

**Intercity
Transit**

2021

Budget

December 2020

Intercity Transit 2021 Budget

<i>Table of Contents</i>	<i>Page #</i>
Budget Message	1-2
Budget Resolution 05-2020	3
Budget Summary – Cash Basis	4
Revenue Descriptions	5
Capital Descriptions	6
Division Descriptions	7-12
Expenditure Detail	13-18
Staffing Levels	19-22

Intercity Transit

2021 Budget Message

Introduction

Intercity Transit's 2021 budget is driven by the policy and action strategies outlined in its 2021-2026 Strategic Plan. The Strategic Plan, adopted in December, includes specific detail on agency policy positions, service levels and corresponding resource expenditures. The Strategic Plan also defines Intercity Transit's capital program and the infrastructure investments necessary to implement the corresponding service levels and policies. The financial forecast for the first year of the Strategic Plan sets the limit on budget expenditures for the 2021 budget.

The 2021 budget includes 13 new positions - 12 operators and 1 vehicle cleaner position. It also includes a significant capital program with the replacement of the radio communications systems, the replacement of the Computer Aided Dispatch/Automated Vehicle Locator system, construction to renovate and expand the Pattison Street Facility, mid-life rebuild of hybrid buses, replacement of 23 coaches, 21 DAL vehicles, 7 staff vehicles, as well as numerous other projects. Total capital projects rolled over from 2020 is \$95.1 million.

Conclusion

The 2021 budget supports delivering quality transportation services and implementing capital projects, some of which are funded through existing grants. Intercity Transit enters 2021 in a stable financial position, but much is unknown about that continued stability due to COVID-19. This year the Authority directed staff to develop a work plan and budget recognizing that flexibility would be necessary to respond as the COVID-19 situation evolves. COVID-19 has already delayed actions contained in our long-range plan and very well might impact those plans into 2021. We will continue to respond to the best of our ability during this public health crisis and look for opportunities to restore service and continue the implementation of our long-range plan. This budget provides for a return to pre-COVID level service as well as an increase in services in 2021 as COVID restrictions and its impacts on staffing allow. We continue to be a public transportation agency that is more than a "bus company" - one that is committed to providing mobility services fulfilling a variety of needs to support a healthy, livable and prosperous community environmentally,

economically and socially. This budget will help us fulfill Intercity Transit's Mission and Vision:

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

Our vision is to be a leading transit system in the country, recognized for our well trained, highly motivated, customer-focused, community-minded employees committed to enhancing the quality of life for all citizens of Thurston County.

We will strive to continue to provide service that meets the mobility needs of our community and improves the quality of life of our citizens to the fullest extent possible within our budgetary limitations.

**INTERCITY TRANSIT
RESOLUTION NO. 05-2020
ADOPTION OF THE 2021 BUDGET**

A RESOLUTION adopting the budget for Intercity Transit for the year 2021 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 2021; and

WHEREAS, at said public meeting, the 2021 final budget was approved.

NOW THEREFORE, BE IT RESOLVED by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2021 is hereby adopted:

ESTIMATED RESOURCES

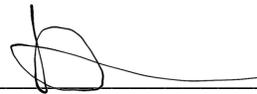
Beginning Estimated Cash Balance	\$ 102,825,000
Estimated Revenues	108,821,198
TOTAL ESTIMATED RESOURCES	\$ <u>211,646,198</u>

ESTIMATED UTILIZATION OF RESOURCES

Total Operating and Capital Expenses	\$ 178,483,739
Estimated Ending Cash Balance	33,162,459
TOTAL ESTIMATED UTILIZATION OF RESOURCES	\$ <u>211,646,198</u>

ADOPTED: This 2nd day of December, 2020

INTERCITY TRANSIT AUTHORITY



Ryan Warner, Chair

ATTEST:

Patricia Messmer

**Pat Messmer
Executive Assistant/
Clerk of the Board**

APPROVED AS TO FORM:

Jeff Myers

**Jeffrey S. Myers
Legal Counsel**

REVENUES

Operating Revenues

Vanpool revenues are projected to decrease as some vanpool groups have stopped due to COVID.

Non-Transportation Revenue

Amtrak Depot operations will be funded through contracts with local jurisdictions and Agency operating revenues.

Sales Tax

The 2021 budget assumes that Sales Tax collections will be the same as the 2020 budget.

State and Federal Support

Includes grant funding for:

- Expansion and Rehabilitation of Intercity Transit's Operations and Administrative facility and Maintenance facility
- Smart Corridors project
- Operating and Capital grants for *The One* – a new High Capacity Corridor Demonstration Route
- Replacement of buses and Dial-A-Lift vehicles.
- Operating dollars for special needs transportation (DAL), Walk n Roll, Route 612 express service, Vanpool marketing project, and DASH shuttle services

CAPITAL

Revenue and Vanpool Vehicles

Purchase 23 coach buses and 21 DAL buses.

Staff Vehicles

Replace 2 staff cars and 2 facilities/maintenance trucks. Purchase a maintenance truck, a facilities truck, and an operations supervisor vehicle.

Information Systems Equipment

Miscellaneous IS equipment will be purchased throughout the agency to improve regular data processing and improve access to computers for supervisors, operators, and employees working off site. Money is also budgeted to replace the Computer Aided Dispatch/Automatic Vehicle Locating (CAD/AVL) system.

Facility Enhancements

Improvements include repair/remodel of the Operations dispatch office. Other purchases include: safety work platforms, a mobile steam cleaner, parking lot sweeper, and tools.

Olympia Transit Center Expansion

Complete expansion of the Olympia Transit Center to accommodate intercity bus service (Greyhound) and increase local capacity

Pattison Operations & Administration Expansion and Maintenance Renovation

This project includes the following 5 phases, phases 1 & 2 are complete.

Phase 1 – Installation of Underground Storage Tanks and fuel island (completed)

Phase 2 – Frontage improvements along Martin Way and Pattison Street (completed)

Phase 3 – Construction of Administration and Operation Building and a Fuel Wash Facilities Building

Phase 4 – Renovation of existing Maintenance Building

Phase 5 – Demolition of Existing Administration Building and associated site work

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 and coordinates all internal and external audits. They assist with financial forecasting and modeling coordination. They prepare the Agency's annual budget and monitor 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 its budget.

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, RouteMatch, and CAD/AVL. For all these products, IS staff provides systems analysis, project management, and help desk level support.

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 companywide safety trainings.

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.

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.

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

DEVELOPMENT DEPARTMENT

DEVELOPMENT DIVISION

The Development Department oversees the Planning Division; the Procurement Division and the Marketing, Communications & Outreach Divisions. Development also includes Grants program administration and reporting activities, including 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

PROCUREMENT DIVISION

The Procurement 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 tool 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.

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 that new developments accommodate and meet transit customer needs, including bus stop locates, 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 agencies annual and long range budget planning processes.

Operations Department

OPERATIONS DIVISION

The Operations Division is the service delivery arm of Intercity Transit. The Office of the Director provides guidance and administrative support for the Customer Service, Dial A Lift, Transportation, Vanpool, and Village Vans Divisions. Of the 339 employees in the Department (7 divisions), 296 are represented by Amalgamated Transit Union (ATU). 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 consists of 224 Coach Operators supported by 1 Fixed Route Manager, 18 Operations Supervisors, 3 scheduling coordinators, and 3 trainers. The primary function of the Division is to effectively meet 100% of Intercity Transit service commitments 365 days a year. Services provided by the Division include the operation of all Coach 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.

DIAL-A-LIFT ADMINISTRATION & OPERATIONS DIVISION

The Dial-A-Lift Services Division includes 15 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 Services 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.

DIAL-A-LIFT VAN OPERATOR DIVISION

The DAL van operator division consists of 54 van operators who provide DAL service to customers.

VANPOOL DIVISION

The Vanpool Services Division administers, manages and coordinates Intercity Transit's vanpool program, providing vanpool vehicles for approximately 185 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, administration of the regional reduced fare program, maintenance of lost and found items, and field trip planning.

VILLAGE VANS DIVISION

The Village Van program 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. Village Vans is funded by grants, in collaboration with local funding, uniting with social service agencies in an effort to assist those working towards economic independence.

Maintenance Department

MAINTENANCE DEPARTMENT OVERVIEW

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 in providing safe and reliable vehicles, facilities and bus stops for employees and passengers. Of the 64 employees in the Maintenance Department, 42 Fleet employees are represented by the International Association of Machinists and Aerospace Workers (IAM). Agency-wide, the Director and Maintenance Administration Division coordinate delivery of support services 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 IAM and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

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 constantly monitor and evaluate products and work methods to achieve a high level of productivity, efficiency and sustainability. The Division constantly strives to enhance vehicles to provide a clean, safe, reliable and efficient environment for internal and external customers.

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 Depot (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, to include: 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.

2021 Budget Expenditures

Project Type	Name	Budget
Proposed New Project	BRT Station PE/Construction	\$860,000
	Buses (replacement) (14)	\$8,252,556
	Buses (replacement, grant funded) (9)	\$5,328,622
	Cybersecurity	\$100,000
	DAL vans (expansion) (3)	\$432,600
	DAL vans (replacement) (18)	\$2,595,600
	Facilities management software	\$40,000
	Facilities Vehicles (2)(replacements) (2008 Fords)	\$180,000
	LTC rain gutter replacement	\$40,000
	Mobile Steam Cleaner	\$35,000
	Pattison Safety Work Platforms	\$200,000
	Total	\$18,064,378
Rollover Project	Alternative Technology Study (previously \$60K)	\$150,000
	Amtrak Camera Install	\$45,000
	Amtrak Exterior Painting	\$4,500
	Amtrak parking lot drainage engineering	\$25,000
	Amtrak Tree Replacement (pending County direction)	\$21,000
	BRT Modeling/Corridor Assess (federal grant funds)	\$240,000
	Bus Stop Enhancements/Facilities	\$15,000
	Bus Stop Facility Improvements/Planning	\$260,000
	CAD/AVL & Communication project	\$9,300,000
	Community engagement	\$60,000
	DAL service review, LR plan	\$70,000
	Exterior Paint Consultant	\$17,500
	Facilities Truck (new/additional unit)	\$90,000

Fixed Route Promotions	\$30,000
Fixed Route Transfer Study	\$80,000
Fleet-Net Financial Data Warehouse	\$32,000
High Performance Cord (BRT The One)	\$1,760,000
Hybrid Bus Mid-Life Rebuild	\$1,500,000
Innovative service zones study	\$75,000
LTC and OTC Ext Painting	\$35,000
Maint Truck w/Lift (new/additional unit)	\$70,000
Maintenance tools (capital)	\$30,000
Martin Way camera replacement	\$150,000
Martin Way P&R Express Bus (pending grant approval)	\$2,700,000
Monitor System Services-Planning	\$85,000
Offsite parking	\$75,000
Ops Dispatch Repairs/Remodel	\$10,000
Ops supervisor vehicle (new/additional unit)	\$50,000
OTC construction & site work	\$480,000
OTC1 Facility Remodel	\$50,000
Outreach Education Services	\$25,000
Park and Pool Project	\$3,000
Parking lot sweeper	\$80,000
Pattison Rehab & Expansion	\$80,000,000
Satisfaction & Market Segmentation Survey	\$180,000
Service Performance & Reporting	\$65,000
Shop Floor Scrubbers (2)	\$40,000
Smart Corridor phase 2 & 3	\$758,000
Staff Car (replacement) (2004 Ford Taurus wagon)	\$30,000
Staff Car (replacement) (2004 Toyota Prius)	\$45,000
Strategic Comm/Community Engagement	\$100,000
Traffic Engineering Services	\$50,000

	Transit Center and core customer info navigation	\$300,000
	Transit Signal Priority	\$600,000
	Vanpool promotion (state grant funds)	\$264,460
	Website redesign	\$230,000
	West Olympia Service Analysis	\$110,000
	Total	\$100,390,460
Operational Expenses	Active Threat Management	\$20,000
	Admin Serv/Finance - Operating Expenses	\$60,000
	Admin Serv/Finance - Training	\$15,000
	Admin Serv/HR - Operating Expenses	\$160,700
	Admin Serv/HR - Training	\$23,000
	Admin Serv/IS - Training	\$31,000
	Admin Serv/Safety - Operating expenses	\$250
	Admin Serv/Safety - Training	\$7,000
	Agency Wellness Activities	\$10,500
	Amtrak Background Checks	\$150
	Amtrak Operational Expenses	\$93,450
	Amtrak parking lot maint service	\$5,000
	Amtrak property taxes/insurance	\$3,500
	Annual Authority Planning Session	\$15,800
	Annual Recognition Banquet	\$15,000
	Annual State Audit	\$57,000
	Bond counsel services	\$50,000
	Buildings/Grounds Maintenance	\$473,500
	CAC/Authority Support	\$18,100
	Catch Basin Cleaning Contract	\$50,000
	Credit Card Processing Fees	\$22,000
	Custodial Services	\$250,000
	Cut Commute Committee	\$40,000
	Development/Dev - Operating Expenses	\$2,000
	Development/Dev- Training	\$14,880

Development/Planning - Training	\$22,935
Development/Procurement - Operating Expenses	\$6,000
Development/Procurement - Training	\$26,700
Drug & Alcohol Program	\$48,860
Elevator Maintenance Contract	\$12,000
Emergency Response - Coronavirus	\$552,000
Employee Medical Programs	\$28,500
Employee/Volunteer Recognition	\$43,000
Equipment Rental (agency)	\$65,000
Executive - Operating Expenses	\$10,600
Executive - Training	\$31,518
Executive/Marketing - Training	\$20,500
Facility/Maint Service Contracts	\$25,000
Financial advisor services	\$40,000
General Agency Insurance	\$1,910,500
General Wage Increase	\$0
Grants Consultant	\$40,000
IAM Contract Benefits	\$22,500
Implement Bicycle Programs	\$24,500
Internal Staff Development	\$10,100
IS Communication Infrastructure	\$270,000
IS Enterprise Application Support	\$654,960
IS Infrastructure and Operations	\$612,100
IS Phase 2 Switch Replacement	\$50,000
IT Local Roadeo	\$4,000
ITA/CAC Training & Development	\$22,141
Landscaping Services	\$185,000
Legal Notices	\$4,000
Legal Services	\$103,000
Loomis services	\$8,000
Maint seasonal temp help	\$15,000
Maintain Coaches operating expenses	\$4,345,276
Maintain DAL vans operating expenses	\$922,274

Maintain Staff Vehicles operating expenses	\$111,044
Maintain VP operating expenses	\$722,354
Maintain VV operating exp	\$19,200
Maintenance/Facilities - Training	\$20,000
Maintenance/Maint Admin - Operating Expenses	\$6,500
Maintenance/Maint Admin - Training	\$25,000
Maintenance/Vehicle Maint - Training	\$70,000
Marketing Support for Agency Services	\$240,500
Membership Dues	\$140,000
Operations/Customer Serv - Operating Expenses	\$21,600
Operations/Customer Serv - Training	\$3,884
Operations/DAL - Operating Expenses	\$9,900
Operations/DAL - Training	\$18,125
Operations/Operations - Operating Expenses	\$6,600
Operations/Operations - Training	\$10,700
Operations/Transportation - Operating Expenses	\$34,400
Operations/Transportation - Training	\$57,200
Operations/VP - Operating Expenses	\$8,900
Operations/VP - Training	\$16,900
Operations/VV - Operating Expenses	\$5,000
Operations/VV - Training	\$2,200
Operator/Supervisor uniforms	\$126,000
Organizational Development	\$25,550
Parking Lot Maint Services	\$30,000
Pension Committee	\$7,500
Print/distribute Planning Projects	\$4,000

Produce Agency Information	\$115,000
Recruitment & Selection	\$53,600
Safety/Accident Mitigation	\$4,500
Salaries/Wages & Benefits	\$44,984,400
Security Contract	\$560,100
Service and Community	\$4,500
State & Fed Advocacy Services	\$120,000
Subscriptions	\$2,000
Technology for New FTE's	\$20,000
Transit Appreciation Day/Recognition	\$25,000
Travel Training Support	\$2,400
Tuition - ATU	\$5,000
Tuition - IAM	\$2,000
Tuition - Non Represented	\$2,700
Utilities	\$352,000
Vanpool Incentive Program	\$26,000
Vehicle Fleet Support	\$353,700
Washington Building expenses	\$5,000
Washington Building rent	\$35,000
WSTA Board meetings	\$4,000
Youth Education Programs	\$35,150
Total	\$60,028,901

Total	\$178,483,739
--------------	----------------------

2021 Staffing by Department/Division		
		2021 Budgeted Staff FTEs
Administrative Services Department		
Finance Division		
Accounting Specialists		2
Lead Accounting Specialist		1
Accounting Supervisor		1
Finance Manager		1
Subtotal - Finance Division		5
Information Services Division		
IS Technician		1
IS Help desk tech		1
IS Database developer		2
IS Analysts		2
IS Supervisor		1
IS Manager		1
Subtotal - Information Services Division		8
Safety Division		
Chief Safety Officer		1
Subtotal - Safety Division		1
Human Resources Department		
Human Resources Administrative Assistant		1
Human Resources Specialist		2
Human Resources Analyst		3
Human Resources Supervisor		1
Admin Services Director		1
Subtotal - Human Resources Division		8
Total Administrative Services Depart		22
Development Department		
Development Division		
Administrative Assistant		1
Principal Planner/Project Manager		1
Grants Program Administrator		1
Development Director		1
Subtotal - Development Division		4
Planning Division		
Senior Planners		2
Associate Planner		1
Scheduler		1
Planning Manager		1

2021 Staffing by Department/Division		
		2021 Budgeted Staff FTEs
	Subtotal - Planning Division	5
	Procurement Division	
	Inventory Specialists	4
	Inventory Supervisor	1
	Procurement Coordinators	4
	Procurement Manager	1
	Subtotal - Procurement Division	10
	Total Development Department	19
	Executive Department	
	Executive Division	
	Executive Assistants	2
	Environmental & Sustainability Coordinator	1
	General Manager	1
	Subtotal - Executive Division	4
	Marketing Division	
	Bicycle Commuter Contest Coordinator	0.5
	Youth Education Assistant	1
	Youth Education Specialist	1
	Marketing and Communication Representative	1
	Marketing & Communications Coordinator	2
	Marketing Manager	1
	Subtotal - Marketing Division	6.5
	Total Executive Department	10.5
	Operations Department	
	Customer Services Division	
	Customer Service Representatives	8
	Customer Service Supervisor	1
	Customer Service Manager	1
	Subtotal - Customer Services Division	10
	Dial-A-Lift Admin & Operations Division	
	DAL Dispatch Specialists	10
	DAL Travel Training Coordinators	2
	DAL Supervisor	2
	DAL Manager	1
	Subtotal - Dial-A-Lift Division	15
	DAL Operators Division	

2021 Staffing by Department/Division		
		2021 Budgeted Staff FTEs
Van Operators		54
Subtotal - DAL Operators Division		54
Operations Division		
Operations Assistant		1
Operations Superintendent		1
Operations Director		1
Subtotal - Operations		3
Transportation Division		
Coach Operators		224
Subtotal - Coach Operators		224
Scheduling Coordinators		2
Senior Scheduling Coordinator		1
Transportation Supervisors		18
Operations Trainers		3
Transportation Manager/Fixed Route		1
Subtotal - Managers/schedulers/supervisors		25
Subtotal - Transportation Division		249
Vanpool Division		
Commuter Services Assistant		1
Vanpool Coordinators		4
Vanpool Manager		1
Subtotal - Vanpool Division		6
Village Vans Division		
Village Vans Assistant		1
Village Vans Supervisor		1
Subtotal - Village Vans Division		2
Total Operations Department		339
Maintenance Department		
Vehicle Maintenance Division		
Vehicle Cleaners		7
Service Workers		8
Support Specialists		3
Technicians		27
Subtotal - Vehicle Maintenance Division		45
Maintenance Administration		
Maintenance Assistant		1

2021 Staffing by Department/Division		
		2021 Budgeted Staff FTEs
	Maintenance Supervisors	4
	Facilities Supervisor	1
	Facilities Manager	1
	Fleet Manager	1
	Director of Fleet & Facilities	1
	Subtotal - Maintenance Admin Division	9
	Facilities Division	
	Facilities Specialists	7
	Facilities Technicians	3
	Subtotal - Facilities Division	10
	Total Maintenance Department	64
	Agency Totals	454.5

C:\Users\nupson\Desktop\budget[9_FTEs_for_budget_document.xlsx]2020