

**Intercity  
Transit**

**2018**

**Budget**

**December 2017**

## ***Intercity Transit***

### ***2018 Budget Summary***

#### **Introduction**

Intercity Transit's 2018 budget is driven by the policy and action strategies outlined in its 2018-2023 Transit Development Plan (TDP) and 2018-2023 Strategic Plan. Updated each September, the TDP defines the basic public transportation services Intercity Transit will provide over the next six years using a financially constrained operating model. The Strategic Plan, adopted in December, includes specific detail on agency policy positions, service levels and corresponding resource expenditures, and the updated financial plan for the next six years. 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 2018 budget.

The 2018 budget includes two new positions – an OTC Operations Supervisor and a Development Administrative Assistant. It also includes a significant capital program with the replacement of the radio communications systems, the upgrade or replacement of the Computer Aided Dispatch/ Automated Vehicle Locater system, pursuing the design and construction of the expansion of the Olympia Transit Center, pursuing completion of the Pattison Street Facility final design and other Pattison Street Facility enhancements, mid-life rebuild of 6 hybrid buses, studying and replacing the fare collection system, replacement of 8 coaches, 12 Dial-A-Lift vans and 40 vanpool vans, as well as numerous other projects. Capital projects from the 2018 Strategic plan total \$69.2 million. Total capital projects rolled over from 2017 is \$32.8 million.

The 2018 budget details the expenditures required to implement the service levels and policies outlined in the first year (2018) of the six-year Transit Development and Strategic Plans. The budget development process is an opportunity for the public and the Intercity Transit Authority to determine whether or not the benefits of implementing the policies, service levels and capital projects defined in these plans justify the costs.

## **CONCLUSION**

The 2018 budget supports delivering quality transportation services and implementing capital projects, some of which are funded through existing grants. Intercity Transit enters 2018 in a stable financial position. However, the future of our service is at risk due to the significant reduction in federal transportation dollars. These conditions create a significant challenge for funding both future bus purchases and the renovation and expansion of the Pattison Street maintenance and operating facility.

This budget provide basically status quo service. 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. We look forward to learning more about the needs and desires of our community through the short and long range planning process and our community outreach process entitled ITRoadTrip.

***Intercity Transit 2018 Budget  
Table of Contents***

Budget Summary.....1-2

Table of Content.....3

Budget Summary – Cash Basis.....4

Revenues.....5-6

Capital.....7-9

Division Descriptions.....10-15

Division Detail.....16-26

Appendix A – Staffing Levels.....27-32

**Budget Summary - Cash Basis** **2018  
Budget**

---

**Beginning Cash Balance** **\$52,450,966**

**Add:**

Operating Revenues 46,010,359

Grant Revenue 30,576,687

Total Revenues **76,587,046**

**Less:**

Operating Expenditures 43,152,356

Capital Expenditures 69,220,735

Total Expenditures **112,373,091**

**Ending Cash Balance** **16,664,921**

**Less Operating Reserve** **(10,788,089)**

**Ending Unreserved Cash Balance** **\$5,876,832**

## **REVENUES**

### **Operating Revenues**

The amount of fixed-route and Dial-A-Lift fares collected in 2018 is expected to decrease slightly over 2017 due to decreased ridership. Vanpool revenues are projected to stay the same as in 2017.

### **Non-Transportation Revenue**

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

### **Sales Tax**

The 2018 budget assumes that Sales Tax collections will be slightly higher than expected 2017 sales tax revenues.

### **State and Federal Support**

Intercity Transit has obtained funding for the expansion of the Olympia Transit Center, Phase I of the Pattison Street Renovation and Expansion project which includes the replacement of Underground Storage Tanks, final design for the Pattison Street project, replacement of vanpool vehicles and coaches as well as operating dollars for special needs transportation, capital preventative maintenance and DASH shuttle services.

<b>Revenues</b>	<b>2018 Budget</b>
<b>Operating Revenues</b>	
Passenger Fares	3,301,379
Vanpool Fares	1,426,169
Advertising	391,219
<b>Subtotal Operating Revenue</b>	<b><u>5,118,767</u></b>
<b>Non-Transportation Revenue</b>	
Interest Income	26,225
Miscellaneous	353,563
<b>Subtotal Non-Transportation Revenue</b>	<b><u>379,788</u></b>
<b>Subsidies</b>	
Sales Tax	39,053,603
State & Federal Operating Assistance	1,458,201
<b>Subtotal Subsidies</b>	<b><u>40,511,804</u></b>
<b>TOTAL REVENUES</b>	<b><u>46,010,359</u></b>
<b>Grants</b>	
Federal	23,339,252
State of Washington	7,237,435
<b>Total Grant Revenue</b>	<b><u>30,576,687</u></b>
<b>TOTAL REVENUES</b>	<b><u><u>76,587,046</u></u></b>

## **CAPITAL**

### **Staff Vehicles**

Acquire 3 vehicles to replace a vehicle that was totaled and 2 staff cars that were purchased in 2004.

### **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) and the analog radio system, and to replace the digital video recording system for the cameras.

### **Facility Enhancements**

Improvements include replacing the HVAC system at the Amtrak station and at the Olympia Transit Center, painting the interior of all facilities, adding a new lift to the Maintenance facility and installing additional solar lights in bus shelters. Also, the Pattison Street facility's underground storage tanks will be completed and the storage facility for lubricants will be renovated.

### **Olympia Transit Center Expansion**

Complete design and environmental review for expansion of the Olympia Transit Center to accommodate intercity bus service (Greyhound) and increase local capacity. Construction on the project is expected to begin in 2018.

### **Revenue and Vanpool Vehicles**

Purchase 12 Dial-A-Lift vans, 40 vanpool vehicles and 8 coaches.



## **2018 Capital and Non-Recurring Projects**

### **Carryover projects from 2017:**

Replace Aging Equipment	453,000
Replace ACS Orbital/Radio System	5,500,000
Pat Final Design/Future Enhance	4,100,000
Olympia Transit Center Expansion	8,492,282
UST Replacement/Renovation	6,800,000
New Furniture	25,000
Tumwater Square Transfer St Improvements	290,000
Fare Collection System Upgrades	1,500,000
Transit Signal Priority	705,000
Bus Stop Enhancements	330,000
Pattison Admin HVAC Engineering	25,000
Repaint Interior Amtrak	10,000
Bus Stop Enhancements/Solar	150,000
HVAC Replacement Amtrak	30,000
Ops Dispatch Repairs/Upgrades	40,000
HVAC Replacement OTC	90,000
Admin Window Replacement	100,000
Interior Facility Painting	280,000
Pattison Carpet Replacement	75,000
Maint Replace Boiler/Controls/HRUs	400,000
Engineer Concrete Slab Replace	50,000
Exterior Paint Consultant	45,000
Amtrak Tree Replacement	20,000
Fall Protection In Maint Bays	115,000
Amtrak Gate/Gate Opener	25,000
Amtrak Seal Coat/Asphalt Repairs	45,000
Martin Way P&R Seal Coat	30,000
Engineer Pat Replace Fire/Alarm Sys	25,000
Pattison Roof Replacement	412,000

Pattison Glass Block/Soffit Rep	400,000
LTC, OTC, Amtrak Ext Painting	225,000
Replace One-Man Genie Lift	25,000
Install New Tire Carousel	50,000
Install Propane Tank Fuel System	10,000
Purchase Staff Electric Car	48,080
Purchase Staff Station Wagon	28,410
Purchase DAL Expansion Vans (5)	780,464
Purchase DAL Vans (7)	1,092,296

**New Projects:**

Pattison rehab & expansion	27,463,203
Bus stop enhancements	350,000
Replacement Coaches (8)	5,200,000
2010 Hybrid Mid-Life rebuild (6)	1,800,000
OTC furniture, fixtures, equipment	600,000
Tenant Floor Scrubber replacement	16,000
Safety Beacons at bus wash exits	7,500
Relocate fuel island heaters	10,000
De-icer trailer replacement	12,000
Replace Totaled Ops vehicle	48,000
Vanpool vehicles (40)	892,500
<b>Total Capital Projects</b>	<b>69,220,735</b>



**Division  
Descriptions**

## ***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; pass and ticket sales; farebox; 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. And 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.

#### ***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 accident and claims administration, active threat mitigation, safety awareness and oversight 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***

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 Citizen's Advisory Committee and the community.

## ***DEVELOPMENT DEPARTMENT***

### ***DEVELOPMENT DIVISION***

---

The Development Department is responsible for fixed route service planning and scheduling; marketing, communications & outreach, including the youth education program; grants program administration and reporting; procurement and capital projects; vehicle and facilities inventory; and the management and oversight of major agency projects and programs.

Department staff coordinate, manage, and monitor compliance with state and federal funding requirements including contracting, reporting, and project oversight of required programs including the Disadvantaged Business Enterprise Program and Title VI compliance. Staff also support the agency's public communications, outreach and educational programs through the website, social media and direct communications with riders and the community. Planning staff support fixed route operations as well as coordinated community and regional planning and development and reporting on the agencies strategic and long range planning initiatives. The Development Department also coordinates operation and utilization of Intercity Transit facilities and services (including Amtrak Depot and fare service agreements) by establishing contracts with local jurisdictions and employers.

### ***PROCUREMENT DIVISION***

---

The Procurement Division develops and administers capital construction and other major agency-wide projects. Manages procurements of goods and services including contract development and oversight and supervision of vendors, consultants and contractors. Maintains agency-wide calendar for project oversight. Develops agency-wide procedures for the proper acquisition of goods and services, including development of procurement and contract documents. Leads or assists others in contract administration and project

oversight. Procures and maintains facility and vehicle parts, fuel and operating supplies inventory. 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 developing, monitoring, and evaluating Intercity Transit fixed route services, preparing operator work assignments, and development and oversight of fare policies. 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. 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. Staff also negotiates and administers an annual transit pass program for state, regional and county employees and for students attending three local colleges in the service district.

### ***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, printed materials, public information pieces, and social media. Marketing Communication and Outreach staff coordinate 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 the Thurston County Bicycle Commuter Challenge and Earn a Bike program bike shop staffed by volunteers.

## **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 249 employees in the Department, 207 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 191 Van and Coach Operators supported by 11 Operations Supervisors, 1 OTC supervisor, and 1 Fixed Route Manager. 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 Van and Coach Fixed Route services; and providing operators for Dial-A-Lift 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 SERVICES DIVISION***

---

The Dial-A-Lift Services Division includes 13 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.

### ***VANPOOL DIVISION***

---

The Vanpool Services Division administers, manages and coordinates Intercity Transit's vanpool program, providing vanpool vehicles for approximately 180 groups of (8 to 15) commuters who have at least one end of their commute in Thurston County. The Division provides day-to-day support to vanpool volunteers; and recruits and trains volunteer coordinators, drivers and bookkeepers. 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 pass and 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 transportation related fields. The volunteer opportunity also provides support from Village Vans staff in job application processes, cover letter and resume writing. 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**

### ***FLEET DIVISION***

---

The Fleet Division is responsible for providing a daily complement of coaches, vans, vanpool vans, and staff vehicles. Maintenance is involved in the procurement of replacement and expansion vehicles and parts, supplies, tools and equipment. The Division provides a safe work environment, and helps ensure an ecologically sound environment through recycling programs and vehicle improvements. Staff constantly monitors and evaluates products and methods to achieve a high level of productivity and efficiency. 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, equipment, systems, furnishings and grounds. Included in these responsibilities are installing and maintaining bus stops as well as the maintenance of the Pattison Street facility, the Amtrak Depot, the Olympia Transit Center and the Lacey Transit Center. Facilities is also responsible for hazardous materials management, storm water management, chemical management and recycling management. The responsibility of contract management for custodial services, landscaping services, elevator services and fire protection services also falls within the Facilities Division. The Facilities Division also supports other Departments in the management and implementation of their projects.





**Division  
Detail**

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$			
Capital	Administrative Services	Information Systems	IS-005	Replace Aging Equipment	453,000			
			IS-012	Replace ACS Orbital/Radio System	5,500,000			
			<b>Information Systems Total</b>			<b>5,953,000</b>		
	Development		Development	DEV-004	Pat Final Design/Future Enhance	4,100,000		
				DEV-005	Olympia Transit Center Expansion	8,492,282		
				DEV-006	UST Replacement/Renovation	6,800,000		
				DEV-009	New Furniture	25,000		
				DEV-011	Tumwater Sq Transfer St Improv	290,000		
				DEV-012	Fare Collection system upgrades	1,500,000		
				DEV-013	OTC furn, fixtures, equip	600,000		
				DEV-014	Pattison Rehab & Expan (grant)	27,463,203		
						<b>Development Total</b>		<b>49,270,485</b>
				Planning		Planning	PL-010	Transit Signal Priority
	PL-013	Bus Stop Enhancements	330,000					
	PL-014	Bus Stop Enhanc (grant funded)	350,000					
			<b>Planning Total</b>					<b>1,385,000</b>
	Maintenance		Facilities	FAC-035	Pattison Admin HVAC Engineering	25,000		
FAC-036				Repaint Interior Amtrak	10,000			
FAC-040				Bus Stop Enhancements/Solar	150,000			
FAC-051				HVAC Replacement Amtrak	30,000			
FAC-058				Ops Dispatch Repairs/Upgrades	40,000			
FAC-062				HVAC Replacement OTC	90,000			
FAC-066				Admin Window Replacement	100,000			
		<b>FAC-067</b>	Interior Facility Painting	280,000				

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
	Maintenance	Facilities	FAC-068	Pattison Carpet Replacement	75,000
			FAC-070	Maint Repl Boiler/Controls/HRUs	400,000
			FAC-071	Engineer Concrete Slab Replace	50,000
			FAC-073	Exterior Paint Consultant	45,000
			FAC-074	Amtrak Tree Replacement	20,000
			FAC-078	Fall Protection In Maint Bays	115,000
			FAC-079	Amtrak Gate/Gate Opener	25,000
			FAC-080	Amtrak Seal Coat/Asphalt Repairs	45,000
			FAC-081	Martin Way P&R Seal Coat	30,000
			FAC-082	Engineer Pat Repl Fire/Alarm Sys	25,000
			FAC-083	Pattison Roof Replacement	412,000
			FAC-084	Pattison Glass Block/Soffit Rep	400,000
			FAC-085	Pattison Exterior Painting	0
			FAC-086	LTC, OTC, Amtrak Ext Painting	225,000
			FAC-088	Replace One-Man Genie Lift	25,000
			FAC-090	Install New Tire Carousel	50,000
			FAC-092	Install Propane Tank Fuel System	10,000
			FAC-093	Tennant Floor Scrubber replaceme	16,000
			FAC-094	Safety Beacons at Bus Wash Exits	7,500
			FAC-095	Relocate Fuel Island Heaters	10,000
			FAC-096	De-Icer Trailer replacement	12,000
		<b>Facilities Total</b>			<b>2,722,500</b>
		Fleet	VM-010	Purchase Staff Electric Car	48,080
			VM-013	Purchase Staff Station Wagon	28,410

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
Capital	Maintenance	Fleet	VM-014	Purchase Five DAL Expansion Vans	780,464
			VM-022	Purchase Seven DAL Vans	1,092,296
			VM-025	2010 Hybrid Mid-Life Rebuild (6)	1,800,000
			VM-027	Replace Totaled Ops Vehicle	48,000
			VM-028	Replacement Coaches (8) (grant)	5,200,000
		<b>Fleet Total</b>			<b>8,997,250</b>
	Operations	Vanpool	VP-004	Vanpool Vehicles (40) (grant)	892,500
		<b>Vanpool Total</b>			<b>892,500</b>
<b>Capital Total</b>					<b>69,220,735</b>
<b>New Proj/Pos</b>	<b>Administrative Services</b>	Finance	FIN-015	Proposed Non-Rep Pay Struct Adj	43,500
			FIN-016	Proposed GWI Non-Rep	225,810
		<b>Finance Total</b>			<b>269,310</b>
		Human Resources	HR-016	Active Threat Mitigation	25,000
		<b>Human Resources Total</b>			<b>25,000</b>
		Information Systems	IS-007	Web Professional Services	106,000
			IS-008	Operator Payroll Optimization	35,000
			IS-015	Timekeeping FN module	20,000
			IS-019	Asset Management FN module	20,000
		<b>Information Systems Total</b>			<b>181,000</b>
	<b>Development</b>	Development	DEV-010	New administrative assistant	74,850
		<b>Development Total</b>			<b>74,850</b>
		Marketing	MC-018	Community Conversation Amendment	60,000
			MC-019	Community Conversation	50,000
			MC-021	Vanpool grant promotion (grant)	275,000

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
<b>New Proj/Pos</b>	Development	Marketing Total			<b>385,000</b>
	Executive	Executive	EX-026	Grants Consultant	40,000
			EX-028	WSTIP safety award	5,000
		<b>Executive Total</b>			<b>45,000</b>
	Operations	Transportation	TM-007	OTC Supervisor	83,816
		<b>Transportation Total</b>			<b>83,816</b>
<b>New Proj/Pos Total</b>					<b>1,063,976</b>
<b>Ongoing Project</b>	Administrative Services	Information Systems	IS-013	Windows/Office Upgrades	118,000
		<b>Information Systems Total</b>			<b>118,000</b>
	Development	Development	DEV-008	Traffic Engineering Services	50,000
		<b>Development Total</b>			<b>50,000</b>
		Planning	PL-009	Short/Long Range Service Plan	142,000
		<b>Planning Total</b>			<b>142,000</b>
<b>Ongoing Project Total</b>					<b>310,000</b>
<b>Operating</b>	Administrative Services	Finance	FIN-002	Division Administration	63,000
			FIN-003	Training and Development	20,000
			FIN-004	Annual Audit	40,000
			FIN-005	Subscriptions	1,000
			FIN-006	Purchase Passes/Tickets	32,000
			FIN-007	General Agency Insurance	1,285,500
			FIN-008	Pension Committee	5,000
			FIN-009	Cut Commute Committee	35,000
			FIN-010	Loomis services	61,000
			FIN-012	Credit Card Processing Fees	30,000

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
		Finance	FIN-017	Proposed GWI Other	430,190
		<b>Finance Total</b>			<b>2,002,690</b>
		Human Resources	HR-002	Division Administration	128,300
			HR-003	Training and Development	15,000
			HR-004	Safety/Accident Mitigation	3,000
			HR-005	Legal Services	65,000
			HR-006	Employment Medical Programs	18,500
			HR-007	Drug & Alcohol Program	19,500
			HR-008	Non-Represented Tuition	2,700
			HR-012	Organizational Development	25,800
			HR-013	Agency Wellness Activities	10,500
			HR-014	Recruitment & Selection	45,700
		<b>Human Resources Total</b>			<b>334,000</b>
		Information Systems	IS-002	Maintenance & Upkeep of IS	537,334
			IS-003	Training and Development	35,000
			IS-004	Telephone System	68,540
			IS-006	RF Tower Lease	62,285
		<b>Information Systems Total</b>			<b>703,159</b>
		Development	DEV-002	Service and Community	500
			DEV-003	Training and Development	19,880
			DEV-007	Office Rental	47,450
		<b>Development Total</b>			<b>67,830</b>
		Marketing	MC-002	Produce Agency Info	117,000
			MC-003	Training and Development	20,439

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
	Development	Marketing	MC-004	Support Agency Services	177,500
			MC-007	Implement Bicycle Programs	25,000
			MC-008	Youth Education Program	36,150
			MC-014	Web Site Enhancement	50,000
			MC-016	Trans Alternatives Program Grant	7,000
		<b>Marketing Total</b>			<b>433,089</b>
		Planning	PL-002	Monitor System Services	65,000
			PL-003	Training and Development	22,935
			PL-005	Park and Pool Project	3,000
			PL-006	Planning Projects	800
		<b>Planning Total</b>			<b>91,735</b>
		Procurement	PRO-002	Operating Supplies	6,000
			PRO-003	Training and Development	28,735
		<b>Procurement Total</b>			<b>34,735</b>
	Executive	Executive	EX-002	Division Administration	10,600
			EX-003	Training and Development	31,518
			EX-004	Service & Community	3,350
			EX-005	Authority Planning Session	9,000
			EX-006	WSTA/Legislative Events	3,060
			EX-007	CAC/Authority Support	10,175
			EX-009	Legal Notices	4,000
			EX-010	Legal Services	38,000
			EX-011	Dues	130,000
			EX-012	Employee/Volunteer Recognition	30,000

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
	Executive	Executive	EX-014	ITA/CAC Training & Development	22,141
			EX-015	Advocacy Services	118,000
			EX-016	Transit Appreciation Day	17,500
			EX-017	Annual Recognition Banquet	12,700
			EX-024	ISO 14001 Certification	9,000
			EX-025	Sustainability Committee	6,500
			EX-027	ESMS Auditor Training	10,000
		<b>Executive Total</b>			<b>465,544</b>
	<b>Maintenance</b>	Facilities	FAC-002	Service Contracts	231,000
			FAC-003	Training and Development	4,000
			FAC-004	Buildings/Grounds Maintenance	476,100
			FAC-005	Amtrak Expenses	51,710
			FAC-006	Utilities	327,000
		<b>Facilities Total</b>			<b>1,089,810</b>
		Fleet	VM-002	Vehicle Fleet Support	315,667
			VM-003	Training and Development	62,560
			VM-004	Village Vans	23,996
			VM-005	Dial A Lift Vans	733,954
			VM-006	Coaches	3,863,389
			VM-007	Staff Vehicles	84,834
			VM-008	Vanpool Vans	895,558
			VM-011	Internal Staff Development	11,018
		<b>Fleet Total</b>			<b>5,990,976</b>
		Maintenance Admin	MA-002	Division Administration	6,500



PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
	Maintenance	Maintenance Admin	MA-003	Training and Development	20,000
		<b>Maintenance Admin Total</b>			<b>26,500</b>
	Operations	Customer Services	CS-002	Division Administration	16,700
			CS-003	Training and Development	3,454
			CS-004	Reduced Fare Program	6,000
			CS-005	CS Information Books	250
		<b>Customer Services Total</b>			<b>26,404</b>
		Dial A Lift	DAL-002	Division Adminstration	9,900
			DAL-003	Training and Development	18,125
			DAL-004	Travel Training Support	2,400
		<b>Dial A Lift Total</b>			<b>30,425</b>
		Operations	OP-002	Division Administration	4,600
			OP-003	Training and Development	6,825
		<b>Operations Total</b>			<b>11,425</b>
		Transportation	TM-002	Division Administration	23,000
			TM-003	Training and Development	18,000
			TM-004	Administer Security Contract	208,790
			TM-006	IT Roadeo	2,000
		<b>Transportation Total</b>			<b>251,790</b>
		Vanpool	VP-002	Division Administration	21,400
			VP-003	Training and Development	16,900
			VP-005	Rideshare Online Administration	3,850
			VP-006	Incentive Program	26,000
		<b>Vanpool Total</b>			<b>68,150</b>

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
Operating	Operations	Village Vans	VV-002	Division Administration	3,160
			VV-003	Training and Development	2,200
		<b>Village Vans Total</b>			<b>5,360</b>
<b>Operating Total</b>					<b>11,633,622</b>
<b>Sal/Wages &amp; Ben</b>	<b>Administrative Services</b>	Finance	FIN-001	Salaries/Wages & Benefits	428,898
		<b>Finance Total</b>			<b>428,898</b>
		Human Resources	HR-001	Salaries/Wages & Benefits	881,670
			HR-009	ATU Tuition	5,000
			HR-010	IAM Tuition	2,000
		<b>Human Resources Total</b>			<b>888,670</b>
		Information Systems	IS-001	Salaries/Wages & Benefits	546,430
		<b>Information Systems Total</b>			<b>546,430</b>
	<b>Development</b>	Development	DEV-001	Salaries/Wages & Benefits	286,017
		<b>Development Total</b>			<b>286,017</b>
		Marketing	MC-001	Salaries/Wages & Benefits	511,275
		<b>Marketing Total</b>			<b>511,275</b>
		Planning	PL-001	Salaries/Wages & Benefits	441,713
		<b>Planning Total</b>			<b>441,713</b>
		Procurement	PRO-001	Salaries/Wages & Benefits	776,425
		<b>Procurement Total</b>			<b>776,425</b>
	<b>Executive</b>	Executive	EX-001	Salaries/Wages & Benefits	525,463
		<b>Executive Total</b>			<b>525,463</b>
	<b>Maintenance</b>	Facilities	FAC-001	Salaries/Wages & Benefits	677,245
		<b>Facilities Total</b>			<b>677,245</b>

PriorityName	DeptName	DivName	ProjectCode	ProjectName	Budget \$
	Maintenance	Fleet	VM-001	Salaries/Wages & Benefits	3,453,515
			VM-009	Contract Benefits	35,000
		<b>Fleet Total</b>			<b>3,488,515</b>
		Maintenance Admin	MIA-001	Salaries Wages & Benefits	836,522
		<b>Maintenance Admin Total</b>			<b>836,522</b>
	Operations	Customer Services	CS-001	Salaries/Wages & Benefits	637,934
		<b>Customer Services Total</b>			<b>637,934</b>
		Dial A Lift	DAL-001	Salaries/Wages & Benefits	1,337,434
		<b>Dial A Lift Total</b>			<b>1,337,434</b>
		Operations	OP-001	Salaries/Wages & Benefits	345,803
		<b>Operations Total</b>			<b>345,803</b>
		Transportation	TM-001	Salaries/Wages & Benefits	17,537,134
			TM-005	Uniforms Supervisor/Operator	110,000
		<b>Transportation Total</b>			<b>17,647,134</b>
		Vanpool	VP-001	Salaries/Wages & Benefits	580,351
		<b>Vanpool Total</b>			<b>580,351</b>
		Village Vans	VV-001	Salaries/Wages & Benefits	188,929
		<b>Village Vans Total</b>			<b>188,929</b>
		<b>Sal/Wages &amp; Ben Total</b>			<b>30,144,758</b>
		<b>Grand Total</b>			<b>112,373,091</b>

# **Appendix A**

## Staffing Comparisons Between the 2017 Budget and 2018 Budget

	2017 Budgeted Staff - Full-Time Equivalents	Additions to Staffing During 2017	New Positions for 2018	2018 Budgeted Staff - Full-Time Equivalents	Difference
<b>Administrative Services Department</b>					
<b>Finance Division</b>					
Accounting Assistant	1	-1		0	-1
Accounting Specialists	2			2	0
Senior Accountant	0	1		1	1
Finance Manager	1			1	0
Finance & Administration Director	1	-1		0	-1
<b>Subtotal - Finance Division</b>	<b>5</b>	<b>-1</b>	<b>0</b>	<b>4</b>	<b>-1</b>

<b>Information Services Division</b>					
Information Systems Technician	1			1	0
Information Systems Analysts	3			3	0
Information Systems Manager	1			1	0
<b>Subtotal - Information Services Division</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>

<b>Human Resources Department</b>					
Human Resources Administrative Assistant	1			1	0
Human Resources Assistant	1			1	0
Human Resources Specialist	2			2	0
Human Resources Analyst	1			1	0
Training Coordinator	1			1	0
Human Resources Senior Analyst	1	-1		0	-1
Human Resources Manager/Lead	0	1		1	1
Human Resources Director	1			1	0
<b>Subtotal - Human Resources Division</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>

<b>Total Administrative Services Department</b>	<b>18</b>	<b>-1</b>	<b>0</b>	<b>17</b>	<b>-1</b>
---	-----------	-----------	----------	-----------	-----------

## Staffing Comparisons Between the 2017 Budget and 2018 Budget

	2017 Budgeted Staff - Full-Time Equivalents	Additions to Staffing During 2017	New Positions for 2018	2018 Budgeted Staff - Full-Time Equivalents	Difference
<b>Development Department</b>					
<b>Development Division</b>					
Development Director	1			1	0
Administrative Assistant	0		1	1	1
Grants Program Administrator	1			1	0
<b>Subtotal - Development Division</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>
<b>Marketing Division</b>					
Bicycle Commuter Contest Coordinator	0.5			0.5	0
Youth Education Assistant	1			1	0
Youth Education Specialist	1			1	0
Marketing and Communication Representative	1			1	0
Marketing & Communications Coordinator	1			1	0
Mktg & Comm & Outreach Manager	1			1	0
<b>Subtotal - Marketing Division</b>	<b>5.5</b>	<b>0</b>	<b>0</b>	<b>5.5</b>	<b>0</b>
<b>Planning Division</b>					
Service Planner	1			1	0
Planner 2	1			1	0
Scheduler	1			1	0
Planning Manager	1			1	0
<b>Subtotal - Planning Division</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>
<b>Procurement Division</b>					
Inventory Assistant	1			1	0
Inventory Specialist	1			1	0
Inventory Supervisor	1			1	0
Project Coordinator	3			3	0
Procurement Manager	1			1	0
<b>Subtotal - Procurement Division</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>
<b>Total Development Department</b>	<b>18.5</b>	<b>0</b>	<b>1</b>	<b>19.5</b>	<b>1</b>

## Staffing Comparisons Between the 2017 Budget and 2018 Budget

	2017 Budgeted Staff - Full-Time Equivalents	Additions to Staffing During 2017	New Positions for 2018	2018 Budgeted Staff - Full-Time Equivalents	Difference
<b>Executive Department</b>					
<b>Executive Division</b>					
Executive Assistant 2	2			2	0
Environmental & Sustainability Coordinator	1			1	0
General Manager	1			1	0
<b>Total Executive Department</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>
<b>Operations Department</b>					
<b>Customer Services Division</b>					
Customer Service Representative	6			6	0
Lead Customer Service Representative	1			1	0
Customer Service Supervisor	1			1	0
<b>Subtotal - Customer Services Division</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>
<b>Dial-A-Lift Division</b>					
Dial-a-Lift Dispatch Specialist	9			9	0
Dial-A-Lift ADA Coordinator	1			1	0
Dial-A-Lift Travel Training Coordinator	2			2	0
Dial-A-Lift Manager	1			1	0
<b>Subtotal - Dial-A-Lift Division</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>
<b>Operations Division</b>					
Operations Assistant	1			1	0
Scheduling Coordinator - moved to Transportation	1	-1		0	-1
Operations Director	1			1	0
<b>Subtotal - Operations</b>	<b>3</b>	<b>-1</b>	<b>0</b>	<b>2</b>	<b>-1</b>
<b>Transportation Division</b>					
Van Operators	38			38	0
Coach Operators	153			153	0

## Staffing Comparisons Between the 2017 Budget and 2018 Budget

	2017 Budgeted Staff - Full-Time Equivalents	Additions to Staffing During 2017	New Positions for 2018	2018 Budgeted Staff - Full-Time Equivalents	Difference
Scheduling Coordinator - moved from above	0	1		1	1
Transportation Supervisor	11		1	12	1
Transportation Manager	1			1	0
<b>Subtotal - Transportation Division</b>	<b>203</b>	<b>1</b>	<b>1</b>	<b>205</b>	<b>2</b>
<b>Vanpool Division</b>					
Commuter Services Assistant	1			1	0
Vanpool Coordinator	4			4	0
Vanpool Supervisor	1			1	0
<b>Subtotal - Vanpool Division</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>
<b>Village Vans Division</b>					
Village Vans Assistant	1			1	0
Village Vans Supervisor	1			1	0
<b>Subtotal - Village Vans Division</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>
<b>Total Operations Department</b>	<b>235</b>	<b>0</b>	<b>1</b>	<b>236</b>	<b>1</b>



# Staffing Comparisons Between the 2017 Budget and 2018 Budget

	2017 Budgeted Staff - Full-Time Equivalents	Additions to Staffing During 2017	New Positions for 2018	2018 Budgeted Staff - Full-Time Equivalents	Difference
<b>Maintenance Department</b>					
<b>Vehicle Maintenance Division</b>					
Vehicle Cleaner	6			6	0
Service Worker	6			6	0
Support Specialist	2	1		3	1
Auto Technician	7			7	0
Diesel Technician	15			15	0
Maintenance Assistant	1			1	0
Maintenance Supervisor	4			4	0
Maintenance Manager	1			1	0
<b>Subtotal - Vehicle Maintenance Division</b>	<b>42</b>	<b>1</b>	<b>0</b>	<b>43</b>	<b>1</b>
<b>Facilities Division</b>					
Facilities Specialists	5			5	0
Facilities Technicians	2			2	0
Facilities Manager	1			1	0
<b>Subtotal - Facilities Division</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>
<b>Total Maintenance Department</b>					
	<b>50</b>	<b>1</b>	<b>0</b>	<b>51</b>	<b>1</b>
<b>Agency Totals</b>					
	<b>325.5</b>	<b>0</b>	<b>2</b>	<b>327.5</b>	<b>2</b>