

INTERcity TRANSIT

Olympia, Washington



2023 Budget

Mission Statement:

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

2023 Budget

Fiscal Year January 1, 2023, through December 31, 2023

Ann Freeman-Manzanares..... General Manager
Emily Bergkamp Operations Director
Eric Phillips..... Strategic Programs Director
Heather Stafford Administrative Services Director
Jonathan Yee Fleets & Facilities Maintenance Director
Peter Stackpole..... Development Director

Prepared by

The Finance Division

Jana Brown, Chief Financial Officer

For more information:

www.intercitytransit.com

510 Pattison Street SE
Olympia, Washington 98501

2023 Intercity Transit Authority

Clark Gilman, Chair	City of Olympia
Justin Belk, Vice Chair	Citizen Representative
Brian Hess	City of Yelm Councilmember
Carolina Mejia	Thurston County Commissioner
Don Melnick	Citizen Representative
Sue Pierce	Citizen Representative
Debbie Sullivan	City of Tumwater Mayor
Paul Tischer	Labor Representative
Robin Vazquez	City of Lacey Councilmember

2023 Strategic Plan Goals

1. Assess the transportation needs of our community throughout the Public Transportation Benefit Area
2. Provide outstanding customer service
3. Maintain a safe and secure operating system
4. Provide responsive transportation options within financial and staffing limitations
5. Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community and support the Thurston County Regional Climate Mitigation Plan
6. Encourage use of our services, reduce barriers to access and increase ridership
7. Build partnerships to identify and implement innovative solutions that address mobility needs, access, and equity, as a service provider and as an employer
8. Integrate resiliency into all agency decisions to anticipate, plan, and adapt given the critical functions of transit operations

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	14
Staffing Levels	18

December 1, 2022

TO: Intercity Transit Authority Board and Residents

From: Ann Freeman-Manzanares

On behalf of the leadership team, I am pleased to present Intercity Transit's Proposed Budget for 2023. Bolstered by the continued thriving economy of Thurston County, and with significant commitments from our federal, state, and local partners, Intercity Transit's 2023 budget places us in the desired position for future growth and expansion.

Our 470 employees have performed admirably during the global COVID-19 pandemic, continuing to provide essential transportation services to the Thurston community and especially those most dependent on transit services. Our front-line operators, maintenance workers, and support staff have endured these difficult times and inspired our organization.

With the lifting of the state of emergency and overall easing of COVID restrictions, Intercity is seeing increased ridership as more individuals return to work, school and to their pre-COVID levels of activity. It is our hope 2023 will be a year of continued growth and expansion as we attempt to move back toward "normal" operations post-pandemic.

We are ending the year with significant progress on a variety of projects and initiatives we outlined in the 2022 budget, and we enter 2023 in strong financial condition. Revenue resources have exceeded forecasts, the agency has succeeded in securing substantial new federal and state grant funding, and we have been able to manage cost growth within prudent, sustainable financial planning. As a result, the agency has established capital and operating reserves at the levels necessary to support investing in employees, upgrading facilities and expanding access to transit as the region continues to grow.

The 2023 Budget represents a financial plan driven by the policy and action strategies outlined in the 2023-2028 Strategic Plan. The Strategic Plan, adopted in December, includes specific details on agency policy positions, service levels and corresponding resource expenditures. The Strategic Plan also defines Intercity Transit's capital program and the investments necessary to implement the corresponding service levels and policies. The following are just some highlights of what is in store for Intercity in the coming year:

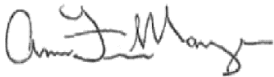
- Continued rehabilitation and expansion of the Pattison Maintenance, Operations and Administration facility
- Development of the Zero Emissions analysis, related fleet transition and project planning for necessary development and implementation
- Bus stop capital improvement enhancements for improved public safety, increased accessibility and expanded service

- Fleet Replacement of 28 Dial-A-Lift vans all of which have exceeded useful life benchmarks
- Critical planning projects to support future service such as Bus Rapid Transit
- Technology advancements such as a new Dial-A Lift scheduling software

Like so many industries across the state and country, Intercity Transit is facing unprecedented challenges in recruiting and retaining employees, from bus operators to maintenance employees to administration. The 2023 budget includes funding for strategic recruitment and retention to allow Intercity Transit to emerge from the pandemic with a highly skilled and capable workforce engaged in delivering our operating and capital programs.

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

We are ready for another successful year and looking forward to what 2023 may bring!



Ann Freeman-Manzanares
General Manager

**INTERCITY TRANSIT
RESOLUTION NO 04-2022
ADOPTION OF THE 2023 BUDGET**

A RESOLUTION adopting the budget for Intercity Transit for the year 2023 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 2023; and

WHEREAS, at said public meeting, the 2023 final budget was approved.

NOW THEREFORE, BE IT RESOLVED by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2023 is hereby adopted:

ESTIMATED RESOURCES	
Beginning Estimated Cash Balance	\$ 190,000,000
<u>Estimated Revenues</u>	<u>139,050,840</u>
TOTAL ESTIMATED RESOURCES	<u>\$ 329,050,840</u>
ESTIMATED UTILIZATION OF RESOURCES	
Total Operating and Capital Expenses	\$ 182,704,240
<u>Estimated Ending Cash Balance</u>	<u>146,346,600</u>
TOTAL ESTIMATED UTILIZATION OF RESOURCES	<u>\$ 329,050,840</u>

ADOPTED: This 7th day of December, 2022

INTERCITY TRANSIT AUTHORITY

Clark Gilman

Clark Gilman, Chair

ATTEST:

Patricia Messmer

Pat Messmer
Executive Assistant/
Clerk of the Board

APPROVED AS TO FORM:

Jeff Myers

Jeffrey S. Myers
Legal Counsel

	2023
<i>Budget Summary - Cash Basis</i>	<i>Budget</i>

<i>Beginning Cash Balance</i>	<i>\$190,000,000</i>
--------------------------------------	-----------------------------

Add:

Operating Revenues: Sales tax	82,632,898
Operating Revenues: VP fares	510,000
Operating Revenues: interest income, misc.	1,764,500
Grant Revenue - Operating	6,142,434
Grant Revenue - Capital	48,001,008
Total Revenues	<i>139,050,840</i>

Less:

Operating Expenditures

Operating	76,024,723
Operating - New projects	535,000
Operating - Rollover projects	10,364,000
Total Operating Expenditures	<i>86,923,723</i>

Capital Expenditures

Capital - New	3,490,000
Capital - Rollover	92,290,517
Total Capital Expenditures	<i>95,780,517</i>

Total Expenditures	<i>182,704,240</i>
---------------------------	---------------------------

<i>Ending Cash Balance</i>	<i>146,346,600</i>
-----------------------------------	---------------------------

<i>Less Operating Reserve (25% of operating expenditures)</i>	<i>(21,730,931)</i>
--	----------------------------

<i>Ending Unreserved Cash Balance</i>	<i>\$124,615,669</i>
--	-----------------------------

REVENUES

Operating Revenues

Vanpool revenues for 2023 have been set based on the past two-year results. This assumes some recovery of the activity lost in response to the COVID-19 Pandemic when many of the Vanpool groups made the move to work from home.

Non-Transportation Revenue

Interest Income is increasing with the strong reserves and due to the interest rate rising. Amtrak Depot operations are funded through contracts with local jurisdictions and Agency operating revenues.

Sales Tax

The 2023 budget assumes Sales Tax collections will not increase from what was collected in 2022.

State and Federal Support

Includes grant funding for:

- Expansion and rehabilitation of Intercity Transit's Maintenance facility
- Smart Corridors project
- Zero Emission project
- Operating and Capital grants for *The One* – a High-Capacity Corridor demonstration Route
- Martin Way Park & Ride I-5 northbound ramp access
- Replacement of buses and Dial-A-Lift vehicles
- Operating dollars for special needs transportation (Dial-A-Lift), Walk n Roll, Route 612 Express service, and Vanpool marketing project

CAPITAL

Bus and Vanpool Vehicles

Purchase 28 Dial-A-Lift buses, and 12 vanpool vans. Purchase coach driver barriers and HVAC air purification systems for the coach fleet. Budget for the possible Hybrid Bus mid-life battery rebuild.

Staff Vehicles

Replace 2 staff cars and a maintenance truck which are all beyond useful life. Adding 3 trucks for facilities due expanded workplan.

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 complete the Vanpool management software implementation and purchase a new Dial-a-Lift scheduling software replacement.

Facility Enhancements

Improvements include Amtrak building security system, Olympia Transfer Center pedestrian crossings and Bus Stop Facilities. Other purchases include finishing safety work platforms, a mobile steam cleaner and various maintenance tools. A building condition assessment is also planned for all IT buildings.

Pattison Operations & Administration expansion and Maintenance renovation

This project includes the following 5 phases, phases 1 thru 3 are complete.

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

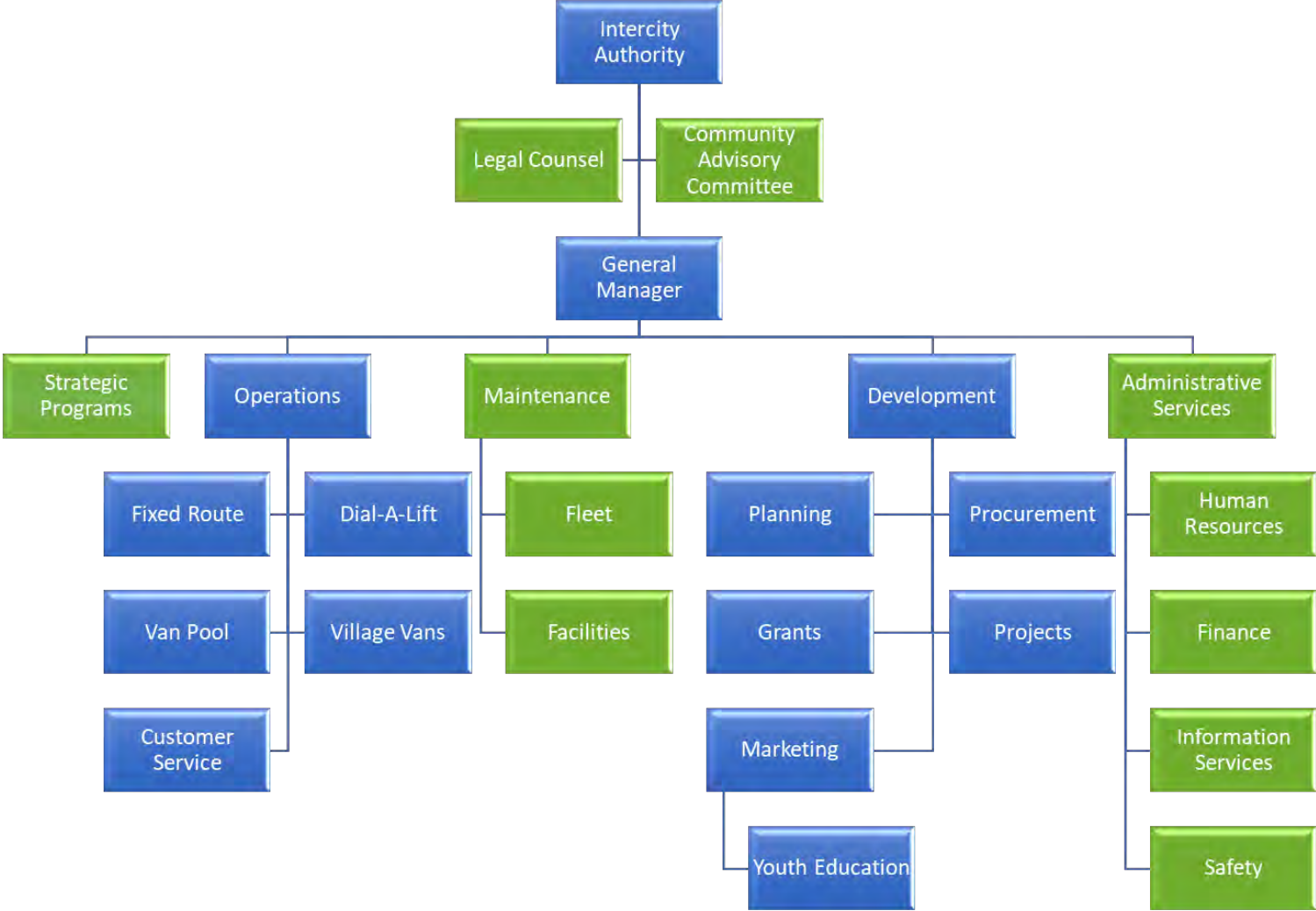
Phase 2 – Frontage improvements along Martin Way and Pattison Street (completed)

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 Organizational Chart



Intercity Transit Departments & Divisions

Administrative Services Department

Finance Division

The Finance Division performs the function of recording and maintaining the Agency's financial transactions and files in conformance with state and federal accounting regulations and generally accepted accounting principles. Finance provides payroll; accounts payable; accounts receivable; fixed assets; cash management, budget, and general ledger services for the Agency. Finance develops and maintains internal controls over these functions to safeguard Agency assets. Finance produces internal and external financial reports including coordinating the National Transit Database (NTD) report. They coordinate the annual state audit and assist with financial forecasting and modeling. Finance prepares the Agency's annual budget and monitors revenues and expenditures through the year. Agency-wide services and expenses such as liability and property insurance, administration of the Agency's deferred compensation plans, and the Cut Commute Committee are included in their budget.

Human Resources Division

The Human Resources Division is tasked to maximize the effectiveness of Intercity Transit's primary resource, its employees. This is accomplished by hiring and retaining highly effective people who are committed to the services of public transit through professional recruitment procedures, prudent compensation analysis, respectful labor-management relations as well as pro-active labor contract administration. The Human Resources Division is also responsible for employee and customer accident and claims administration and the implementation of a federally required comprehensive drug and alcohol program that includes post-accident and random testing of employees. The Human Resources Division coordinates with the Finance Division in managing payroll and employee benefit programs. Agency-wide services and expenses such as the receptionist function, office supplies, and centralized office equipment are also administered by the Human Resources Division and are included in its budget. Since 2020, the Human Resources Division has been responsible for COVID leave management, maintaining compliance with local and state health department guidelines, and contact tracing within the agency.

Information Systems Division

The Information Systems Division administers, manages, and supports the Agency's information technology needs. This includes the network, servers, telephones, security cameras, desktop and laptop PCs, websites, and applications across seven different physical locations. Beyond the

information technology's industry standard products like VMware vSphere, Cisco networking equipment, Microsoft Windows (both client and server), Active Directory, Exchange, and SQL Server, they also support several transit specific applications such as Fleet-Net, Routematch, and CAD/AVL. For all these products, IS staff provides systems analysis, project management, and help desk level support. Finally, the IS department is responsible for managing cybersecurity risks and deploying mitigation strategies.

Safety Division

The Safety department supports all departments by providing safety oversight including risk assessments, root cause analysis of accidents and incidents, creation and review of all safety related documents, and agency-wide safety trainings.

Executive Department

Executive Division

The Executive Department is responsible for the overall direction, supervision, and coordination of Agency activities to ensure consistency with policies prescribed by the Transit Authority. They are responsible for the coordination of knowledge, effort, and resources between all departments to achieve Agency goals and mission. The Department is responsible for development and administration of agency plans, services, programs, and policies and procedures. They promote linkage of transit and community development. And they ensure and develop communication processes between employees, departments, the Authority, the Community Advisory Committee, and the community.

Development Department

Development Division

The Development Department oversees the Planning, Procurement/Capital Projects, Marketing/Communications/Outreach Divisions as well as the Grant Program administration and reporting activities. This includes the management and oversight of major agency planning and capital projects and programs pursuant to Federal and State grant funding and agency priority projects.

Department staff coordinate, manage, and monitor compliance with state and federal funding requirements including contracting, reporting, and project oversight of required programs including annual audits and reporting, Federal Transit Administration (FTA) Triennial review, environmental compliance, the Disadvantaged Business Enterprise Program and Title VI compliance. Staff also support the agency's public communications and outreach with riders

and the community. The Development Department also coordinates the support, execution and completion of projects entered into or supported by interagency agreements and contracts.

Planning Division

The Planning Division is responsible for planning, developing, monitoring, and evaluating Intercity Transit fixed route services, and preparing operator work assignments. Division staff also provides short- and long-range planning services, including preparing and coordinating the agency's annual Transit Development Plan and other annual reporting on services and facilities including National Transit Database (NTD) reporting. The division coordinates closely with regional and local jurisdictions to review and update comprehensive land use and transportation plans, works with both public agencies and private sector developers to ensure new developments accommodate and meet transit customer needs, including bus stop locations, and participates in regional transportation demand management efforts to help reduce single occupant vehicle trips. Planning also maintains and updates the agency financial model and revenue forecasts based on service and capital projections in coordination with the Finance Department and consistent with the adopted Long-Range Plan to support the agency's annual and long-range budget planning processes.

Procurement Division

The Procurement and Capital Projects Division develops and administers capital construction contracts and spearheads other major agency-wide projects including federal compliance and reporting. The team manages procurements of goods and services including contract development and oversight and supervision of vendors, consultants, and contractors. Procurement maintains agency-wide tracking tools for project oversight, develops agency-wide procedures for the proper acquisition of goods and services, including development of procurement and contract documents. Procurement also leads or assists others in contract administration and project oversight, procures and maintains facility and vehicle parts, fuel, and operating supplies inventory. The Inventory team is responsible for entry and audits of the agency's inventory, vehicle component, and work order systems within the Fleet-Net database. Inventory staff is also responsible for the administration of the warranty claims systems.

Marketing, Communications & Outreach Division

The Marketing, Communications & Outreach Division produces agency public information materials and promotes awareness and use of Intercity Transit services. The division oversees the website and real-time customer communications via (GovDelivery), printed materials, public information pieces, and social media. Marketing, Communication & Outreach staff coordinates marketing, advertising, communications, and outreach programs, supports media relations, and represents the

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

Maintenance Department

Maintenance Administration Division

The Maintenance Department is a key support team for Intercity transit. The Office of the Director and Maintenance Administration Division provide guidance and administrative support for the Fleet and Facility Maintenance Divisions asset management activities in providing safe and reliable vehicles, facilities and bus stops for employees and passengers. Agency-wide, the Director and Maintenance Administration Division coordinate delivery of support services with other Departments and formulate and implement agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between International Association of Machinists and Aerospace Workers (IAM) and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

Facilities Maintenance Division

The Facilities Division is responsible for the Agency's buildings and grounds, building systems, furnishings, and all Intercity bus stops. Included in these responsibilities are all staff facilities at the Pattison Base, Olympia and Lacey transit centers, Amtrak 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, including hazardous materials management, storm water management, fire protection systems, elevator inspections, and recycling programs. As a part of overall facility support, this division also manages several contracts for maintenance and support services including custodial, landscaping, elevator maintenance, security, and fire protection services. The Facilities Division also supports other Departments in the management and implementation of agency projects.

Fleet (vehicle maintenance) Division

The Fleet Division's primary focus is to provide safe and reliable vehicles and equipment for use in service delivery to the public, and in support of all other agency business and community activities. The division is involved in the selection and procurement of vehicles and parts, supplies, tools, and equipment. Fleet Staff continuously monitor and evaluate products and work methods to achieve a high level of productivity, efficiency, and sustainability. The Division constantly strives to enhance vehicle performance and safety to provide a clean, safe, reliable, and efficient environment for internal and external customers.

Operations Department

Operations Division

The Operations Department is the service delivery arm of Intercity Transit. The Operations Division includes the Office of the Director which provides guidance and administrative support for the Transportation, Coach Operator, Dial-A-Lift Administration & Operations, Van Operator, Vanpool Program Services, Customer Service, and Village Vans Divisions. Agency-wide, the Director coordinates service delivery with other Departments, and formulates and implements agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between ATU and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

Transportation Division

The Transportation Division is supported by 1 Fixed Route manager, 18 Operations supervisors, 3 Operations scheduling coordinators, and 4 Operations trainers. The primary function of the Division is to effectively meet 100% of Intercity Transit service commitments 362 days a year. Services provided by the Division include the operation of all Fixed Route services and special event services. Transportation also provides support services to other Departments within the Agency in the form of staff training, staff assistance, and assistance with special projects.

Coach Operator Division

The Coach Operator Division consists of 224 coach and extra board operators who provide Fixed Route service to customers.

Dial-A-Lift Administration & Operations Division

The Dial-A-Lift Administration & Operations Division includes 16 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 54 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 147 groups of commuters who have at least one end of their commute in Thurston County. The Division provides day-to-day support to vanpool participants; to include recruitment and retention of participants, and training volunteer coordinators, drivers, and bookkeepers. WSTIP Vanpool Risk Management program is maintained, providing driver training and refresher training. A regional ride-matching service for commuters seeking carpools or vanpools is also administered by this Division, as well as the Community Van and Surplus Van grant programs, providing transportation solutions for nonprofit organizations and community groups.

Customer Service Division

The Customer Service Division, located at the Olympia Transit Center, provides public information about transit services. Other functions include Greyhound ticket sales, schedule and brochure delivery, maintenance of lost and found items, and field trip planning.

Village Vans Division

The Village Van Division provides transportation for low-income individuals encountering transportation barriers related to sustaining or gaining employment within our service area. This volunteer-based program provides job shadowing for volunteer drivers who are interested in a variety of careers. The volunteer opportunity also provides support from Village Vans staff in job application processes, cover letter and resume writing and interviews. Intercity Transit employs staff for ongoing development and operation of the program. The Village Vans Division is funded by grants, in collaboration with local funding, uniting with social service agencies to assist volunteers working towards economic independence.

2023 Budget Expenditures

Project Type	Name	Budget
New Projects	DAL Scheduling SW Replacement	\$2,000,000
	Door System Assessment	\$20,000
	ERP Research and Review (Consultant)	\$500,000
	Facilities Trucks	\$210,000
	NE Lacey Operation Terminal Facility	\$950,000
	OTC Pedestrian Crossing replacements	\$330,000
	Translation Services	\$15,000
	Total	\$4,025,000
Rollover Projects	Alternative Tech Master Planning & Detail Design	\$650,000
	Alternative Technology Project Management	\$400,000
	Amtrak Building Security System	\$50,000
	Amtrak parking lot drainage engineering and repair	\$55,000
	BRT and Corridor Program Capital	\$15,000,000
	BRT Modeling/Corridor Assess(federalizing project)	\$280,000
	BRT Station PE/Construction	\$860,000
	Building Condition Assessment	\$100,000
	Building Condition Assessment - Amtrak	\$10,000
	Bus Stop Enhancements/Facilities	\$15,000
	Bus Stop Facility Improvements	\$4,390,000
	CAD/AVL & Communication project	\$1,000,000
	Community engagement	\$145,000
	DAL vans (replacement, partly grant funded) (28)	\$7,333,941
	Driver Barriers	\$650,000
	Emergency Response - Coronavirus	\$220,000
	Facilities management software	\$40,000
	Fixed Route Promotions	\$30,000
	Fixed Route Transfer Study	\$120,000
	Fleetnet Migration to My Avail	\$40,000
	High Performance Cord (BRT The One)	\$1,600,000
	Hybrid Bus Mid-Life Rebuild	\$1,500,000
	Innovative service zones study	\$250,000
	Large Urban Area Federal updates/Title VI	\$200,000
	LTC rain gutter replacement	\$133,000
	Maint Truck (replacement)	\$90,000
	Maintenance tools	\$30,000
	Martin Way P&R Express Bus direct access	\$3,400,000
	Mobile Steam Cleaner	\$35,000
	Monitor System Services-Planning	\$120,000

Rollover Projects Con't	Offsite parking	\$230,500
	Outreach Education Services	\$100,000
	Park and Pool Project	\$500
	Pattison furniture, fixtures, equip & technology	\$10,000,000
	Pattison Rehab & Expansion	\$50,000,000
	Pattison Safety Work Platforms	\$12,000
	Satisfaction & Market Segmentation Survey	\$260,000
	Service Performance & Reporting	\$85,000
	Shop Floor Scrubbers (2)	\$40,000
	Smart Corridor phase 2 & 3	\$600,000
	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	\$100,000
	Transit Center and core customer info navigation	\$300,000
	Transit Signal Priority	\$940,000
	Vanpool Management Software	\$157,000
	Vanpool Promotion	\$130,000
	Vanpool vans (replacement) (12)	\$417,576
	Website enhancements	\$250,000
West Olympia Service Analysis	\$110,000	
Total	\$102,654,517	
Operational Expenses	Active Threat Management	\$20,000
	Admin Serv/Finance - Operating Expenses	\$15,000
	Admin Serv/Finance - Training	\$18,000
	Admin Serv/HR - Operating Expenses	\$182,000
	Admin Serv/HR - Training	\$41,765
	Admin Serv/IS - Training	\$65,000
	Admin Serv/Safety - Operating expenses	\$250
	Admin Serv/Safety - Training	\$14,000
	Agency Wellness Activities	\$10,500
	Amtrak Background Checks	\$150
	Amtrak Operational Expenses	\$100,150
	Amtrak parking lot maint service	\$5,000
	Amtrak property taxes/insurance	\$3,500
	Annual Authority Planning Session	\$13,500
	Annual Recognition Banquet	\$20,600
	Annual State Audit	\$70,000
	Buildings/Grounds Maintenance	\$553,901
	CAC/Authority Support	\$20,075
	Catch Basin Cleaning Contract	\$50,000
	Cloud Subscriptions	\$475,785

Operational Expenses Con't	Credit Card Processing Fees	\$34,000
	Custodial Services	\$350,000
	Cut Commute Committee	\$40,000
	Cybersecurity	\$100,000
	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	\$36,200
	Drug & Alcohol Program	\$58,860
	Elevator Maintenance Contract	\$14,500
	Emergency Response - Coronavirus	\$2,000
	Employee Medical Programs	\$29,000
	Employee/Volunteer Recognition	\$44,100
	Equipment Rental (agency)	\$50,000
	Executive - Operating Expenses	\$10,675
	Executive - Training	\$40,718
	Executive/Marketing - Training	\$20,500
	Facility/Maint Service Contracts	\$50,000
	General Agency Insurance	\$2,000,500
	General Wage Increase	\$550,000
	Grants Consultant	\$40,000
	IAM Contract Benefits	\$28,000
	Implement Bicycle Programs	\$24,500
	Internal Staff Development	\$10,100
	IS Communication Infrastructure	\$373,000
	IS Enterprise Application Support	\$615,100
	IS Infrastructure and Operations	\$485,000
	IT Local Rodeo	\$6,000
	ITA/CAC Training & Development	\$22,141
	Landscaping Services	\$195,000
	Legal Notices	\$4,000
	Legal Services	\$69,140
	Maint seasonal temp help	\$15,000
	Maintain Coaches operating expenses	\$7,810,309
	Maintain DAL vans operating expenses	\$1,196,984
	Maintain Staff Vehicles operating expenses	\$340,976
	Maintain VP operating expenses	\$1,042,085
	Maintain VV operating exp	\$19,200
	Maintenance/Facilities - Training	\$22,000
Maintenance/Maint Admin - Operating Expenses	\$6,500	
Maintenance/Maint Admin - Training	\$25,000	
Maintenance/Vehicle Maint - Training	\$70,000	

Operational Expenses Con't	Marketing Support for Agency Services	\$295,500
	Membership Dues	\$158,000
	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	\$29,400
	Operations/Transportation - Training	\$57,200
	Operations/VP - Operating Expenses	\$14,420
	Operations/VP - Training	\$16,900
	Operations/VV - Operating Expenses	\$5,000
	Operations/VV - Tablets in Fleet	\$6,080
	Operations/VV - Training	\$2,200
	Operator/Supervisor uniforms	\$155,000
	Organizational Development	\$25,550
	Parking Lot Maint Services	\$5,000
	Pension Committee	\$10,000
	Print/distribute Planning Projects	\$4,000
	Produce Agency Information	\$115,000
	Recruitment & Selection	\$91,000
	Safety/Accident Mitigation	\$4,500
	Salaries/Wages & Benefits	\$55,210,303
	Security Contract	\$1,033,260
	Service and Community	\$4,500
	State & Fed Advocacy Services	\$146,672
	State excise/use tax Dept of Rev	\$45,000
	Subscriptions	\$2,100
	Technology for New FTE's	\$35,000
	Transit Appreciation Day/Recognition	\$33,800
	Travel Training Support	\$2,400
	Tuition - ATU	\$5,000
	Tuition - IAM	\$2,000
Tuition - Non Represented	\$2,700	
Utilities	\$404,400	
Vanpool Incentive Program	\$26,000	
Vehicle Fleet Support	\$365,750	
WSTA Board meetings	\$4,200	
Youth Education Programs	\$60,000	
Total	\$76,024,723	
Grand Total	\$182,704,240	

Staffing by Department & Division

Administrative Services Department

Finance Division

Chief Financial Officer	1
Finance Manager	1
Finance Supervisor	1
Lead Payroll Specialist	1
Accounting Specialists	3
Subtotal - Finance Division	7

Human Resources Division

Administrative Services Director	1
Human Resources Manager	1
Human Resources Supervisor	0
Human Resources Administrative Assistant	1
Human Resources Specialist	2
Human Resources Analyst	3
Subtotal - Human Resources Division	8

Information Services Division

Deputy Director - Chief Information Officer	1
Information Services Manager	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
Subtotal - Information Services Division	12

Safety Division

Chief Safety Officer	1
Senior Training & Safety Coordinator	1
Subtotal - Safety Division	2

Total Administrative Services Department	29
---	-----------

Executive Department

Executive Division

General Manager	1
Director of Strategic Programs	1
Executive Assistants	2
Special Projects	1
Subtotal - Executive division	5

Total Executive Department

5.0

Development Department

Development Division

Development Director	1
Administrative Assistant	1
Long Range Planning Manager	1
Grants Program Manager	1
Subtotal - Development Division	4

Planning Division

Planning Manager	1
Senior Planner	2
Associate Planner	2
Senior Planning Scheduler	1
Planning Scheduler	1
Subtotal - Planning Division	7

Procurement Division

Deputy Director - Procurement	1
Procurement & Capital Projects Manager	1
Procurement/Project Mgmt Coordinator	3
Inventory Supervisor	1
Lead Inventory Specialists	1
Inventory Specialists	3
Subtotal - Procurement Division	10

Marketing Division

Marketing Manager	1.0
Senior Mktg Communicatios Coordinator	1.0
Marketing & Communications Coordinator	2.0
Marketing & Communication Representative	1.0
WalkNRoll Program Supervisor	1.0
Youth Education Assistant	1.0
Bicycle Commuter Challenge Coordinator	0.5
Subtotal - Marketing Division	7.5

Total Development Department **29**

Maintenance Department**Maintenance Administration**

Director of Fleet & Facilities	1
Facilities Manager	1
Fleet Manager	1
Maintenance Supervisors (Fleet)	6
Maintenance Analyst	1
Facilities Specialist Supervisor	1
Facilities Technician supervisor	1
Maintenance Admin Assistant	1
Subtotal - Maintenance Admin Division	13

Facilities Maintenance Division

Facilities Specialists	8
Facilities Technicians I	1
Facilities Technicians II	1
Facilities Technicians III	2
Subtotal - Facilities Division	12

Fleet (Vehicle Maintenance) Division

Vehicle Cleaners/Detailers	12
Service Workers	8
Support Specialists	3
Technicians	28
Subtotal - Vehicle Maintenance Division	51

Total Maintenance Department **76**

Operations Department

Operations Division

Operations Director	1
Operations Deputy Director	1
Operations Assistant	1
Receptionists	2
Subtotal - Operations	5

Transportation Division

Fixed Route Manager	1
Transportation Supervisors	18
Senior Scheduling Coordinator	1
Scheduling Coordinators	2
Operations Trainers	4
Subtotal - Transportation Division	26

Dial-A-Lift Admin & Operations Division

DAL Dispatch Specialists	11
DAL Travel Training Coordinators	2
DAL Supervisor	2
DAL Manager	1
Subtotal - Dial-A-Lift Admin & Operations Division	16

Coach Operators Division

Coach Operators	224
Subtotal - Coach Operators Division	224

DAL Operators Division

Van Operators	54
Subtotal - DAL Operators Division	54

Vanpool Division

Vanpool Manager	1
Commuter Services Assistant	1
Vanpool Coordinators	4
Subtotal - Vanpool Division	6

Village Vans Division

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

Customer Services Division

Customer Service Manager	1
Customer Service Supervisor	1
Customer Service Representatives	8
Subtotal - Customer Services Division	10

Total Operations Department

343

Agency Totals

481.5