the Climate Commitment Act, which would have eliminated millions of dollars in funding for Washington State transits over the next two decades. These examples shed light on the fact that funding for transit, including state, federal, and local sales tax, have historically been inconsistent. Because of this, Intercity Transit has established capital and operating reserve levels necessary to support ongoing investment in employees, upgrading facilities and expanding access to transit as the region continues to grow, in the event a significant change in funding levels were to become a reality.

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 major elements of Intercity Transit’s 2026 budget are:

- Salaries/Wages and Benefits
- Maintenance of Operating Vehicles
- Insurance
- Technology
- Facilities Improvements
- Scheduled Vehicle Replacements
- Pattison Maintenance Building Improvements
- Bus Stop Improvements
- Core Navigation

Together with our community-minded employees, the Authority Board, Community Advisory Committee, agency volunteers, and our community partners, Intercity Transit remains committed to providing inclusive and exceptional transit services that enhance the quality of life for the communities we serve.

Sincerely,

A handwritten signature in black ink, reading "Emily Bergkamp". The signature is written in a cursive, flowing style.

Emily Bergkamp
General Manager

**INTERCITY TRANSIT
RESOLUTION NO 06-2025
ADOPTION OF THE 2026 BUDGET**

A RESOLUTION adopting the budget for Intercity Transit for the year 2026 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 2026; and

WHEREAS, at said public meeting, the 2026 final budget was approved.

NOW THEREFORE, BE IT RESOLVED by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2026 is hereby adopted:

ESTIMATED RESOURCES	
Beginning Estimated Cash Balance	\$ 262,000,000
Estimated Revenues	134,347,618
TOTAL ESTIMATED RESOURCES	<u>\$ 396,347,618</u>
 ESTIMATED UTILIZATION OF RESOURCES	
Total Operating and Capital Expenses	\$ 195,482,745
Estimated Ending Cash Balance	200,864,873
TOTAL ESTIMATED UTILIZATION OF RESOURCES	<u>\$ 396,347,618</u>


ADOPTED: This 3rd day of December 2025.

INTERCITY TRANSIT AUTHORITY



Carolyn Cox, Chair

ATTEST:



Pat Messmer
Executive Assistant/Clerk of the Board

APPROVED AS TO FORM:

Jeff Myers

Jeffrey S. Myers
Legal Counsel

<i>Budget Summary - Cash Basis</i>		2026 Budget
<i>Beginning Cash Balance</i>		<u>\$262,000,000</u>
<i>Add:</i>		
Operating Revenues: Sales tax		88,328,617
Operating Revenues: VP fares		495,000
Operating Revenues: interest income, Amtrak, rebates, misc.		8,927,750
Grant Revenue - Operating		2,463,081
Grant Revenue - Capital		34,133,170
Total Revenues		<u>134,347,618</u>
<i>Less:</i>		
Operating Expenditures		
Operating	101,807,985	
Operating - Rollover projects	3,414,300	
Total Operating Expenditures		105,222,285
Capital Expenditures		
Capital - New	42,074,239	
Capital - Rollover	48,186,221	
Total Capital Expenditures		90,260,460
Total Expenditures		<u>195,482,745</u>
<i>Ending Cash Balance</i>		<u>200,864,873</u>
<i>Less Operating Reserve (25% of operating expenditures)</i>		<u>(26,305,571)</u>
<i>Ending Unreserved Cash Balance</i>		<u><u>\$174,559,302</u></u>

REVENUES

Operating Revenues

Vanpool revenues for 2026 have been set based on the past three-year results.

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 2026 budget assumes Sales Tax collections will increase by 3% over what was actually collected in 2024.

State and Federal Support

Includes grant funding for:

- Lacey Intersection Smart Sensors
- New Limited -Stop service from West Olympia to East Lacey
- I-5 Service from Lacey Transit Center to Sounder Station
- Pattison Street Restoration and Expansion
- NE Lacey Operational Improvements
- Replacement of Fixed Route and Vanpool vehicles
- Bus Stop Facility Improvements
- Walk n Roll Education Program

CAPITAL

Administrative Buildings

AdOps Building's mechanical system correction/improvement is needed to address ongoing operational concerns.

Communication & Information Systems

Continued implementation of the project called "OneIT" which includes an Enterprise Resource Planning (ERP) System, an Equipment and Asset Management (EAM) System, and a Transit Operations Management (TOMS) System. Ongoing Vehicle Telematics, Emergency response and transit center and customer information navigation are also in the works.

Guideways

BRT modeling assessment and smart sensor corridor improvements

Maintenance Buildings

Pattison Street Property continued renovation of the existing Maintenance Building and parking improvements.

Zero Emission Hydrogen Fueling Equipment and Facility Upgrades, and Alternative Fuel Infrastructure design

Passenger Stations

Amtrak Centennial Station Restroom Improvements, Lacey Transit Center Expansion, OTC2 Restroom Improvements and Northeast Lacey Operational Improvements

Revenue Vehicles

Fixed Route, Dial-A-Lift and Vanpool Vehicles replacements based on Intercity Transit's replacement schedule. Budget is impacted by the

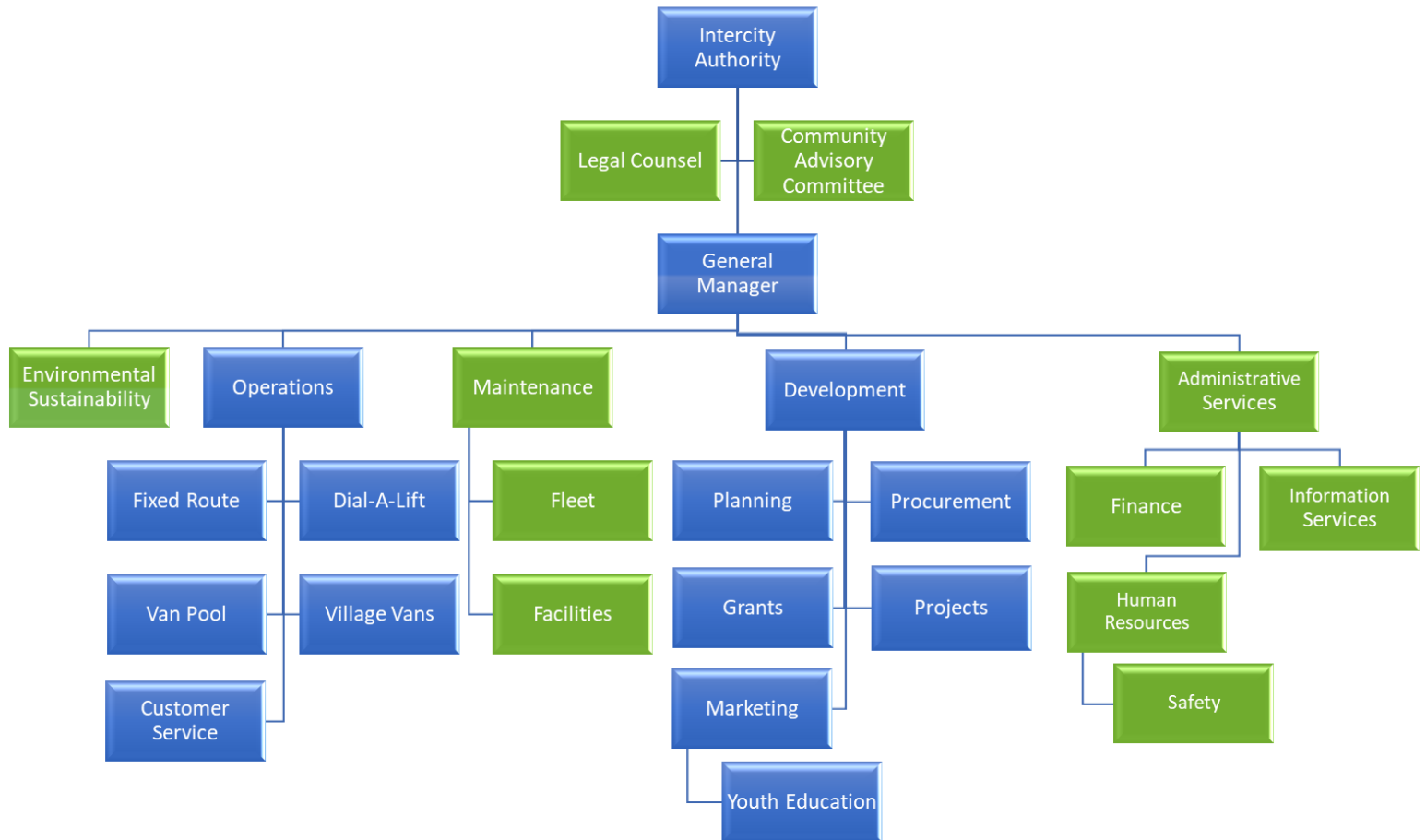
Service Vehicles

Vehicle Replacements based on replacement schedule.

Other

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 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.

2026 Budget Expenditures

Project Type	Name	Description	Budget
Proposed New Project	AdOps Mechanical System Improvements	AdOps Building's mechanical system correction/improvement is needed to address ongoing operational concerns.	\$175,000
	Amtrak Centennial Station Roof & Sign Replacements	Replacement of failing roof and roof-mounted sign. Design work to begin late 2026.	\$50,000
	Battery Electric (BEB) Dial-A-Lift Replacement	Battery Electric (BEB) Dial-A-Lift replacement vehicles (2 DALs) and chargers.	\$1,232,000
	Dial-A-Lift (DAL) Van Replacement	Lifecycle replacement of DAL vehicles that have meet or exceeded agency useful life benchmark.	\$145,000
	Fixed Route Bus Replacements	Lifecycle replacement of fixed route buses having met or exceeded agency useful life benchmark.	\$31,462,594
	Non-Revenue Vehicles & Equipment	Lifecycle replacement of Non-Revenue or Staff vehicles that have meet or exceeded agency useful life benchmark.	\$429,895
	OTC2 Restrooms Improvements	Rehabilitation of both public and employee restrooms at the Olympia Transfer Center.	\$600,000
	Pattison Bus Canopy Bldg Improvements	Conversion of the temp shop building to the final programming	\$7,000,000
	Vanpool Replacement Vehicles	Lifecycle replacement of Vanpool program vehicles that have meet or exceeded agency useful life benchmark.	\$979,750
	Total New Projects		\$42,074,239
Rollover Projects	ADOPS Audio/Visual Redesign		\$150,000
	Agency ERP SW System		\$7,600,000
	Alternative Fuel Infrastructure		\$4,250,000
	Alternative Technology Project Management		\$350,000
	Amtrak Restroom Remodel		\$80,000
	BRT & Corridor Capital Program		\$930,000
	Bus Stop Facility Improvements		\$3,950,000
	Cascade-WNR Bicycle Program		\$124,800
	Core Infrastructure & Communications		\$152,000
	EOC Communications		\$65,000
	ERP Research and Review (Consultant)		\$50,000
	Dial-A-Lift (DAL) Van Replacement		\$3,579,966
	Facility Capital Equipmt & Improvmts		\$680,000
	Hydrogen Demonstration Project		\$950,000
	Hydrogen Pilot Project		\$5,200,000

Project Type	Name	Description	Budget
Rollover Projects	Lacey Intersec Smart Sensors		\$2,000,000
	LTC Restroom Remodel		\$500,000
	Maintenance Shop Equipment		\$602,040
	Martin Way Park & Ride		\$500,000
	NE Lacey Operation Terminal Fac (Roundabout)		\$945,653
	Non-Revenue Vehicles & Equipment		\$75,000
	Pattison Furn, Fixtures, Equipmt & Tech		\$2,495,787
	Pattison Rehab & Expansion		\$8,500,000
	Smart Corridor		\$1,422,465
	Strategic Comm/Community Engagement		\$200,000
	Traffic Engineering Services		\$50,000
	Transit Center & Core Customer Info Navigation		\$2,000,000
	Transit Signal Priority (TSP)		\$325,000
	Translation Services		\$20,000
	Vehicle Replacement Contingency		\$283,350
	Vanpool Replacement Vehicles		\$1,629,460
	Vehicle Telematics		\$350,000
	Website enhancements		\$90,000
	Total Rollover Projects		\$50,100,521
Operational Expenses	Admin Serv/Finance - Operating Expenses		\$212,400
	Admin Serv/Finance - Training		\$30,000
	Admin Serv/HR - Operating Expenses		\$174,500
	Admin Serv/HR - Training		\$90,000
	Admin Serv/IS - Training		\$76,500
	Admin Serv/Safety - Operating expenses		\$3,050
	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		\$118,000
	Amtrak property taxes/insurance		\$5,500
	Annual Recognition Banquet		\$30,000
	Annual State/Federal Audits		\$82,000
	Bicycle Community Challenge		\$24,500
	Buildings/Grounds Maintenance		\$879,500
	CAC/Authority Support		\$11,875
	Catch Basin Cleaning Contract		\$40,000
	Central Supplies		\$108,100
	Cloud Subscriptions		\$2,271,000
	Credit Card Processing Fees		\$15,000
	Custodial Services		\$500,000
	Cut Commute Committee		\$75,000
	Cybersecurity		\$75,000
	Development/Dev - Operating Expenses		\$79,000
	Development/Dev- Training		\$13,500

Project Type	Name	Description	Budget
Operational Expenses	Development/Planning - Training		\$20,000
	Development/Procurement - Operating Expenses		\$5,150
	Development/Procurement - Training		\$43,500
	Diversity, Equity & Inclusion (DEI)		\$17,500
	Drug & Alcohol Program		\$31,500
	Elevator Maintenance Contract		\$22,000
	Emergency Management		\$2,000
	Employee Medical Programs		\$37,000
	Employee/Volunteer Recognition		\$34,000
	Equipment Rental (agency)		\$80,000
	Executive - Operating Expenses		\$10,500
	Executive - Training		\$53,000
	Executive/Marketing - Training		\$25,000
	General Agency Insurance		\$2,698,700
	IS Communication Infrastructure		\$241,000
	IS Enterprise Application Support		\$159,000
	IS Infrastructure and Operations		\$506,000
	IT Local Rodeo		\$15,000
	ITA/CAC Training & Development		\$15,850
	Landscaping Services		\$200,000
	Legal Notices		\$2,500
	Legal Services		\$160,000
	Maint seasonal temp help		\$119,000
	Maintain Coaches operating expenses		\$7,831,000
	Maintain DAL vans operating expenses		\$1,237,800
	Maintain Staff Vehicles operating expenses		\$185,100
	Maintain VP Cars operating expenses (Non-NTD)		\$120,700
	Maintain VP operating expenses		\$1,098,500
	Maintain VV operating exp		\$10,200
	Maintenance/Facilities - Training		\$30,000
	Maintenance/Maint Admin - Operating Expenses		\$281,000
	Maintenance/Maint Admin - Training		\$35,000
	Maintenance/Vehicle Maint - Training		\$125,000
	Marketing Support for Agency Services		\$317,500
	Marketing/WalknRoll- Training		\$21,000
	Membership Dues		\$156,000
	Operations/Customer Serv - Operating Expenses		\$9,500
	Operations/Customer Serv - Training		\$12,000
	Operations/DAL - Operating Expenses		\$4,000
	Operations/DAL - Training		\$15,000
	Operations/Operations - Operating Expenses		\$6,600
	Operations/Operations - Training		\$10,700
	Operations/Transportation - Operating Expenses		\$14,600
	Operations/Transportation - Training		\$62,000
	Operations/VP - Operating Expenses		\$14,250

Project Type	Name	Description	Budget
Operational Expenses	Operations/VP - Training		\$25,000
	Operations/VV - Operating Expenses		\$4,000
	Operations/VV - Training		\$4,500
	Operator/Supervisor uniforms		\$175,000
	Organizational Development		\$90,500
	Pension Committee		\$10,000
	Planning Operating Expenses		\$5,000
	Planning Session(s)/Retreat(s)		\$30,000
	Recruitment & Selection		\$90,500
	Regulatory Reporting Requirements		\$50,000
	Safety/Accident Mitigation		\$10,000
	Salaries/Wages & Benefits		\$76,929,860
	Security Contract		\$1,600,000
	Service and Community		\$5,000
	State & Fed Advocacy Services		\$154,000
	System Planning and Analysis		\$200,000
	Transit Appreciation Day/Recognition		\$45,000
	Tuition - ATU		\$5,000
	Tuition - IAM		\$2,000
	Tuition - Non Represented		\$2,700
	Utilities		\$544,000
	Vanpool Incentive Program		\$10,000
	Vehicle Fleet Support		\$699,500
	WalknRoll Education Programs		\$63,850
	Total Operational Expenses		\$101,807,985
GRAND TOTAL			\$193,982,745

Staffing by Department & Division

Administrative Services Department

Finance Division

Chief Financial Officer	1
Finance Manager	1
Finance Supervisor	1
Lead Payroll Specialist	2
Accounting Specialists	3
Subtotal - Finance Division	8

Human Resources Division

Administrative Services Director	1
Deputy Director -Human Resources	1
Human Resource Supervisor	1
Senior Human Resources Analyst	1
Human Resources Analyst	2
Human Resource Recruiter	1
Human Resources Specialist	2
Human Resources Administrative Assistant	1
<i>Human Resource Analyst- Project *</i>	1
Subtotal - Human Resources Division	11

Information Services Division

Chief Information Officer	1
Information Services Manager	1
Information Services Senior Technician	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
Information Services Senior Web Developer	1
Subtotal - Information Services Division	15

Safety Division

Chief Safety Officer	1
Senior Training & Safety Coordinator	1
Training & Safety Coordinator	1
Subtotal - Safety Division	3

Total Administrative Services Department

37

Staffing by Department & Division

Executive Department

Executive Division

General Manager	1
Chief of Staff	1
Environmental Sustainability Manager	1
Public Records Officer	1
Executive Assistants	1
Administrative Assistant	1
Subtotal - Executive division	6

Total Executive Department	6.0
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Development Department

Development Division

Development Director	1
Administrative Assistant	1
Grants Program Manager	1
Subtotal - Development Division	3

Planning Division

Deputy Director Planning Manager	1
Senior Planner	1
Associate Planner	2
Senior Planning Scheduler	1
Planning Scheduler	1
Bus Stop Program Coordinator	1
Subtotal - Planning Division	7

Procurement Division

Deputy Director - Procurement & Capital Projects	1
Procurement & Capital Projects Manager	1
Construction Project Coordinator	2
Senior Procurement & Project Coordinator	2
Procurement/Project Mgmnt Coordinator	1
Inventory Supervisor	1
Lead Inventory Specialists	1
Inventory Specialists	6
<i>Inventory Specialists - Project*</i>	1
Subtotal - Procurement Division	16

Marketing Division

Marketing, Communications & Outreach Manager	1
Senior Mktg Communicatios Coordinator	1

Staffing by Department & Division

Marketing & Communications Coordinator	2
Marketing & Communication Representative	1
<i>Marketing & Communication Representative-Project*</i>	1
Subtotal - Marketing Division	6

WalknRoll Division

WalkNRoll Program Supervisor	1
WalkNRoll Program Representative	3
<i>WalkNRoll Program Representative - Project*</i>	2
<i>WalkNRoll Program Assistant- Project*</i>	1.5
Subtotal - WalknRoll Division	7.5

Total Development Department	39.5
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Maintenance Department

Maintenance Administration

Director of Fleet & Facilities	1
Facilities Manager	1
Fleet Manager	1
Maintenance Supervisors (Fleet)	7
Advance Technology & Training	1
Maintenance Analyst	1
Maintenance Admin Assistant	1
Subtotal - Maintenance Admin Division	13

Facilities Maintenance Division

Facilities Specialist Supervisor	2
Facilities Analyst	1
Lead Facilities Specialists	2
Facilities Specialists	8
Facilities Technicians I	0
Facilities Technicians II	3
Facilities Technicians III	3
Subtotal - Facilities Division	19

Fleet (Vehicle Maintenance) Division

Vehicle Detailers	9
Service Workers	10
Support Specialists	4
Technicians	32
Subtotal - Vehicle Maintenance Division	55

Total Maintenance Department	87
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Staffing by Department & Division

Operations Department

Operations Division

Operations Director	1
Deputy Director - Operations	1
Operations Assistant	2
Subtotal - Operations	4

Transportation Division

Fixed Route Manager	1
Transportation Supervisors	20
Service Impact Supervisor	1
Scheduling Supervisor	1
Scheduling Coordinators	2
Transit Instructor Supervisor	1
Transit Instructors	6
Subtotal - Transportation Division	32

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	291
Subtotal - Coach Operators Division	291

DAL Operators Division

Van Operators	54
Subtotal - DAL Operators Division	54

Vanpool Division

Vanpool Manager	1
Vanpool Coordinator	1
Senior Vanpool Coordinators	4
Commuter Services Assistant	1
Subtotal - Vanpool Division	7

Village Vans Division

Village Vans Supervisor	1
Village Vans Coordinator	2
Subtotal - Village Vans Division	3

Staffing by Department & Division

Customer Services Division

Customer Service Manager	1
Customer Service Supervisor	2
Customer Service Representatives	9
Subtotal - Customer Services Division	12

Total Operations Department	419
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Agency Totals	588.5
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**Project - Represents Temporary Employees hired for project specific*