



2027 DRAFT Budget



Mission Statement:

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

October 21, 2026

2027 DRAFT Budget

Fiscal Year January 1, 2027, through December 31, 2027

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 and Chief Financial Officer

For more information:

www.intercitytransit.com

510 Pattison Street SE
Olympia, Washington 98501

2027 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
Eileen Swarthout City of Tumwater Councilmember
Brian Hess City of Yelm Councilmember
Wendy Goodwin Community Representative
Justin Belk Community Representative
Mark Neuville Labor Representative

2027 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 equity and 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

Table of Contents

Budget Message	1
Budget Resolution	3
Budget Summary	4
Revenue Descriptions	5
Capital Descriptions	6
Organizational Chart	7
Division Descriptions	8
Expenditure Detail	15
Staffing Levels	19

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

On behalf of the leadership team, I'm pleased to present Intercity Transit's Proposed Budget for 2027, made possible through continued support from our local community, federal, state, and regional partners. The following pages include a budget that maintains stability 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 also made possible by Intercity Transit's reputation for:

- **Providing Safe, Clean, and Reliable Service**

Our over 600 employees work hard 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 growth in ridership, ending 2025 with 5.1 million boardings from fixed route, Dial-A-Lift, Village Vans, and Vanpool combined.

- **Being Good Stewards of Taxpayer Funds**

Intercity Transit is ending the year with significant progress on a variety of projects and initiatives outlined in the 2026 budget and enter 2027 appropriately resourced. Revenues have modestly exceeded forecasts, the agency continues efforts to secure federal and state grant funding, and we have managed cost growth with sensible and 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 state and federal funding levels for these types of projects over time.

- **Being an Employer of Choice**

Intercity Transit continues to attract large applicant pools during employment recruitments for bus operators, maintenance employees, administrative roles, and more. The agency has also long been respected in the community as an employer of choice and is valued by employees for providing a welcoming and supportive work culture. Hiring efforts remain focused on managing attrition from retirement and promotions.

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 2027 budget are:

- Sales tax revenue for 2027 has been conservatively budgeted based on collections received through 2026 reflecting an estimated 6% increase over 2025 actual revenues
- Continue construction to renovate the Pattison Street main campus, along with hydrogen fueling
- "One IT" Technology Project to include an Enterprise Resource Planning (ERP) System, an Equipment and Asset Management (EAM) System, and a Transit Operations Management (TOMS) System
- Life Cycle Vehicle Replacements including back order carry over
- Continuing the pursuit of the grant funded BRT and Corridor Programs
- Smart Corridors and advanced technology initiatives
- Transfer Centers and Bus Stop Improvements
- Agency leadership recommends the addition of 29 new positions to meet the evolving public transportation needs of our community including: Operations Supervisors, Transit Ambassadors, Coach Operators, Scheduling Coordinator, Safety Coordinator, Business Systems Analysts, Advanced Technical Training Coordinator and Finance Senior Accounting Specialists

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

Sincerely,



Emily Bergkamp | General Manager

**SPACE SAVED FOR
PASSED BUDGET
RESOLUTION SLATED
TO BE APPROVED ON
DECEMBER 16, 2026**

DRAFT

Budget Summary - Cash Basis***2027 Budget******Beginning Cash Balance*** ***\$275,000,000******Add:***

Operating Revenues: Sales tax	93,479,002
Operating Revenues: VP fares	495,000
Operating Revenues: interest income, Amtrak, rebates, misc.	9,003,000
Grant Revenue - Operating	14,772,500
Grant Revenue - Capital	28,320,721
Total Revenues	<u>146,070,223</u>

Less:**Operating Expenditures**

Operating	108,053,105
Operating - Rollover projects	1,207,500
Total Operating Expenditures	109,260,605

Capital Expenditures

Capital - New	12,163,697
Capital - Rollover	63,729,259
Total Capital Expenditures	<u>75,892,956</u>

Total Expenditures **185,153,561*****Ending Cash Balance*** ***235,916,662******Less Operating Reserve (25% of operating expenditures)*** ***(27,315,151)******Ending Unreserved Cash Balance*** ***\$208,601,511***

REVENUES

Operating Revenues

Vanpool revenues for 2027 have been set based on the past three-year results.

Non-Transportation Revenue

Interest income is projected to remain strong due to the Agency's healthy cash reserves and continued stability in market interest rates. Amtrak Depot operations are funded through contracts with local jurisdictions and Agency operating revenues.

Sales Tax

The 2027 budget assumes sales tax collections will increase approximately 6% over actual 2025 collections, reflecting continued economic growth and current forecast trends.

State and Federal Support

State and federal grant funding supports both operating and capital investments that advance system reliability, safety, mobility, sustainability, and regional connectivity. Funding includes:

- 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
- Hydrogen Demonstration Project
- NE Lacey Operational Improvements
- Replacement of Fixed Route and Vanpool vehicles
- Bus Stop Facility Improvements
- Walk-N-Roll Education Program

CAPITAL

Administrative Buildings

Fuel Wash Facilities operational changes for HVAC and door changes. Property Improvements for parking expansion and Solar project.

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

Maintenance Buildings

Pattison Street Property continued renovation for Zero Emission Hydrogen Fueling Equipment and Facility Upgrades, and Alternative Fuel Infrastructure. Bus Canopy Building Conversion

Passenger Stations

Amtrak Centennial Station Restroom Improvements, Lacey Transit Center Expansion, Olympia Transit Center 2 Restroom and Parking lot Improvements, and Northeast Lacey Operational Improvements.

Revenue Vehicles

Fixed Route, Dial-A-Lift and Vanpool Vehicles replacements based on Intercity Transit’s replacement schedule.

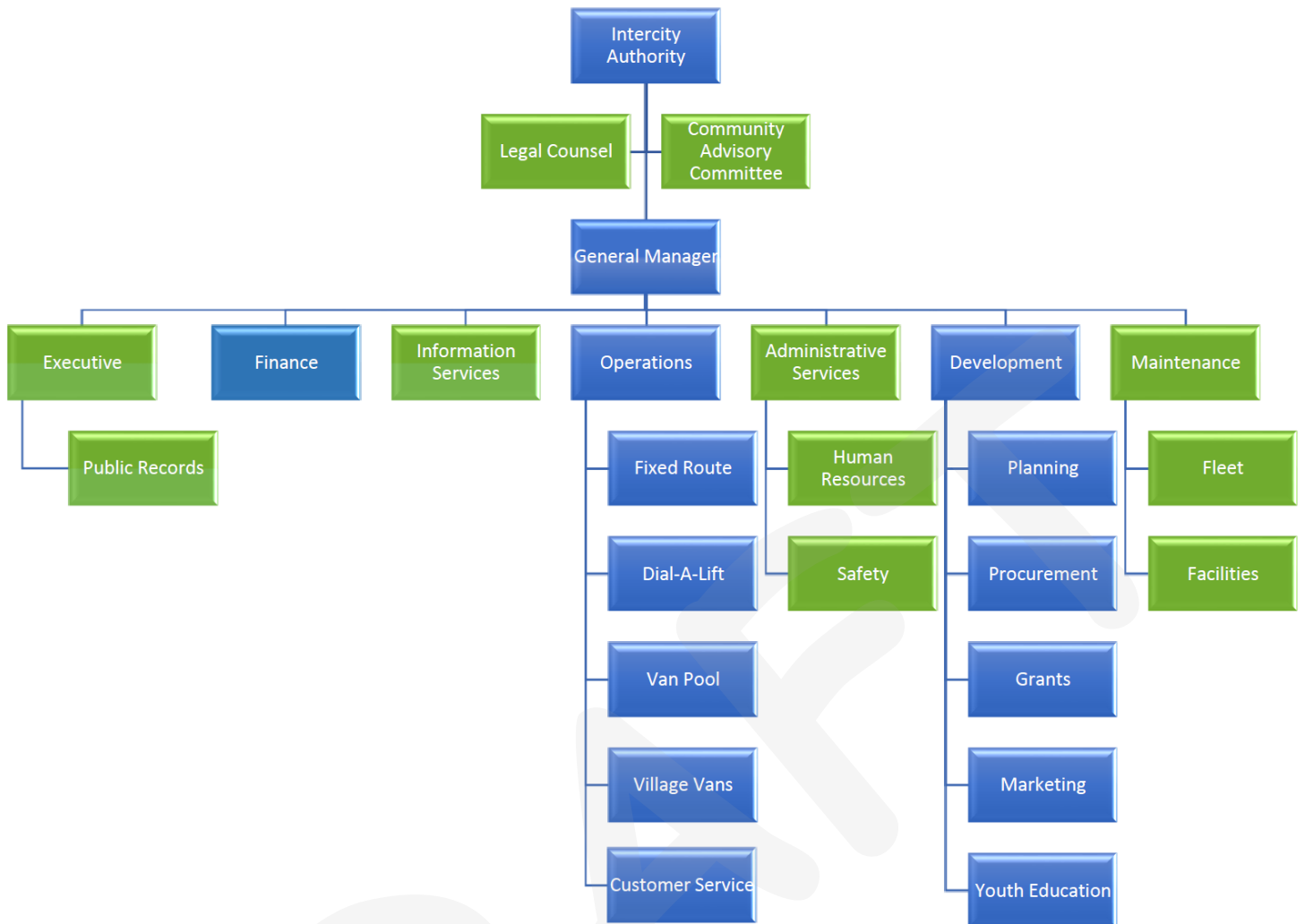
Service Vehicles

Vehicle Replacements based on replacement schedule.

Other

Bus Stop Facility Improvements.

Intercity Transit Organizational Chart



Intercity Transit Departments & Divisions

Administrative Services Department

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 proactive labor contract administration. The Human Resources Division is also responsible for employee and customer accidents 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 to ensure employees are paid accurately and receive the benefits available through Agency programs.

Safety Division

The Safety Division 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. The Department develops and maintains communication processes between employees, departments, the Authority, the Community Advisory Committee, and the community.

Finance 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 throughout the year. Agency-wide services and expenses such as liability and property insurance. The Finance Division coordinates with the Development Division on grant reporting activities.

Information Systems Department

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 Workday, Trapeze, Hastus, Via Transit, and CAD/AVL. For all these products, IS staff provides systems analysis, project management, and help desk level support. Lastly, the IS department is responsible for managing cybersecurity risks and deploying mitigation strategies.

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 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 supports the agency financial model and revenue forecasts based on service and capital projections in coordination with the Finance Division 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 are 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.

Walk-N-Roll

Intercity Transit's Walk-N-Roll education program increases independence, improves safety and inspires a healthy lifestyle by making walking, biking, rolling and riding public transit more accessible to people of all races, ages, incomes and abilities. Youth Education Program includes 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 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, Transit Ambassadors, Operations scheduling coordinators, and Operations trainers. The primary function of the Division is to effectively meet Intercity Transit service commitments 362 days per 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 300 coach and extra board operators who provide Fixed Route service to customers.

Transit Ambassador

This program launched in 2025, revolves around bus passengers' needs, wants and expectations. Ambassadors are people-oriented, responsibilities include face-to-face customer service; supporting the coach operator; addressing passenger needs behind the yellow line; and engaging in friendly conversation with bus riders. Ambassadors' presence on bus routes enhances safety and security, they are all trained in CPR, first aid, and Narcan administration. Ambassadors proactively assist passengers by answering questions, offering directions, explaining transit policies, and helping people, including those who are new to the system or experiencing other challenges.

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; including 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 letters 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.



2027 Budget Expenditures Summary

Expenditure Type	Item	Description	Budget
Proposed New Capital Projects	Amtrak Centennial Station Roof & Sign Replacement	Design and bid preparations for the replacement of aged roof and roof-mounted sign. Actual construction planned for 2028.	50,000
	CAD/AVL Software Upgrades	Year 1-On-board router replacement according to Strategic Planning	125,000
	Fuel Wash Facilities (FWF) Building Improvements	Initial Planning and Design for HVAC and door changes	500,000
	Hydrogen Demonstration Project	Hydrogen operational infrastructure expansion	3,900,000
	Non-Revenue Vehicle & Equipment	Lifecycle replacement and expansion due to service growth	3,974,197
	Olympia Transit Center Parking Lot Improvements	Reconstruction of parking lot at 210 Olympia Avenue	100,000
	Pattison Solar	Potential grant funded grid connected solar on Pattison base.	200,000
	Thurston County Regional Advanced Technology Initiative	Leverages AI sensors and TSP across multiple corridors to reduce congestion and conflicts among vehicles, pedestrians, cyclists, and transit.	2,002,000
	Vanpool Vehicle Replacements	Lifecycle replacement	1,312,500
	Total New Capital Projects		12,163,697
Carryover Capital Projects	ADOPS Audio/Visual Redesign		100,000
	Agency ERP SW System		3,400,000
	Alternative Fuel Infrastructure		4,000,000
	Amtrak Restroom Improvements		80,000
	Battery Electric (BEB) Dial-A-Lift Replacement		921,813
	BRT and Corridor Program Capital		2,000,000
	Bus Stop Improvements		260,000
	Core Infrastructure & Communications		458,000
	Demand Response Van Replacement		4,560,000
	EOC Communications		75,000
	Facility Capital Equipment & Improvements		450,000
	Fixed Route Bus Replacements		32,000,000
	Hydrogen Pilot Project		1,500,000
	Lacey Intersections Smart Sensors (USDOT Smart Grant)		830,110
	LTC Restroom Improvements		50,000
	Maintenance Shop Equipment		100,000
	NE Lacey Operations Terminal Facility		430,371
	Non-Revenue Vehicle & Equipment		340,795
	OTC2 Restroom Rehabilitation		100,000
	Pattison Bus Canopy		7,000,000
	Pattison furniture, fixtures, equipment & technology		935,920
	Smart Corridor		1,500,000
	Transit Center & Core customer Info Navigation		1,000,000
	Vanpool Vehicles		979,750

2027 Budget Expenditures Summary

Carryover Capital Projects	Vehicle Replacement Contingency	307,500
	Vehicle Telematics	350,000
	Total Carryover Capital Projects	63,729,259
Operational Expenses	Admin Serv/Fin-Operating Expenses	133,300
	Admin Serv/Fin-Training	25,000
	Admin Serv/HR- Operating Expenses	92,000
	Admin Serv/HR-Training	70,000
	Admin Serv/IS- Training	75,000
	Admin Serv/Safety - Operating Expenses	3,500
	Admin Serv/Safety - Training	15,000
	Agency Wellness Activities	10,500
	Agency-Wide Safety Compliance and Training	48,000
	Alternative technology project management	230,000
	Amtrak Background Checks	150
	Amtrak Operational Expenses	121,500
	Amtrak property taxes & insurance	6,000
	Annual Recognition Banquet	30,000
	Annual State Audit	80,000
	Bicycle Community Challenge	16,550
	Building/Grounds Maintenance	675,000
	CAC/Authority Support	18,575
	Cascade - WNR Bicycle Program	42,000
	Catch Basin Cleaning Contact	45,000
	Central Supplies	108,100
	Cloud Subscriptions	2,250,000
	Credit Card Processing Fees	13,500
	Custodial Services	600,000
	Cut Commute Committee	128,000
	Cybersecurity	50,000
	Development - Operating Expenses	24,000
	Development/Dev-Training	10,500
	Development/Planning- Training	15,000
	Development/Proc- Operating Expenses	5,150
	Development/Proc- Training	42,000
	Diversity, Inclusion & Equity	17,500
	Drug & Alcohol Program	31,500
	Elevator Maintenance Contract	35,000
	Emergency Management	31,500
	Employee Medical Programs	52,000
	Employee/Volunteer Recognition	36,000
	Equipment Rental (Agency)	75,000
	Executive- Operating Expenses	98,650

2027 Budget Expenditures Summary

Operational Expenses	Executive- Training	63,000
	Executive/Marketing- Training	22,500
	General Agency Insurance	2,964,000
	IS Communication Infrastructure	205,000
	IS Enterprise Application Support	184,000
	IS Infrastructure and Operations	503,000
	IT Local Rodeo	15,000
	ITA/CAC Training & Development	16,000
	Landscaping Services	100,000
	Legal Notices	2,500
	Legal Services	100,000
	Legal Services	60,000
	Maint/Facilities-Training	20,000
	Maint/MA- Operating Expenses	226,000
	Maint/MA- Training	85,000
	Maint/Vehicle Maintenance- Training	110,000
	Maintain Coaches Operating Expenses	9,643,000
	Maintain DAL Vans Operating Expenses	1,009,500
	Maintain Staff Vehicle Operating Expenses	247,600
	Maintain VP Cars Operating Expense	113,000
	Maintain VP Operating Expenses	1,291,500
	Maintain VV Operating Expenses	19,000
	Marketing Support for Agency Services	207,500
	Marketing/WalknRoll- Training	11,500
	Membership Dues	200,000
	Operations/Cust Serv-Training	10,500
	Operations/Customer Service-Operating Expenses	9,500
	Operations/DAL-Operating Expenses	4,000
	Operations/DAL-Training	14,500
	Operations/Oper- Operating Expenses	6,600
	Operations/Oper- Training	13,500
	Operations/Transportation - Operating Expenses	18,350
	Operations/Transportation - Training	64,500
	Operations/VP- Operating Expenses	15,300
	Operations/VP- Training	23,000
	Operations/VV- Operating Expenses	4,800
	Operations/VV- Training	3,600
	Operator/Supervisor Uniforms	175,000
	Organizational Development	128,500
	Pension Committee	10,000
	Planning - Operating Expense	105,000
	Planning Session/Retreat	20,000

2027 Budget Expenditures Summary

Operational Expenses	Recruitment & Selection	80,500
	Safety/Accident Mitigation	6,250
	Salaries/Wages & Benefits	81,356,662
	Security Contract	1,750,000
	Service & Community	6,000
	State & Federal Advocacy Services	106,000
	Strategic Comm/Community Engagement	200,000
	Traffic Engineering Services	20,000
	Transit Appreciation Day/Recognition	45,000
	Transit Signal Priority	197,268
	Translation Services	10,000
	Tuition- ATU	5,000
	Tuition- IAM	2,000
	Tuition- Non-Represented	2,700
	Utilities	690,000
	Vanpool Incentive Program	5,000
	Vehicle Fleet Support	572,000
	WA Traffic Safety Commission Grant Program	100,000
	Wage Increase Contingency	350,000
	WalknRoll Education Programs	45,000
	Website Enhancements	75,000
	WSDOT- E-Bike Lending Library	230,500
	Total Operational Expenses	109,260,605
GRAND TOTAL		185,153,561

Staffing by Department & Division

Administrative Services Department

Human Resources Division

Administrative Services Director	1
Deputy Director -Human Resources	1
Human Resource Supervisor	2
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	12

Safety Division

Chief Safety Officer	1
Security & Emergency Management Manager	1
Safety Manager	1
Safety Coordinator	1
Safety, Risk & Investigations Analyst	1
Administrative Assistant	1
Subtotal - Safety Division	6

Total Administrative Services Department

18

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	1
Senior Planning Scheduler	1
Planning Scheduler	1
Bus Stop Program Coordinator	1
Subtotal - Planning Division	6

Staffing by Department & Division

Procurement Division

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	6
<i>Inventory Specialists - Project*</i>	1
Subtotal - Procurement Division	16

Marketing Division

Marketing, Communications & Outreach Manager	1
Senior Mktg Communicatio Coordinator	1
Marketing & Communications Coordinator	2
Marketing & Communication Representative	2
Subtotal - Marketing Division	6

WalknRoll Division

WalkNRoll Program Supervisor	1
WalkNRoll Program Representative	3
<i>WalkNRoll Program Representative - Project*</i>	3
<i>Bike Mechanic & Education Assistant - Project*</i>	1
<i>WalkNRoll Program Assistant- Project*</i>	1.5
Subtotal - WalknRoll Division	9.5

Total Development Department	40.5
-------------------------------------	-------------

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

Staffing by Department & Division

Finance Division

Chief Financial Officer	1
Finance Manager	1
Senior Accountant	1
Lead Payroll Specialist	4
Accounting Specialists	3
Subtotal - Finance Division	10

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 Program Manager	1
Information Services Senior Web Developer	1
Information Services Business Systems Analyst	3
Subtotal - Information Services Division	19

Total Executive Department

35.0

Maintenance Department

Maintenance Administration

Director of Fleet & Facilities	1
Deputy Director of Fleet & Facilities	1
Maintenance Supervisors (Fleet)	7
Advance Technology & Training	2
Maintenance Analyst	1
Maintenance Admin Assistant	1
Subtotal - Maintenance Admin Division	13

Staffing by Department & Division

Facilities Maintenance Division

Facilities Manager	1
Facilities Specialist Supervisor	2
Facilities Analyst	1
Facilities Specialists	10
Facilities Technicians II	4
Facilities Technicians III	2
Subtotal - Facilities Division	20

Fleet (Vehicle Maintenance) Division

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

Total Maintenance Department	88
-------------------------------------	-----------

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	22
Service Impact Supervisor	1
Scheduling Supervisor	1
Scheduling Coordinators	3
Transit Instructor Supervisor	1
Transit Instructors	6
Transit Ambassadors	12
Subtotal - Transportation Division	47

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

Staffing by Department & Division

Coach Operators Division

Coach Operators	306
Subtotal - Coach Operators Division	306

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

Customer Services Division

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

Total Operations Department	449
------------------------------------	------------

Agency Totals	630.5
----------------------	--------------

**Project - Represents Temporary Employees hired for project specific*