

Whatcom Transportation Authority



WTA

**2009
Annual
Budget**

2009 Annual Budget

Whatcom Transportation Authority

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**Approved by the Board of Directors,
Board Resolution No. 226-08
Dated December 18, 2008
Whatcom County, Washington**

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SECTION 1 INTRODUCTION

- **Memorandum from the General Manager**
- **Statement of WTA Mission**
- **Vision for Year 2020**
- **Overview of the 2009 Budget:
Initiatives
Guideposts**



MEMORANDUM

TO: Members of the Board of Directors, Citizens of the Whatcom Public Transportation Benefit Area and other interested parties

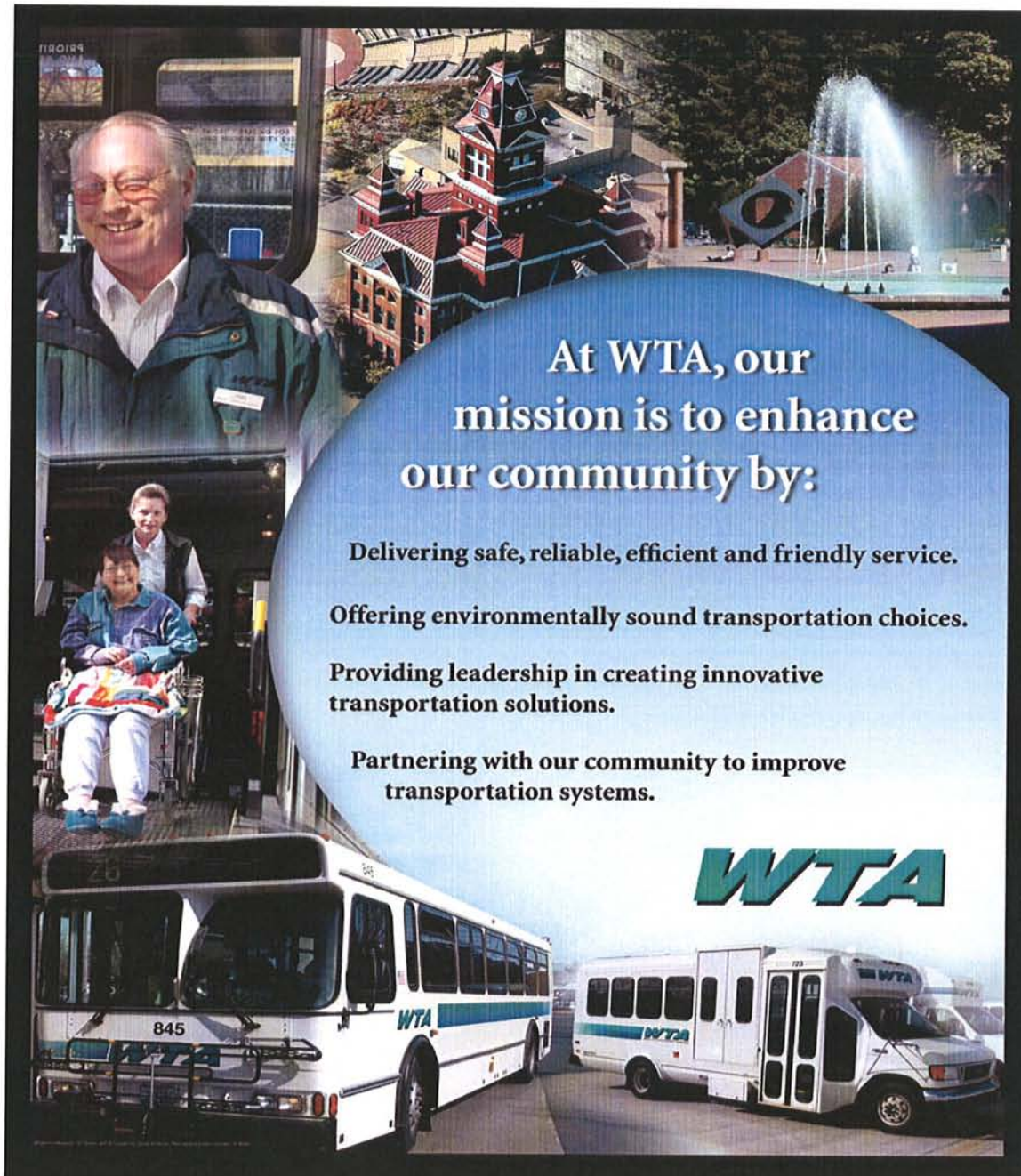
FROM: Barbara Ryan, Chairperson, Board of Directors
Richard G. Walsh, General Manager
Steven M. Clancy, CPA, CITP, Director of Finance
Rick Nicholson, Director of Service Development
Paul Schramer, Director of Operations
Pete Stark, Director of Fleet and Facilities
Kimberly Somers, Director of Human Resources
Maureen McCarthy, Manager of Community Relations and Marketing

DATE: November 5, 2008

SUBJECT: 2009 Operating and Capital Budget

WTA staff is pleased to present the Operating and Capital Budget for the Whatcom Transportation Authority (WTA) for the Calendar Year 2009.

We believe this budget represents the resources necessary to accomplish the 2009 objectives detailed in Section III, Budgetary Summaries. The 2009 Objectives reflect a conservative, incremental, but proactive work program to accomplish our Mission and continue our implementation of the WTA Strategic Plan.



At WTA, our mission is to enhance our community by:

Delivering safe, reliable, efficient and friendly service.

Offering environmentally sound transportation choices.

Providing leadership in creating innovative transportation solutions.

Partnering with our community to improve transportation systems.

WTA

VISION FOR THE WTA - DESTINATION 2020

Our vision for WTA in 2020 is...

...to be a vital and permanent element of Whatcom County's transportation infrastructure.

This means WTA will:

- Provide public transportation services that best meet the community's mobility needs.
- Contribute to the economic vitality of the County.
- Make capital investments that enhance efficiency and prevent future problems.
- Provide a viable alternative to single occupancy vehicles.

...to maintain our commitment to service excellence.

This means WTA will:

- Respond to our customers' needs.
- Strive to achieve the highest level of customer service, efficiency and reliability.
- Attract, hire and retain employees who reflect our community and agency values.
- Maintain strong fiscal controls.

...to be a leader in an integrated regional transportation system that supports vibrant, livable communities.

This means WTA will work with others to:

- Build and maintain effective partnerships.
- Integrate transportation, land-use and growth management goals.
- Increase access to jobs, education and other community resources.

...to apply the relevant innovations in public transportation services to local and regional needs.

This means WTA will:

- Apply proven technology solutions to improve customer experience.
- Demonstrate environmental leadership.
- Coordinate with other providers and organizations to maximize use of limited resources.

Overview of the 2009 Budget

Budget Initiatives

- Review and update the direction of the Strategic Plan.
- Replace the aging Orion bus fleet.
- Evaluate phase two of the "High Line" HR/Timekeeping/Payroll Project.
- Facilitate the "Urban Transportation Challenge."
- Address the needs for additional facility space.
- Continue the Mobility Training effort.
- Implement the Trip Planning program.
- Evaluate the Local Ride Match program.
- Implement the phone system upgrade recommendations.
- Consider expansion of the Vanpool program.

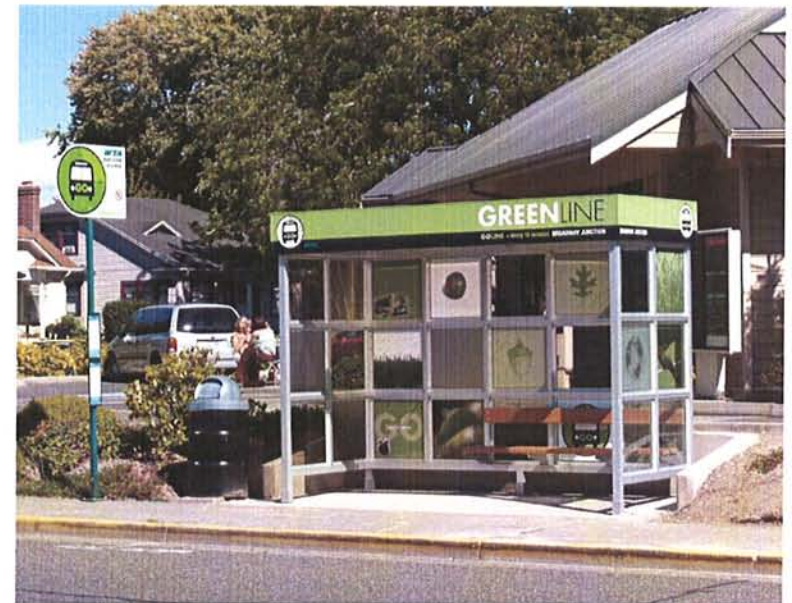
Budget Guideposts

Staff has proceeded with the development of the Year 2009 Budget using the following guideposts:

- Continue the delivery of safe, reliable and friendly transportation services to our community.
- Focus on basics and essentials necessary to cost-effectively deliver quality WTA services and achieve our mission.
- Continue to aggressively pursue and initiate actions, strategies, and activities to improve efficiency and slow the growth of our cost per unit of service.

SECTION 2 REVIEW OF 2008 AND 2009 FINANCIAL RESULTS

- **2009 Budget Year Assumptions**
- **Projected 2008 and Budget 2009 Year End Performance**
- **2008 and 2009 Comparative Statement of Income –State Prescribed Format**
- **2008 and 2009 Comparative Statement of Revenue and Expenditures – General Format**
- **2008 and 2009 Comparative Statement of Changes in Reserve Fund Balance**
- **2008 and 2009 Budget Year Comparative Statement of Expenses by Natural Classification**



2009 Budget Assumptions

REVENUES

Sales Tax:

The WTA expects sales tax collections to stabilize. Accordingly, we are projecting 2009 sales tax revenue to decrease 1.2% over 2008 projected year end and the amount budgeted for 2008.

Grants:

All grants are associated with capital and operating projects. The detail amounts for each grant can be found on page 7-3.

Interest:

Interest is earned on all reserve funds. The 2009 Budget assumes a 2.65% return on investment. Interest derived from undesignated and operating revenue funds are available to be used for operations. All interest associated with the capital, medical, insurance and fleet reserve funds stays in each respective reserve fund. The reserve balances may be seen in detail on page 2-6.

OPERATING EXPENDITURES

Performance:

Direct expenditures (excluding depreciation) are expected to increase by 5.7% over budget year 2008. Performance indicators can be found on page 4-1.

Salaries & Wages:

Operating expenditures associated with salaries and wages are expected to decrease by .2% budget year 2008 to 2009. An analysis of FTE's from 2008 to 2009 can be found on page 7-5.

OPERATING EXPENDITURES Continued

Benefits & Taxes:

For years, WTA has allowed all represented employees with sick leave balances of 500 or more hours to cash-out up to 60% of their accrued sick leave upon separation of employment. WTA intends to extend this same benefit to the non-represented employees in budget year 2009. The estimated fiscal impact of this policy change will be \$66,000. In 2009 we are projecting a 15% increase in health care premiums to become effective April 1, 2009. The Public Employees Retirement System (PERS) rate will be 8.31% for 2009.

Liability Insurance:

The WTA belongs to the Washington State Transit Insurance Pool (WSTIP). This government entity is a risk sharing pool for transit agencies operating within the State of Washington. One of the stated goals of WSTIP is to provide rate stability. The 2009 rate is budgeted at \$395,020 or 11% less than budget year 2008.

Petroleum Products:

Staff continues to project substantial increases in fuel and lubrication supplies. For 2009 we anticipate spending in excess of \$1,900,000 for these products.

Interest Rate and Interest Income:

Per discussions with the investment managers at the Whatcom County Treasurer's Office, staff is projecting a 2.65% interest rate for 2009. The only interest income being utilized to pay for operating costs is that derived from undesignated cash and operating reserves. All other interest is being directed to their respective funds; capital, fleet replacement and insurance.

Cash/Investment Reserve:

The 2008 and 2009 ending total cash and investment reserve balances are projected to be \$23,157,606 and \$20,251,582 respectively.

Projected 2008 and Budget 2009 Year End Performance

DESCRIPTION	Budget 2008	Projected 2008	Budget 2009	Bud/Bud 08-09% Change
FIXED ROUTE				
Ridership	4,250,000	4,600,000	5,000,000	17.6%
Total Revenue Miles	1,904,840	1,900,000	1,900,000	-0.3%
Total Revenue Hours	140,136	139,636	139,636	-0.4%
Fully Allocated Cost	\$19,114,557	\$17,444,103	\$19,984,294	4.6%
Passengers Per Hour	30.33	32.94	35.81	18.1%
Passengers Per Mile	2.23	2.42	2.63	18.0%
Cost Per Passenger	\$4.50	\$3.79	\$4.00	-11.1%
Cost Per Revenue Mile	\$10.03	\$9.18	\$10.52	4.8%
Cost Per Revenue Hour	\$136.40	\$124.93	\$143.12	4.9%
Miles Per Hour	13.59	13.61	13.61	0.1%
Maintenance Cost Per Mile	\$1.66	\$1.86	\$1.97	18.5%
Fixed Route Revenue	\$1,435,000	\$1,522,798	\$1,780,659	24.1%
PARATRANSIT				
Ridership	171,000	185,334	190,000	11.1%
Total Revenue Miles	750,600	775,631	792,000	5.5%
Total Revenue Hours	54,900	56,307	56,500	2.9%
Fully Allocated Cost	\$6,323,382	\$6,839,612	\$6,856,193	8.4%
Passengers Per Hour	3.11	3.29	3.36	8.1%
Passengers Per Mile	0.23	0.24	0.24	4.3%
Cost Per Passenger	\$36.98	\$36.90	\$36.09	-2.4%
Cost Per Revenue Mile	\$8.42	\$8.82	\$8.66	2.8%
Cost Per Revenue Hour	\$115.18	\$121.47	\$121.35	5.4%
Miles Per Hour	13.67	13.78	14.02	2.5%
Maintenance Cost Per Mile	\$1.09	\$1.56	\$1.23	12.4%
Paratransit Revenue	\$75,000	\$75,000	\$75,000	0.0%
VANPOOL				
Ridership	73,291	88,000	96,370	31.5%
Total Revenue Miles	470,000	545,000	596,210	26.9%
Total Revenue Hours	9,410	10,680	11,670	24.0%
Fully Allocated Cost	\$444,060	\$487,651	\$478,655	7.8%
Passengers Per Hour	7.79	8.24	8.26	6.0%
Passengers Per Mile	0.156	0.161	0.162	3.7%
Cost Per Passenger	\$6.06	\$5.54	\$4.97	-18.0%
Net Cost Per Passenger	\$4.15	\$3.67	\$3.10	-25.3%
Cost Per Revenue Mile	\$0.94	\$0.89	\$0.80	-14.6%
Cost Per Revenue Hour	\$47.19	\$45.66	\$41.02	-13.1%
Miles Per Hour	49.95	51.03	51.09	2.3%
Maintenance Cost Per Mile	\$0.24	\$0.32	\$0.24	1.8%
Vanpool Revenue	\$140,000	\$165,000	\$180,000	28.6%

2008 and 2009 Comparative Statement of Income - State Prescribed Format

	Budget 2008	Projected 2008	Budget 2009
Operating Revenues:			
Farebox Revenue	\$975,000	\$1,017,139	\$1,275,000
WWU Service	\$535,000	\$544,090	\$580,659
Vanpool Income	\$140,000	\$165,000	\$180,000
<i>Total Operating Revenues</i>	<u>\$1,650,000</u>	<u>\$1,726,229</u>	<u>\$2,035,659</u>
Operating Expenditures:			
Community Relations & Marketing	\$304,146	\$257,592	\$274,615
Finance & Support Services	\$377,208	\$414,039	\$420,394
Executive Administration	\$301,737	\$317,020	\$314,800
Human Resources	\$346,367	\$317,824	\$401,905
Service Development	\$848,918	\$698,006	\$763,090
Transit Administration	\$996,493	\$984,569	\$1,190,232
Accounting	\$404,398	\$370,005	\$435,295
Procurement	\$123,507	\$114,961	\$118,156
Information Technology	\$508,144	\$570,856	\$693,193
Rideshare	\$21,845	\$36,438	\$0
Training	\$418,868	\$364,880	\$236,667
Vanpool	\$50,221	\$42,978	\$68,786
Warehouse	\$263,417	\$224,427	\$323,478
Vehicle Maintenance	\$4,367,268	\$4,905,994	\$4,853,712
Route Maintenance	\$274,435	\$244,570	\$279,300
Facilities Maintenance	\$768,109	\$705,742	\$848,178
Fixed Route Operations	\$9,108,091	\$7,941,009	\$9,243,179
Paratransit Operations	\$3,466,608	\$3,644,600	\$3,795,756
Subtotal Operating Expenditures	<u>\$22,949,780</u>	<u>\$22,155,511</u>	<u>\$24,260,735</u>
Depreciation	<u>\$2,976,605</u>	<u>\$2,615,856</u>	<u>\$3,058,407</u>
Total Operating Expenditures	<u>\$25,926,385</u>	<u>\$24,771,366</u>	<u>\$27,319,142</u>
Operating Income (Loss)	(\$24,276,385)	(\$23,045,137)	(\$25,283,483)
Non-Operating Revenues:			
Sales Tax Receipts	\$21,210,000	\$20,335,954	\$20,946,033
Grants	\$1,133,168	\$1,117,448	\$5,628,287
Interest Income	\$982,481	\$399,822	\$317,657
Other Non-Operating Revenue	\$28,000	\$60,000	\$65,000
<i>Total Non-Operating Revenue</i>	<u>\$23,353,649</u>	<u>\$21,913,224</u>	<u>\$26,956,976</u>
Non-Operating Expenditures:			
Capital Expenditures	\$10,634,500	\$7,692,500	\$7,927,000
Loss on Disposal of Assets	\$1	\$206,349	\$1
<i>Total Non-Operating Expenditures</i>	<u>\$10,634,501</u>	<u>\$7,898,849</u>	<u>\$7,927,001</u>
Income (Loss)	(\$11,557,237)	(\$9,030,763)	(\$6,253,508)

2008 and 2009 Comparative Statement of Revenue and Expenditures – General Format

	Budget 2008	Projected 2008	Budget 2009	B08-B09% Change
Revenue:				
Sales Tax	\$21,210,000	\$20,335,954	\$20,946,033	-1.2%
Fare Box Revenues	\$975,000	\$1,017,139	\$1,275,000	30.8%
Other Revenue	\$28,000	\$60,000	\$65,000	132.1%
WWU Service	\$535,000	\$544,090	\$580,659	8.5%
Vanpool Income	\$140,000	\$165,000	\$180,000	28.6%
Interest Income	\$982,481	\$399,822	\$317,657	-67.7%
Total Revenue Excluding Grant Income	\$23,870,481	\$22,522,005	\$23,364,348	-2.1%
Operating Expenditures:				
Community Relations & Marketing	\$304,146	\$257,592	\$274,615	-9.7%
Finance & Support Services	\$377,208	\$414,039	\$420,394	11.4%
Executive Administration	\$301,737	\$317,020	\$314,800	4.3%
Human Resources	\$346,367	\$317,824	\$401,905	16.0%
Service Development	\$848,918	\$698,006	\$763,090	-10.1%
Transit Administration	\$996,493	\$984,569	\$1,190,232	19.4%
Accounting	\$404,398	\$370,005	\$435,295	7.6%
Procurement	\$123,507	\$114,961	\$118,156	-4.3%
Information Technology	\$508,144	\$570,856	\$693,193	36.4%
Rideshare	\$21,845	\$36,438	\$0	-100.0%
Training	\$418,868	\$364,880	\$236,667	-43.5%
Vanpool	\$50,221	\$42,978	\$68,786	37.0%
Warehouse	\$263,417	\$224,427	\$323,478	22.8%
Vehicle Maintenance	\$4,367,268	\$4,905,994	\$4,853,712	11.1%
Route Maintenance	\$274,435	\$244,570	\$279,300	1.8%
Facilities Maintenance	\$768,109	\$705,742	\$848,178	10.4%
Fixed Route Operations	\$9,108,091	\$7,941,009	\$9,243,179	1.5%
Paratransit Operations	\$3,466,608	\$3,644,600	\$3,795,756	9.5%
Total Direct Expenditures	\$22,949,780	\$22,155,511	\$24,260,735	5.7%
Depreciation	\$2,976,605	\$2,615,856	\$3,058,407	2.7%
Total Operating Expenditures	\$25,926,385	\$24,771,366	\$27,319,142	5.4%
Net Revenue Over Operating Exp.	(\$2,055,904)	(\$2,249,362)	(\$3,954,794)	92.4%
Less: Capital Expenditures	\$10,634,500	\$7,692,500	\$7,927,000	-25.5%
Add: Grant Income	\$1,133,168	\$1,117,448	\$5,628,287	396.7%
Loss On Disposal Of Assets	\$1	\$206,349	\$1	0.0%
Net Income (Loss) Before Trans.	(\$11,557,237)	(\$9,030,763)	(\$6,253,508)	-45.9%

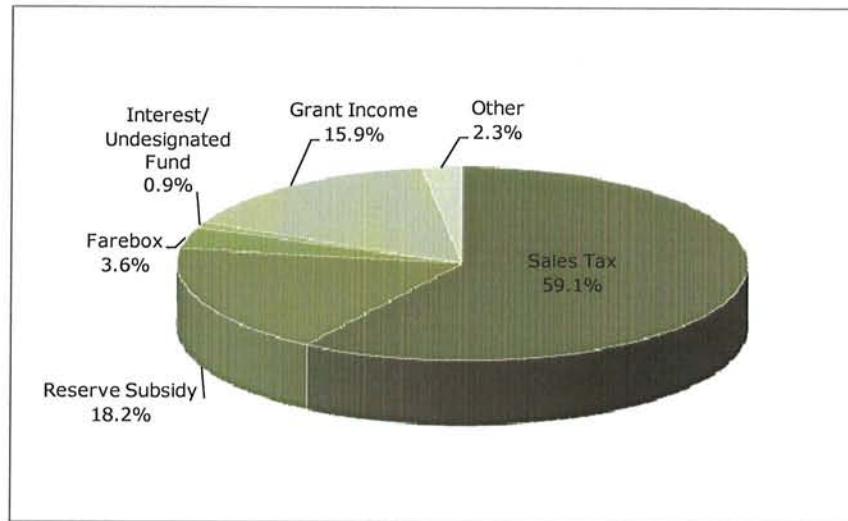
2008 and 2009 Comparative Statement Changes in Reserve Fund Balance

	Projected 2008	Budget 2009
Undesignated Cash & Investments:		
Beginning Cash Balance	\$11,283,318	\$5,921,863
Net Income / Transfers	(\$5,325,086)	\$3,690,608
Transfer (Out)	(\$36,369)	(\$43,250)
Other Transfers	\$0	\$0
Ending Cash	\$5,921,863	\$9,569,221
Operating Reserve Fund:		
Beginning Cash Balance	\$3,804,292	\$6,065,184
Interest Income	\$133,150	\$160,727
Transfer In/(Out)	\$2,127,742	\$219,034
Ending Cash	\$6,065,184	\$6,444,945
Capital:		
Beginning Cash Balance	\$11,785,764	\$8,095,916
Interest Income	\$412,502	\$214,542
Transfer In - Deprec	\$0	\$0
Transfer In/(Out) - Other	\$1,871,150	(\$5,000,000)
Transfer Out - Acquisitions	\$5,973,500	\$1,051,000
Ending Cash	\$8,095,916	\$2,259,458
Insurance:		
Beginning Cash Balance	\$203,800	\$200,000
Interest Income	\$7,133	\$5,300
Transfer In	\$36,369	\$43,250
Transfer Out	\$47,302	\$48,550
Ending Cash	\$200,000	\$200,000
Medical Reserve:		
Beginning Balance	\$515,050	\$524,063
Interest Income	\$9,013	\$6,944
Transfer In/(Out)	\$0	\$0
Ending Cash	\$524,063	\$531,007
Fleet:		
Beginning Cash Balance	\$1,879,509	\$2,350,580
Interest Income	\$65,783	\$62,290
Transfer In - Deprec	\$624,288	\$710,081
Transfer Out - Acquisitions	\$1,719,000	\$6,876,000
Transfer Out /(In)- Interfund	(\$1,500,000)	(\$5,000,000)
Ending Cash	\$2,350,580	\$1,246,951
TOTAL ENDING CASH & INVEST. BALANCE	\$23,157,606	\$20,251,582

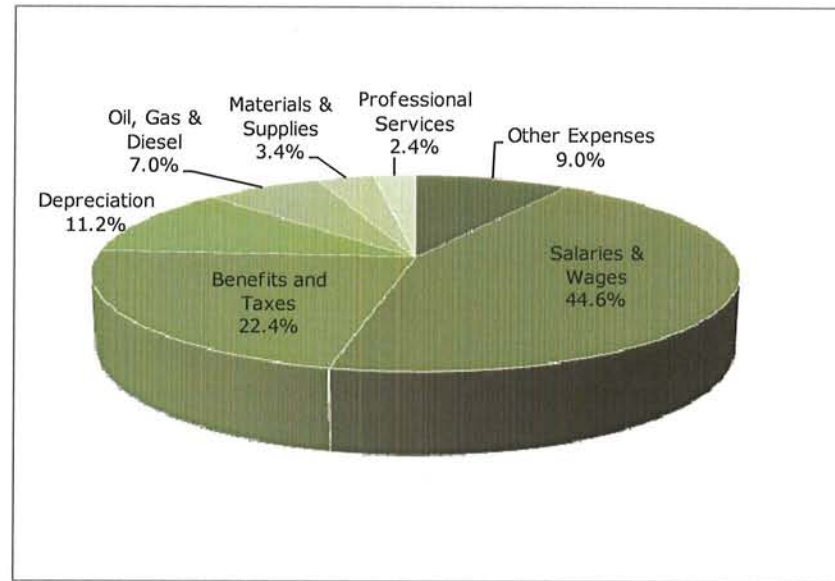
2008 and 2009 Budget Year Comparative Statement of Expenses by Natural Classification

	Budget 2008	Projected 2008	Budget 2009	\$ Variance	% Variance
Salaries & Wages	\$12,158,348	\$10,977,950	\$12,187,350	\$29,002	0.2%
Benefits and Taxes	\$4,888,176	\$5,320,933	\$6,129,600	\$1,241,424	25.4%
Depreciation	\$2,976,605	\$2,615,856	\$3,058,407	\$81,802	2.7%
Oil, Gas & Diesel	\$1,595,850	\$2,024,518	\$1,900,400	\$304,550	19.1%
Materials & Supplies	\$1,021,000	\$931,192	\$922,230	(\$98,770)	-9.7%
Professional Services	\$782,007	\$698,093	\$666,500	(\$115,507)	-14.8%
Insurance Premiums	\$443,965	\$388,752	\$395,020	(\$48,945)	-11.0%
Computer Software	\$110,735	\$149,561	\$276,467	\$165,732	149.7%
General Administrative Expense	\$389,450	\$272,508	\$270,850	(\$118,600)	-30.5%
Utilities	\$238,900	\$214,148	\$268,000	\$29,100	12.2%
Custodial Services	\$200,000	\$200,000	\$245,000	\$45,000	22.5%
Repairs & Maintenance	\$181,300	\$111,244	\$162,800	(\$18,500)	-10.2%
Taxes, Fees & Charges	\$106,200	\$106,044	\$124,950	\$18,750	17.7%
Telephone & Data	\$115,700	\$104,698	\$116,000	\$300	0.3%
Advertising	\$152,330	\$99,686	\$115,000	(\$37,330)	-24.5%
Uniforms & Clothing	\$98,152	\$88,919	\$99,419	\$1,267	1.3%
Dues & Subscriptions	\$45,900	\$51,951	\$71,845	\$25,945	56.5%
Miscellaneous	\$82,024	\$59,920	\$70,626	(\$11,398)	-13.9%
Travel	\$93,266	\$74,663	\$60,950	(\$32,316)	-34.6%
Minor Equipment	\$60,380	\$118,641	\$51,180	(\$9,200)	-15.2%
Tuition & Registration	\$49,200	\$40,629	\$41,950	(\$7,250)	-14.7%
Laundry & Sanitation	\$29,000	\$26,550	\$26,550	(\$2,450)	-8.4%
Rentals	\$32,600	\$29,650	\$23,250	(\$9,350)	-28.7%
Sign Fabrication	\$13,500	\$13,599	\$13,500	\$0	0.0%
Drugs, Medicine & First Aid	\$15,800	\$13,500	\$10,800	(\$5,000)	-31.6%
Invest. Fees & Bank Charges	\$3,500	\$5,000	\$5,500	\$2,000	57.1%
Board Compensation	\$7,500	\$4,500	\$5,000	(\$2,500)	-33.3%
Insurance Claims	\$35,000	\$28,659	\$0	(\$35,000)	-100.0%
 Subtotals	 \$25,926,389	 \$24,771,366	 \$27,319,142	 \$1,392,756	 5.4%
Less Depreciation	(\$2,976,605)	(\$2,615,856)	(\$3,058,407)	(\$81,802)	2.7%
TOTAL	\$22,949,784	\$22,155,511	\$24,260,735	\$1,310,954	5.7%

2009 Sources of Cash



2009 Expenses by Natural Classification



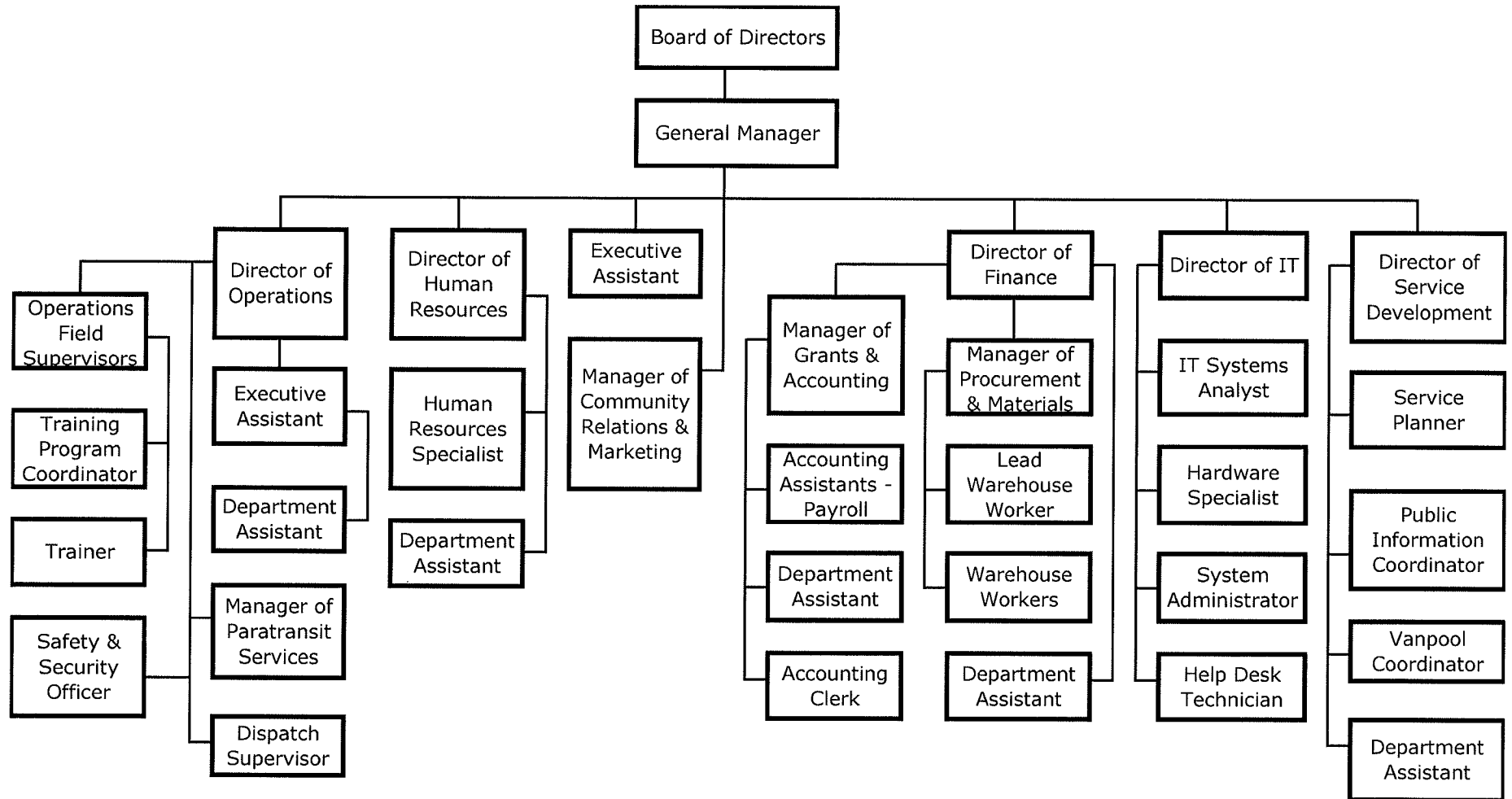
SECTION 3 OPERATIONAL EXPENDITURES BY DEPARTMENT

Organizational Charts and Cost Center Budgetary Summaries:

- **General Administration**
- **Transportation and Customer Service and Support**



General Administration Cost Centers



COMMUNITY RELATIONS AND MARKETING

Department Description

The Community Relations and Marketing Department plans, organizes and implements programs and activities to increase ridership and to enhance the community's awareness and appreciation of WTA services.

Other areas of responsibility include:

- Proactive media relations.
- Promotion of all modes of alternative transportation.
- Coordination and outreach to schools, universities, non-profit organizations and other government agencies to increase transit use.
- Oversight of the Citizen's Advisory Committee.

Major Objectives for 2009

- Continued promotion of the GO Lines and other service improvements.
- Continued promotion of Smart Trips.
- Coordination of the Urban Transportation Challenge.
- Community outreach related to review and update of WTA's strategic direction.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Manager of Community Relations & Marketing	1.0	1.0

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$304,146	\$257,592	\$274,615	-9.7%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$66,910	\$58,803	\$63,620	8%
Professional & Technical Services	\$33,935	\$35,000	\$35,000	0%
Prof & Tech Services - Smart Trips	\$10,000	\$15,000	\$15,000	0%
Forms & Printing	\$24,618	\$15,000	\$13,000	-13%
Advertising - Promotional Media	\$60,000	\$55,000	\$55,000	0%
Advertising - Promo. Media - Smart Trips	\$20,000	\$55,000	\$45,000	0%



FINANCE AND SUPPORT SERVICES

Department Description

The Finance and Support Services Department consists of five divisions: Finance, Procurement, Accounting, Warehouse and Information Technology. Finance is responsible for preparation of the Agency Budget in addition to setting policies and procedures; ensuring the agency remains in compliance with local, state and federal government and regulatory requirements.

Other areas of responsibility include:

- Management of document and archiving systems.
- Coordination of claims processing.
- Responsibility for the implementation of risk management policies and procedures.
- Management of liability and property insurance program.
- Coordination of risk management with safety training program.
- Grant development and submission process.
- Responsible for treasury, audit and system of internal control.
- Counting of farebox revenues.

Major Objectives for 2009

- Implement revised financial policies and procedures.
- Provide training on new GASB 34 release.
- Evaluate implementation of electronic document management.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Director of Finance	1.0	1.0
Department Assistant (shared with Procurement & Accounting)	<u>1.0</u>	<u>1.0</u>
Total FTE's	2.0	2.0

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$377,208	\$414,039	\$420,394	11.4%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$96,874	\$113,444	\$109,789	-3%
Pension Plans	\$9,143	\$9,883	\$11,011	11%
Hospital & Medical Plans	\$20,993	\$21,241	\$23,975	13%
Vacation	\$10,592	\$12,387	\$12,016	-3%
Professional & Technical Services	\$65,455	\$1,500	\$100,000	6567%
Contract Maint Services	\$9,037	\$15,000	\$15,000	0%
General Legal Services	\$13,781	\$25,000	\$15,000	-40%
Office & Operating Supplies	\$10,000	\$10,000	\$10,000	0%
Insurance Premiums - Other Co Insurance	\$56,182	\$61,800	\$54,987	-11%
Postage	\$11,071	\$13,000	\$13,000	0%

EXECUTIVE ADMINISTRATION

Department Description

Executive Administration is responsible for the oversight, coordination and strategic management of the WTA to meet its mission to "Deliver Safe, Reliable, Efficient and Friendly Service to our Community."

Other areas of responsibility include:

- Oversight of all departments and employees on a daily basis.
- Provide support and assistance to the Board of Directors, various committees and the general public.

Major Objectives for 2009

- Provide overall management and administration of WTA to achieve cost-effective, high quality transportation service delivery.
- Direct and support the employees in accomplishing the agency's mission, goals and objectives as directed by the Board of Directors.
- Provide oversight and direction to implement the Board-approved 2009 Budget Initiatives as well as the WTA Strategic Plan.
- Represent WTA before local, state and federal agencies and other stakeholders by providing information and professional consultation in matters pertaining to WTA services and programs.

	2008 Budget FTE's	2009 Budget FTE's
Personnel		
General Manager	1.0	1.0
Executive Assistant /Clerk of the Board	<u>1.0</u>	<u>1.0</u>
Total FTE's	2.0	2.0

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$301,738	\$317,020	\$314,800	4.3%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$145,365	\$129,978	\$143,175	10%
Employer FICA	\$9,631	\$9,750	\$10,803	11%
Pension Plans	\$10,727	\$11,354	\$14,480	28%
Hospital & Medical Plans	\$27,562	\$22,561	\$32,419	44%
Vacation	\$12,616	\$14,573	\$16,996	17%
Professional & Technical Services	\$40,000	\$40,000	\$20,000	-50%
Dues And Subscriptions	\$30,000	\$25,000	\$30,000	20%



HUMAN RESOURCES

Department Description

The Human Resources Department manages employee health and welfare benefits, as well as the recruitment, selection and orientation process for new WTA personnel.

Other areas of responsibility include:

- Management of a competitive and equitable compensation and benefits system.
- Manage the Fit for Work Program (including drug and alcohol testing).
- Serve as an active participant in organizational development and strategic planning.
- Lead efforts related to contract negotiations and administration.
- Identify, develop and implement training to meet specific staff development needs.
- Ensure compliance with applicable laws and regulations.
- Manage the Worker's Compensation Program.
- Manage the Equal Opportunity Employment Program.
- Maintain the performance review monitoring and tracking systems.
- Promotion of employee morale and recognition of all WTA employees.

Major Objectives for 2009

- Implement new HR/Payroll Timekeeping Information System.
- Coordinate efforts to negotiate a new Collective Bargaining Agreement.
- Support other departments in the fulfillment of their objectives.
- Provide excellent customer service to all WTA employees and their families.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Director of Human Resources	1.00	1.00
Human Resources Specialist	.87	1.00
Department Assistant	.87	1.00
Total FTE's	2.74	3.00

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$346,366	\$317,824	\$401,905	16.0%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$145,218	\$131,041	\$169,558	29%
Employer FICA	\$11,051	\$10,822	\$12,737	18%
Pension Plans	\$11,909	\$15,884	\$17,072	7%
Hospital & Medical Plans	\$43,774	\$37,651	\$52,380	39%
Vacation	\$12,317	\$14,315	\$20,109	40%
Mgmt. Service Fees	\$14,000	\$42,500	\$15,500	-64%
Professional & Technical Services	\$17,520	\$20,000	\$39,000	95%
Drugs, Medicine, Aid	\$13,000	\$15,000	\$10,000	-33%
Computer Software & Supplies	\$9,140	\$2,500	\$10,000	300%
Advertising & Promo Media	\$5,500	\$5,000	\$10,000	100%

SERVICE DEVELOPMENT

Department Description

The Service Development Department manages service planning and performance evaluation for Fixed Route and Specialized Transportation, as well as the Vanpool program.

Other areas of responsibility include:

- Production and Distribution of printed customer information and graphic design.
- Serves the WTA as a liaison to the City of Bellingham and Whatcom County Planning departments, Western Washington University, Washington State Department of Transportation and other organizations with an emphasis on transportation related planning.
- Management of the Commute Trip Reduction program.
- Holding organizational forums and public meetings to receive public and customer input.
- Management planning and administration related to fares and bus passes.

Major Objectives for 2009

- Conclude "Urban Transportation Challenge."
- Conduct community outreach for future service changes.
- Implementation of Trip Planning and other Trapeze software.
- Complete the bi-annual Boarding and Alighting survey.
- Explore regional rideshare programs.
- Review of the Fare Policy.



Personnel	2008 Budget FTE's	2009 Budget FTE's
Director of Service Development	1.00	1.00
Public Information Coordinator	.70	.70
Service Planner	1.00	1.00
Department Assistant	1.00	1.00
Route Surveyors	<u>.36</u>	<u>.38</u>
Total FTE's	4.06	4.08

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$848,919	\$698,006	\$763,090	-10.1%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$211,156	\$201,791	\$216,894	7%
Employer FICA	\$14,159	\$11,580	\$13,212	14%
Pension Plans	\$12,270	\$16,184	\$17,017	5%
Hospital & Medical Plans	\$34,663	\$19,832	\$31,884	61%
Sick Leave	\$2,802	\$10,719	\$11,620	8%
Vacation	\$16,733	\$20,618	\$22,877	11%
Professional & Technical Services	\$137,232	\$138,550	\$107,200	-23%
Temporary Help: B/A Surveyors	\$15,000	\$15,000	\$15,000	0%
Forms & Printing	\$193,250	\$316,900	\$202,950	-36%
Computer Software	\$3,000	\$30,235	\$71,000	135%
Other Misc Expenses	\$18,050	\$18,050	\$16,050	-11%

TRANSIT ADMINISTRATION (Includes Safety & Security)

Department Description

The Transit Administration Department oversees the day-to-day operation of both Fixed Route and Specialized Operations.

Other Areas of Responsibility Include:

- Front line supervision of all Operations employees.
- Management of WTA accident prevention and safety and security programs.
- Development of safety and security policies and procedures.
- Monitoring and enforcing all Operations policies and procedures.
- Scheduling and dispatching of Operations staff.
- Maintenance and updating of the Operators Handbook.
- Management and oversight of daily operations at Bellingham Station, and also Lynden, Ferndale and Cordata Stations.
- Representatives serve WTA management on the labor negotiating committee.
- Assistance with daily monitoring of the HR/Timekeeping computer software system.
- Coordination of efforts for improved employee communications.

Major Objectives for 2009

Transit Administration

- Deliver safe, high quality, cost-effective, and accessible fixed route and paratransit services.
- Ensure continued improvement in service quality and safety.
- Work with all WTA departments to improve quality and efficiency of entire system.
- Work proactively with the ATU on labor and work rule issues to address areas of concern and promote service improvements.

Major Objectives for 2009 Continued

- Continue oversight of Operations service technology improvements, including mobile data, transit signal priority, Fixed Route AVL, onboard cameras and automated run cutting.
- Implement telephone system recommendations.
- Sustain and improve the development of better ways to receive feedback from Operations and customers.
- Verify prompt response to customer questions and concerns related to service issues.

Safety & Security

- Continue to manage and expand effective safety and accident prevention/investigation programs.
- Implement security improvements and monitor for effectiveness.
- Continue working relationships with outside agencies to establish and maintain roles and responsibilities in emergencies.
- Work with the Training Department to continually improve WTA's safety record and lower accident rate.
- Offer risk assessment recommendations.
- Manage WTA Rider Suspension/Appeals process.
- Continue to develop on board camera data management.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Director of Operations	1.0	1.0
Operations / Field Supervisors	6.0	6.0
Dispatch Supervisor	1.0	1.0
Safety & Security Officer	0.0	1.0
Executive Assistant	1.0	1.0
Department Assistant	<u>1.0</u>	<u>1.0</u>
Total FTE's	10.0	11.0

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$996,494	\$984,569	\$1,172,232	17.6%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$565,008	\$539,002	\$617,124	14%
Employer FICA	\$40,825	\$40,456	\$46,384	15%
Pension Plans	\$43,197	\$59,378	\$62,170	5%
Hospital & Medical Plans	\$161,117	\$122,514	\$197,802	61%
Dental Plans	\$15,126	\$13,654	\$16,621	22%
Workers' Comp Insurance	\$8,643	\$10,381	\$11,644	12%
Sick Leave	\$9,361	\$30,116	\$34,529	15%
Holiday	\$11,404	\$22,587	\$25,897	15%
Vacation	\$45,858	\$60,806	\$70,579	16%
Employer Medicare	\$9,548	\$9,461	\$10,848	15%
Professional & Technical Services	\$36,440	\$50,000	\$30,000	-40%
Computer Software & Support	\$10,427	\$0	\$16,667	100%

ACCOUNTING DEPARTMENT

Department Description

The Accounting Department is responsible for a variety of functions such as payroll, accounts payable, capital assets, accounts receivable, budgeting, financial reporting and cash receipts.

Other areas of responsibility include:

- Inventory control and distribution of bus passes and tokens.
- National Transit Database reporting.
- Annual report (both State and Corporate).
- Grant management and reporting.
- Management of MAS90 accounting systems.
- Oversight of internal controls and auditing.
- Liaison to Washington State Auditor's Office.
- Management of the payroll system.

Major Objectives for 2009

- Continue assisting with the implementation of the High Line HR/Payroll/Timekeeping system.
- Provide continued accounting assistance to various departments.
- Continued oversight, reporting and administration of Federal and State grant programs.
- Assist Director of Finance with departmental reorganization.
- Finalize departmental policies and procedures.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Manager of Grants and Accounting Services	1.00	1.00
Finance Department Assistant	1.00	1.00
Accounting Assistants – Payroll	1.50	1.75
Accounting Clerk	<u>1.00</u>	<u>1.00</u>
Total FTE's	4.50	4.75

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$404,398	\$370,005	\$435,295	7.6%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$173,541	\$169,446	\$207,172	22%
Employer FICA	\$14,631	\$12,513	\$15,064	20%
Pension Plans	\$16,181	\$18,366	\$20,190	10%
Hospital & Medical Plans	\$53,117	\$40,478	\$60,990	51%
Vacation	\$15,284	\$16,075	\$17,943	12%
Accounting & Audit Services	\$30,000	\$30,000	\$30,000	0%
Computer Software Support/Licensing	\$12,453	\$5,000	\$33,000	560%

PROCUREMENT DEPARTMENT

Department Description

The Procurement Department is responsible for administering contracts through the agency's established procurement policies and procedures.

Other areas of responsibility include:

- Oversight of compliance with FTA, state and local purchase guidelines.
- Maintain and manage all vendor/supplier contracts.
- Contract files maintenance for audit purposes.
- Oversight and administration of the DBE program requirements.
- Management of surplus asset disposal.
- Management of Warehouse.
- Processing and oversight of WTA purchase orders and requisitions.

Major Objectives for 2009

- Re-write the Procurement procedure and policy manual.
- Create and/or install an electronic requisition system.
- Remodel the warehouse rack/storage areas and expand the bulk storage area.
- Receive a successful State audit review.
- Create a small works roster.
- Earn public professional procurement certification.
- Expand public purchasing cooperatives within Washington and Oregon.
- Train staff in Software Management Training for RTA Inventory Control.
- Implement Internal Controls recommendations for Warehouse/Procurement departments.
- Assist with purchase of Orion bus fleet replacement.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Manager of Procurement and Materials	1.0	1.0

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$123,507	\$114,961	\$118,156	-4.3%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Sal. & Wages	\$64,717	\$61,719	\$63,620	3%
Hospital & Medical Plans	\$13,738	\$11,024	\$16,066	46%

INFORMATION TECHNOLOGY (IT)

Department Description

The Information Technology Department oversees the implementation and operation of all telecommunications and data communications systems. WTA Administration with concurrence of the Board has determined that the level of complexity of WTA Information Technology systems have reached a point where dedicated director level oversight is required. Accordingly, the 2009 budget for Management Information Systems includes a reorganization of positions (see page 3-20) that implements this policy change.

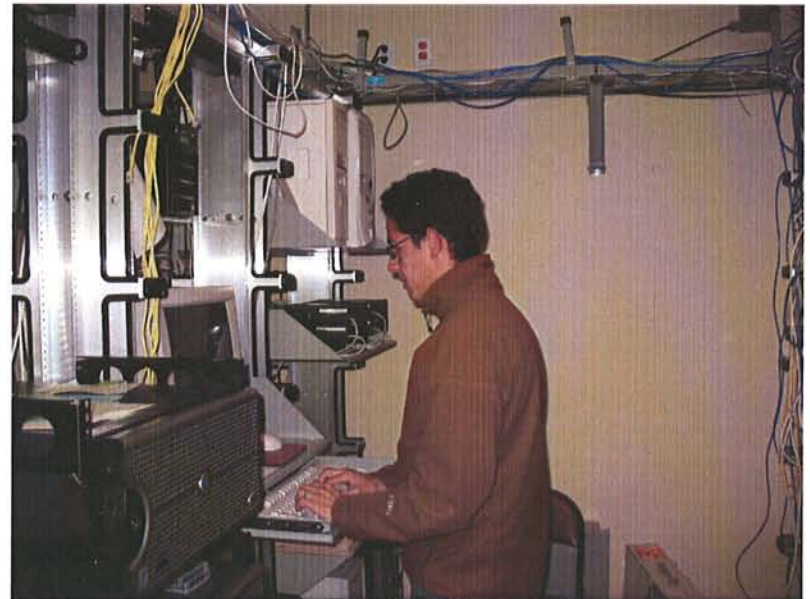
Other areas of responsibility include:

- Management of network architecture.
- Maintenance of all installed applications.
- Selection and installation of all new applications.
- Management of hardware and software.
- Oversight of WTA network security.
- Operation of WTA backup and restoration.

Major Objectives for 2009

Assist with implementation of the following:

- WTA Privacy and Security policy
- Support of Microsoft SharePoint product
- WTA disaster recovery program and fail-over systems
- Video Capture and other new bus technology
- AVL Implementation in the Fixed Route system
- Staff training on new technologies
- Establish IT Governance Program
- Create IT Director position



Personnel	2008 Budget FTE's	2009 Budget FTE's
Director of IT	0.00	1.00
IT Supervisor	1.00	0.00
Hardware Specialist	1.00	1.00
Help Desk Technician	0.50	0.50
System Administrator	1.00	1.00
Systems Analyst	<u>0.25</u>	<u>1.00</u>
Total FTE's	3.75	4.50

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$508,150	\$570,856	\$693,193	36.4%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$180,999	\$182,157	\$263,009	44%
Employer FICA	\$12,655	\$13,346	\$19,517	46%
Pension Plans	\$13,569	\$15,542	\$26,159	68%
Hospital & Medical Plans	\$55,174	\$43,428	\$84,473	95%
Sick Leave	\$1,148	\$9,935	\$14,529	46%
Holiday	\$3,776	\$6,575	\$10,380	58%
Vacation	\$9,538	\$16,599	\$26,871	62%
Professional & Technical Services	\$52,140	\$30,000	\$25,000	-17%
Computer Software	\$35,750	\$6,000	\$67,800	1030%
Minor Equipment	\$18,631	\$2,000	\$10,000	400%
Local Telephone (Qwest & Verizon)	\$37,907	\$38,000	\$38,000	0%
Cellular Svc (Verizon Wireless)	\$22,722	\$15,000	\$15,000	0%
Data Comm (Black Rock & COB)	\$23,723	\$25,000	\$25,000	0%

VANPOOL SERVICES

Department Description

The Vanpool Department plans and administers day to day operations of the Vanpool and Rideshare programs

Other areas of responsibility include:

- Coordinates the Commute Trip Reduction program on behalf of the WTA and its employees.
- Establishes and carries out performance monitoring and evaluation of systems necessary to insure efficient and cost effective rideshare services.
- Develops administrative policies, procedures, maintenance of records and preparation of reports.
- Liaison to companies currently enrolled in the Vanpool Program.
- Recruitment and training of new Vanpool drivers.

Major Objective for 2009

- Expansion of the Vanpool program with six new vans.

	2008 Budget FTE's	2009 Budget FTE's
Personnel		
Rideshare Coordinator	.10	n/a
Vanpool Coordinator	<u>.20</u>	<u>.30</u>
Total FTE's	.30	.30

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$50,219	\$42,978	\$68,786	37.0%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$5,177	\$10,558	\$16,348	55%
Insurance Premiums	\$17,863	\$17,863	\$24,452	37%



TRAINING DEPARTMENT

Department Description

The Training Department is responsible for the training of all new Operators, in addition to the continued training of all current employees. Other areas of responsibility include:

- Management of WTA accident prevention and safety and security programs.
- Development of safety and security policies and procedures.
- Recognition of employees achieving safety milestones.
- Assistance in the development of travel training services.

Major Objectives for 2009

- Continue refresher training and multi-year program for all paratransit and fixed route Operators and all WTA employees as needed.
- Continue to train new operators as needed.
- Ensure compliance with the "Best Practices" program.
- Work with other divisions in establishing training protocols in all areas of discipline within the agency.
- Maintain database to plan, conduct and track the WTA training program.
- Sustain and improve the development of better ways to receive feedback from Operators and customers.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Safety & Training Supervisor	1.00	0.00
Training Program Coordinator	0.00	1.00
Trainer	2.00	1.00
Trainees	<u>3.00</u>	<u>.75</u>
Total FTE's	6.00	2.75

Budget Expense Comparison

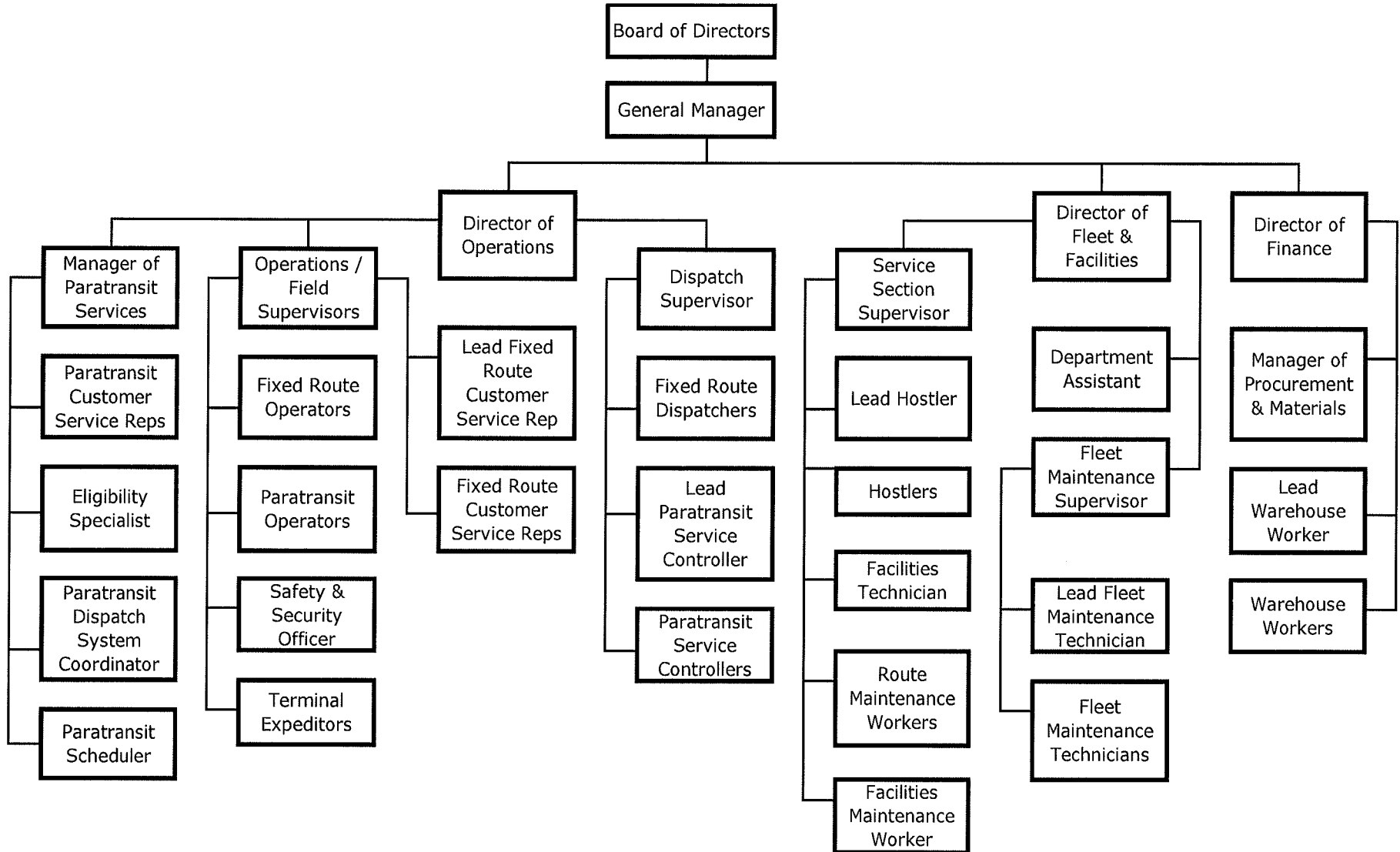
2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$418,869	\$364,880	\$236,667	-43.5%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$198,509	\$200,766	\$90,944	-55%
Overtime Wages & Salaries	\$12,821	\$15,000	\$15,000	0%
Hospital & Medical Plans	\$47,992	\$77,923	\$46,719	-40%
Prof & Technical Services	\$1,000	\$8,000	\$10,000	25%



Transportation and Customer Service and Support Cost Centers



WAREHOUSE DEPARTMENT

DEPARTMENT DESCRIPTION

The Warehouse department is responsible for ordering, stocking and maintaining the inventory of parts needed to maintain and repair agency vehicles and facilities.

Other areas of responsibility include:

- Establishment of minimum / maximum stocking levels of inventory supply.
- Inventory maintenance records: related usage, costs and technical data.
- Responsible for seeking out quality parts at competitive prices.

Major Objectives for 2009

The WTA, as a whole, works to promote a positive image within the community. Warehouse staff interaction with vendors is an important component of public relations. The following are Warehouse Department objectives suggested in order of importance:

- Develop and maintain interdepartmental relations by providing products and assistance as needed.
- Create and nurture vendor relationships that will provide WTA with the needed goods and services while promoting a positive public image.
- Seek a reduction in cost and increase of quality of purchased products.
- Adjust and monitor warehouse inventory levels to best support vehicle and facility maintenance operations, while keeping agency investment within guidelines.
- Produce reports and act to insure accurate physical inventory control and security.
- Expanded technical training for staff in material management technologies.
- Expansion of warehouse capacity in anticipation of arrival of new vehicles.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Lead Warehouse Worker	1.00	1.00
Warehouse Workers	<u>2.00</u>	<u>3.00</u>
Total FTE's	3.00	4.00

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$263,417	\$224,427	\$323,478	22.8%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$113,135	\$116,813	\$153,480	31%
Pension Plans	\$8,736	\$9,587	\$14,708	53%
Hospital & Medical Plans	\$31,397	\$39,031	\$57,942	48%
Sales/Use Taxes Paid	\$3,485	\$10,000	\$10,000	0%

VEHICLE MAINTENANCE DEPARTMENT

Department Description

The Vehicle Maintenance Department is responsible for the maintenance and safety of all WTA vehicles. Other areas of responsibility include the effective and efficient management of:

- Effective and Efficient Management of the WTA's Fleet.
- Maintenance and Safety of all WTA Rolling Stock.
- Vehicle Specification, Purchase, Acceptance, Modification and Disposal.
- Vehicle Appearance, Fueling, Detailing and Washing.

Major Objectives for 2009

- Commence the staged replacement of the Orion bus fleet.
- Rebuild a portion of the Orion bus fleet to extend its service life.
- Closely monitor fuel usage taking advantage of conservation opportunities.
- Implement bio-diesel fuel if fiscally feasible.
- Reassess the number, assignment and utilization of all fleet vehicles.
- Replace six Paratransit vehicles that have met their planned useful life.
- Utilize a State grant to increase the Vanpool fleet by six units.
- Continue an aggressive training program for maintenance technicians.



Personnel	2008 Budget FTE's	2009 Budget FTE's
Director of Fleet and Facilities	0.5	0.5
Department Assistant	1.0	1.0
Service Section Supervisor	1.0	1.0
Fleet Maintenance Supervisor	1.0	1.0
Lead Fleet Maintenance Technicians	3.0	3.0
Fleet Maintenance Technicians	11.0	11.0
Lead Hostler	1.0	1.0
Hostlers	<u>5.0</u>	<u>5.0</u>
Total FTE's	23.5	23.5

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$4,367,268	\$4,905,994	\$4,853,712	11.1%



Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$952,000	\$902,550	\$1,049,421	16%
Overtime Wages & Salaries	\$45,000	\$44,690	\$49,605	11%
Employer FICA	\$79,080	\$66,476	\$77,029	16%
Pension Plans	\$82,205	\$77,412	\$103,244	33%
Hospital & Medical Plans	\$307,294	\$224,734	\$366,237	63%
Dental Plans	\$30,642	\$25,270	\$31,235	24%
Workers' Comp Insurance	\$24,942	\$24,509	\$28,297	15%
Sick Leave	\$82,825	\$49,486	\$57,280	16%
Holiday	\$40,209	\$38,776	\$44,673	15%
Vacation	\$78,233	\$81,380	\$91,028	12%
Employer Medicare	\$18,495	\$15,547	\$18,015	16%
Contract Maintenance Services	\$3,500	\$25,000	\$25,000	0%
Custodial Services	\$75,000	\$75,000	\$78,000	4%
Repair & Maint/Machinery & Equipment	\$10,000	\$10,000	\$10,000	0%
Outside W/O Services	\$45,000	\$60,000	\$55,000	-8%
Cleaning & Laundry	\$18,000	\$16,000	\$16,000	0%
Tires & Tubes	\$95,000	\$95,000	\$95,000	0%
Diesel	\$1,380,000	\$1,045,000	\$1,280,000	22%
Gas: Paratransit & WTA Use	\$530,000	\$550,000	\$620,000	13%
Small Tools	\$20,000	\$20,000	\$20,000	0%
Repair & Maintenance Parts	\$730,000	\$730,000	\$660,000	-10%
Freight/Shipping On Parts	\$12,000	\$15,000	\$14,000	-7%
Minor Equipment	\$15,000	\$18,000	\$15,000	-17%
Indirect Shop Supplies	\$12,000	\$20,000	\$15,000	-25%
Sales & Use Tax	\$80,000	\$70,000	\$75,000	7%

ROUTE MAINTENANCE DEPARTMENT

Department Description and Areas of Responsibility:

Route Maintenance is responsible for the safety and appearance of fixed route bus stops and amenities. Other areas of responsibility include the installation, repair and maintenance of bus stops and shelters, as well as route signage and information strips.

Major Objectives for 2009

- Maintain a high level of appearances and customer comfort with particular attention to GO Line stops.
- Cleaning and repair of all shelters, benches and posts.
- Make targeted modification to right of way, curbs and pullouts if safety issues require them.
- Place additional bus shelters to meet service needs as required.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Route Maintenance Workers	3.0	3.0
Facilities Maintenance Worker	<u>0.5</u>	<u>0.5</u>
Total FTE's	3.5	3.5

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$274,434	\$244,570	\$279,300	1.8%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$105,000	\$116,112	\$123,275	6%
Pension Plans	\$8,432	\$9,887	\$12,073	22%
Hospital & Medical Plans	\$39,704	\$38,130	\$54,006	42%
Vacation	\$9,173	\$9,767	\$10,271	5%



FACILITIES MAINTENANCE DEPARTMENT

Department Description

The Facilities Maintenance Department oversees the day to day maintenance and repair of four transit stations and the WTA maintenance and operations base.

Other areas of responsibility include:

- Management of WTA facilities capital projects.
- Ensuring customers have use of clean and safe facilities.
- Landscaping, grounds, minor construction and equipment maintenance.
- Management of maintenance vendor contracts.

Major Objectives for 2009

- Open the new Cordata Station and decommission the temporary site on Westerly Road.
- Operate all four transit stations as showcase facilities.
- Incorporate services needed at the Cordata Station into existing maintenance contracts.
- Offset increased utility costs through an aggressive conservation program.

	2008 Budget FTE's	2009 Budget FTE's
Personnel		
Director of Fleet & Facilities	0.5	0.5
Facilities Technician	1.0	1.0
Facilities Maintenance Worker	<u>0.5</u>	<u>0.5</u>
Total FTE's	2.0	2.0

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$768,109	\$705,742	\$848,178	10.4%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Other Salaries & Wages	\$96,488	\$93,909	\$96,219	45%
Hospital & Medical Plans	\$46,602	\$24,565	\$35,527	34%
Custodial Services	\$125,000	\$125,000	\$167,000	-9%
Repair/Maintenance Bldg.	\$35,000	\$55,000	\$50,000	0%
Repair/Maintenance Misc.	\$20,000	\$28,000	\$28,000	0%
Misc Maint & Operating Supplies	\$38,000	\$44,000	\$44,000	48%
Agric/Plant Materials	\$21,000	\$21,000	\$31,000	12%
Utilities/Not Propulsion	\$135,000	\$151,000	\$169,000	13%
Natural Gas	\$40,000	\$47,000	\$53,000	24%
Water/Sewer	\$25,000	\$24,100	\$30,000	-3%
Waste Disposal	\$14,000	\$16,500	\$16,000	29%
Other Taxes	\$17,500	\$17,500	\$22,500	29%
Dues & Subscriptions	\$0	\$0	\$24,000	100%

FIXED ROUTE OPERATIONS

Department Description

Fixed Route Operations is responsible for providing safe, reliable and friendly transportation services.

Other areas of responsibility include:

- Dispatching and operation of fixed route coaches.
- Adhering to published routes and schedules.
- Coverage of the reception desk and assisting visitors to the Maintenance Base.
- Sale of bus passes and tokens and assisting customers at the Bellingham Station.
- Assisting the public in a courteous manner both on the phone and in person.

Major Objectives for 2009

- Coordinate move to new Cordata Station and evaluate operations of this newest site.
- Deliver services to Western Washington University.
- Implement Automatic Vehicle Location (AVL) function within Fixed Route service.
- In conjunction with other WTA divisions and departments; respond promptly and efficiently to changing service requirements.
- Continue to monitor and review new service with clear performance standards in mind.
- Sustain and improve the development of better ways to receive feedback from Operators and customers.

	2008 Budget FTE's	2009 Budget FTE's
Personnel		
Dispatchers	4.0	4.0
Fixed Route Operators	110.4	108.0
Terminal Expeditors	4.0	4.0
Lead Fixed Route Customer Service Rep	0.0	1.0
Fixed Route Customer Service Reps	<u>4.5</u>	<u>3.5</u>
Total FTE's	122.9	120.5

Budget Expense Comparison

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$9,108,093	\$7,941,009	\$9,261,179	1.7%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Operators' Salaries & Wages	\$4,111,162	\$4,932,437	\$4,821,711	-2%
Overtime Wages & Salaries	\$412,558	\$542,359	\$233,863	-57%
Employer FICA	\$323,403	\$352,173	\$347,258	-1%
Pension Plans	\$321,136	\$410,111	\$465,438	13%
Hospital & Medical Plans	\$1,303,310	\$1,203,266	\$1,721,053	43%
Dental Plans	\$137,074	\$145,310	\$155,245	7%
Life Insurance Plans	\$11,634	\$12,208	\$12,372	1%
Workers' Comp Insurance	\$116,250	\$147,051	\$145,130	-1%
Sick Leave	\$184,447	\$249,835	\$259,715	4%
Holiday	\$201,256	\$185,709	\$193,391	4%
Vacation	\$295,020	\$312,225	\$326,118	4%
Other Paid Absence	\$87,295	\$119,974	\$102,383	-15%
Uniform & Clothing Allowance	\$35,345	\$38,128	\$41,454	9%
Employer Medicare	\$75,634	\$82,363	\$81,214	-1%
Security Services	\$49,152	\$48,000	\$55,000	15%
Clothing & Assessories	\$17,000	\$17,000	\$17,000	0%
Cellular Service (AVL)	\$0	\$18,000	\$18,000	0%
Ins Prem-Public Liab/Prop Damages	\$233,210	\$257,582	\$229,185	-11%
Trans Utility/Use Taxes	\$1,200	\$1,000	\$12,000	1100%
Rentals-G&A Facilities	\$10,000	\$11,000	\$11,000	0%

PARATRANSIT OPERATIONS

Department Description

The Paratransit Operations Department is responsible for providing safe, reliable and friendly services to our paratransit customers.

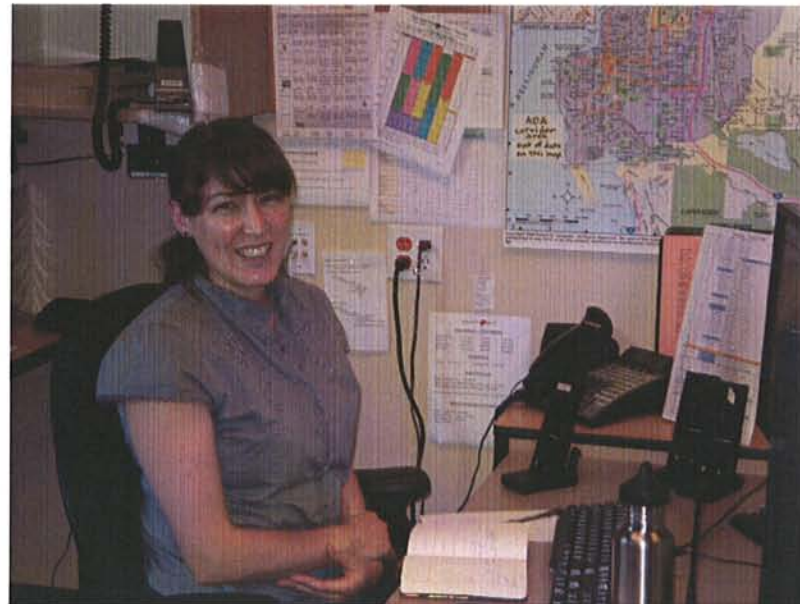
Other areas of responsibility include:

- Scheduling, dispatch and operation of specialized services.
- Ride booking, trip planning and general customer service.
- Management of contract with auxiliary taxi service provider.
- Administration of eligibility for specialized transportation services.
- Ensure operational compliance with the Americans with Disabilities Act (ADA).
- Oversight of mobile data system in paratransit coaches.

Major objectives for 2009

- Maintain and improve service safety, productivity and quality.
- Facilitate continued improvement of new dispatch/mobile data system through change review committee an ongoing training.
- Manage specialized auxiliary taxi services.
- Support service review process with clear data requirements and performance standards.
- Continue to develop and support a mobility training program on Fixed Route service for paratransit riders.
- Provide photo identification cards to new and re-certified paratransit-eligible riders.
- Sustain and improve the development of better ways to receive feedback from Operators and customers.

Personnel	2008 Budget FTE's	2009 Budget FTE's
Manager of Paratransit Services	1.00	1.00
Paratransit Operators	38.75	35.90
Lead Paratransit Service Controller	1.00	1.00
Paratransit Service Controllers	4.25	4.60
Paratransit Dispatch System Coordinator	1.00	1.00
Paratransit Customer Service Reps	2.50	2.20
Paratransit Scheduler	1.00	1.00
Eligibility Specialist	<u>1.00</u>	<u>1.00</u>
Total FTE's	50.50	47.70



Budget Expense Comparison:

2008 Budget	2008 Projected	2009 Budget	% Variance 08/09
\$3,466,604	\$3,644,600	\$3,795,756	9.5%

Expenditures over \$10,000 by Natural Classification

	Projected Expenditures 2008	Annual Budget 2008	Budget 2009	% Variance BY08 - BY09
Operators' Salaries & Wages	\$1,744,130	\$1,820,633	\$1,868,242	3%
Overtime Wages & Salaries	\$141,870	\$178,564	\$159,745	-11%
Employer FICA	\$135,583	\$128,414	\$134,157	4%
Pension Plans	\$159,208	\$149,540	\$179,813	20%
Hospital & Medical Plans	\$706,612	\$469,164	\$658,884	40%
Dental Plans	\$72,180	\$52,275	\$60,419	16%
Workers' Comp Insurance	\$46,668	\$50,755	\$45,234	-11%
Sick Leave	\$81,726	\$84,324	\$100,408	19%
Holiday	\$47,852	\$59,866	\$73,361	23%
Vacation	\$134,434	\$106,373	\$128,997	21%
Other Paid Absence	\$59,254	\$56,622	\$63,470	12%
Uniform & Clothing Allowance	\$15,982	\$18,774	\$19,265	3%
Employer Medicare	\$31,710	\$30,032	\$31,375	4%
Prof & Technical Services	\$70,000	\$50,000	\$62,000	24%
Computer Software	\$70,454	\$60,000	\$72,000	20%
Cellular Svc (AVL)	\$15,000	\$15,000	\$15,000	0%
Ins Prem-Public Liab/Prop Damage	\$65,578	\$90,170	\$80,229	-11%

SECTION 4
SERVICE EFFECTIVENESS AND EFFICIENCY

- **Performance Indicators**
- **Review of Service**



Performance Indicators

Abbreviation Key:

PAX = Passenger

COST = Operating Cost Including Depreciation

HOUR = Revenue Hour

	Budget 2008	Projected 2008	Budget 2009	Bud/Bud 08/09 % Change
<i>Cost-Effectiveness</i>				
Fixed Route Cost/Pax	\$4.50	\$3.79	\$4.00	-11.1%
Paratransit Cost/Pax	\$36.98	\$36.90	\$36.09	-2.4%
Vanpool Cost/Pax	\$6.06	\$5.54	\$4.97	-18.0%
<i>Productivity/Efficiency</i>				
Fixed Route Pax/Hour	30.33	32.94	35.81	18.1%
Fixed Route Cost/Hour	\$136.40	\$124.93	\$143.12	4.9%
Fixed Route Miles/Hour	13.59	13.61	13.61	0.1%
Paratransit Pax/Hour	3.11	3.29	3.36	8.1%
Paratransit Cost/Hour	\$115.18	\$121.47	\$121.35	5.4%
Paratransit Miles/Hour	13.67	13.78	14.02	2.5%
Vanpool Net Cost/Pax	\$4.15	\$3.67	\$3.10	-25.3%
Vanpool Cost/Mile	\$0.94	\$0.89	\$0.80	-14.6%
<i>Enterprise Cost Effectiveness</i>				
Cost per Total Revenue Hour	\$95.77	\$98.57	\$101.80	6.3%
Fixed Route Farebox Recovery	7.5%	8.7%	8.9%	18.8%

Review of Service

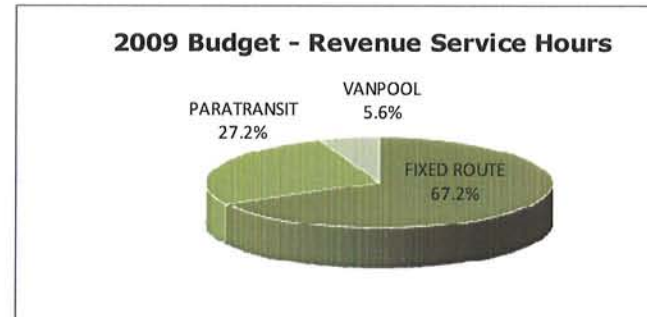
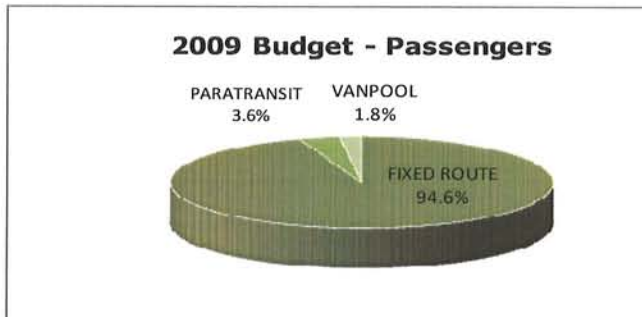
FIXED ROUTE	2006	2007	Budget 2008	Budget 2009	B08-B09% Change
Rev. Service Hours	98,148	127,437	140,136	139,636	-0.4%
Rev. Service Miles	1,335,308	1,738,466	1,904,840	1,900,000	-0.3%
Peak Vehicles	36	42	46	48	4.3%
Passengers	2,962,989	3,549,948	4,250,000	5,000,000	17.6%

PARATRANSIT	2006	2007	Budget 2008	Budget 2009	B08-B09% Change
Rev. Service Hours	56,872	54,239	54,900	56,500	2.9%
Rev. Service Miles	844,685	715,058	750,600	792,000	5.5%
Peak Vehicles	29	31	43	31	-27.9%
Passengers	216,675	170,952	171,000	190,000	11.1%

Note: Passenger counts include Taxi

VANPOOL*	2006	2007	Budget 2008	Budget 2009	B08-B09% Change
Rev. Service Hours	8,395	8,760	9,410	11,670	24.0%
Rev. Service Miles	460,014	434,805	470,000	596,210	26.9%
Peak Vehicles	21	24	25	30	20.0%
Passengers	73,424	67,709	73,291	96,370	31.5%

**Rideshare Data for 2006 - 2008 has been removed as this program was discontinued in 2008.
Data shown is for Vanpool program only.*



**SECTION 5
LONG RANGE FINANCIAL PLAN**



Long Range Financial Plan

Description	Projected 2008	Budget 2009	2010	2011	2012	2013	2014	2015
Beginning Cash	\$29,471,733	\$23,157,606	\$20,251,582	\$16,899,137	\$13,775,105	\$10,824,013	\$7,003,329	\$3,821,702
Add: Interest (Other Designated Funds)	\$494,431	\$289,076	\$105,256	\$74,864	\$87,502	\$64,019	\$51,166	\$154,279
Add: Revenue	\$22,122,183	\$23,046,692	\$23,775,356	\$24,457,390	\$25,604,868	\$26,809,573	\$27,585,376	\$28,383,069
Add: Interest (Undesig. & Oper. Reserve)	\$399,822	\$317,657	\$560,496	\$507,191	\$440,054	\$402,526	\$279,111	\$22,282
Less: Operating Expenditures	\$ 23,155,511	\$ 24,260,735	\$25,779,781	\$ 27,245,476	\$28,844,516	\$30,602,802	\$32,537,279	\$34,671,837
Subtotal (Net Cash Flow)	(\$633,506)	(\$896,387)	(\$1,443,929)	(\$2,280,895)	(\$2,799,594)	(\$3,390,703)	(\$4,672,793)	(\$6,266,486)
Depreciation	\$2,615,856	\$3,058,407	\$3,348,809	\$2,956,237	\$2,908,999	\$2,755,727	\$2,812,051	\$2,930,944
Net Revenue/Expense	(\$3,249,362)	(\$3,954,794)	(\$4,792,738)	(\$5,237,132)	(\$5,708,593)	(\$6,146,430)	(\$7,484,845)	(\$9,197,431)
Less: Capital Expenditures	\$7,692,500	\$7,927,000	\$4,438,000	\$2,968,000	\$2,819,000	\$2,644,000	\$710,000	\$750,000
Add: Grant Income	\$1,117,448	\$5,628,287	\$2,074,228	\$1,700,000	\$2,230,000	\$1,800,000	\$1,800,000	\$1,800,000
Add: Other Cash Deposits (Expenditures)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Accrual vs Cash Reconciliation	\$400,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
Net Expenditures	(\$9,424,414)	(\$5,903,507)	(\$6,806,510)	(\$6,155,132)	(\$5,947,593)	(\$6,640,430)	(\$6,044,845)	(\$7,797,431)
Add: Depreciation & Loss On Sale	\$2,615,856	\$2,708,407	\$3,348,809	\$2,956,237	\$2,908,999	\$2,755,727	\$2,812,051	\$2,930,944
Ending Cash Balance	\$23,157,606	\$20,251,582	\$16,899,137	\$13,775,105	\$10,824,013	\$7,003,329	\$3,821,702	(\$890,506)

SECTION 6 CONCLUSIONS

- 2009 Budget Principles
- 2009 Budget Performance Indicators
- Service Supplied



2009 Budget Principles

The 2008 Budget represents the expenditures associated with the implementation of the goals and objectives of the WTA. The WTA continues to place the highest focus upon the delivery of service to the customer. The 2009 Budget recognizes this philosophy.

As in previous years, the following budgeting principles were applied to the 2009 WTA Budget:

- Upon reaching year-end, all budgetary authorizations that have not been executed in 2008 lapse and must be re-authorized in the new budget year.
- The WTA operates as an enterprise fund: depreciation is recognized as an operating expense. Revenues are recognized when earned and expenditures (operating and capital) are accrued (recognized) when liability for payment exists.
- The "going concern" concept of business management is applied. Current and budget year expenditures are analyzed in the context of their effect upon the long-term financial viability of the WTA. Budget year proposals are presented with accompanying five year financial projections.

2009 Budget Performance Indicators

Revenues

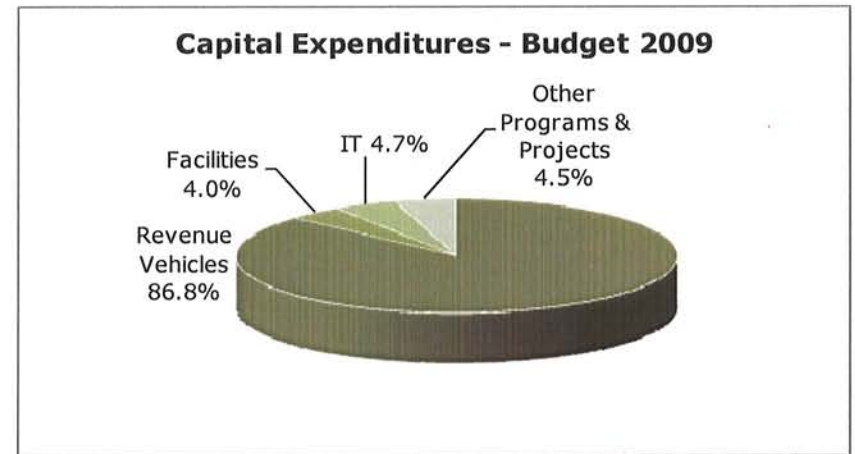
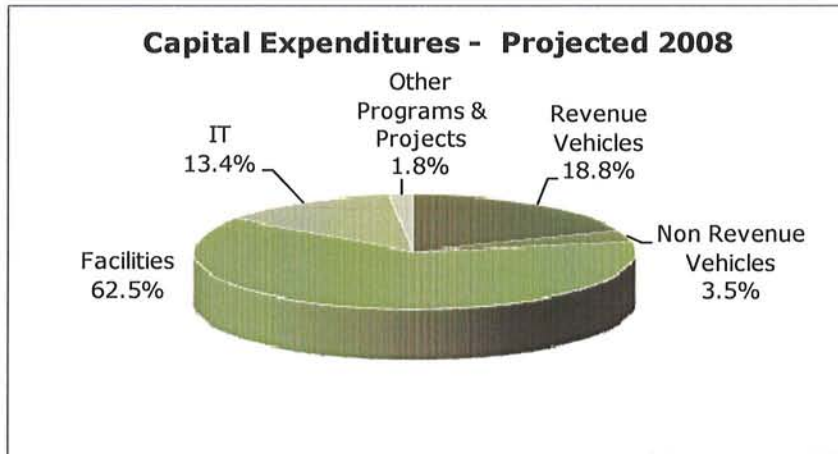
It is unclear at this writing if 2009 Sales tax revenues will stabilize or continue to soften. To this end the WTA is projecting a -1.2% decrease in 2009 projected sales tax collections compared to the 2008 budget. Operating Revenues for 2009 are expected to exceed 2008 totals by almost 17.9% due to a strong increase in farebox revenue.

Operating Expenditures

Direct operating expenditures (excluding depreciation) will increase by 5.7% over budget year 2008.

Capital Expenditures

WTA capital expenditures represent facilities and equipment necessary to provide public transportation services. The listing, as found on page 7-1, represents the purchase of all capital equipment having a value of greater than \$5,000 and a useful life of three years or greater, and is consistent with the Transportation Improvement Plan. In addition, all grants associated with the recommended capital expenditures are indicated in this report.



Service Supplied

Budget year 2009 is the fourth annualized impact of the implementation of the Strategic Plan.

SECTION 7 APPENDIX

- **Capital Expenditures – Projected 2008 and 2009 Budget**
- **Fund Position – Projected 2008 and 2009 Budget**
- **Revenue – Projected 2008 and 2009 Budget**
- **Summary of 2009 Budgeted FTE's Compared to 2008 FTE's**
- **Changes to Existing Positions**



Capital Expenditures

Description	Projected		Budget	
	2008	2009	2008	2009
Revenue Vehicles:				
Orion Fleet Replacement	\$0	\$0	\$3,618,000	
Fleet Additions/Replacement	\$0	\$0	\$2,010,000	
Paratransit Vehicles	\$1,450,000		\$540,000	
Vanpool Vans	\$0	\$0	\$208,000	
Vehicle Rebuild Program	\$0	\$0	\$500,000	
Subtotal Revenue Vehicles	\$1,450,000		\$6,876,000	
Non-Revenue Vehicles:				
Staff Vehicles Replacement	\$269,000		\$0	
Subtotal Non-Revenue Vehicles	\$269,000		\$0	
Facilities:				
A/C upgrade to IT department	\$50,000		\$0	
Bellingham Station Improvements	\$160,000		\$115,000	
Provide Increased Spill Protect/Fuel & Wash Island	\$0	\$0	\$15,000	
Enhanced Night Lighting/Fuel & Wash Island	\$0	\$0	\$10,000	
Cordata Station Construction	\$4,600,000		\$180,000	
Subtotal Facilities	\$4,810,000		\$320,000	
Information Technology:				
Pass Dispensing Machine for Cordata	\$0	\$0	\$8,000	
Implement HR/Timekeeping/Payroll	\$400,000		\$150,000	
Bus Yard WIFI System	\$40,000		\$0	
Trapeze FX et al applications	\$300,000		\$0	
Upgrade IT Infrastructure	\$65,000		\$45,000	
Replace 1/3 Agency Computer Equipment	\$0	\$0	\$60,000	
Additional Blade Servers	\$0	\$0	\$25,000	
Voice Mail Upgrade/Telephone Consulting	\$45,000		\$25,000	
Trip Planning Systems	\$100,000		\$0	
Voice Recorder for Phone Calls	\$25,000		\$0	\$35,000
Fixed Route AVL	\$0	\$0	\$25,000	
IT Department Disaster Recovery system	\$50,000		\$25,000	
Subtotal IT	\$1,027,500		\$373,000	
Other Minor Programs & Projects:				
Color Copier/Printer- Upstairs	\$25,000		\$0	
Roadway Improvements	\$0	\$0	\$50,000	
Hoist Modifications	\$10,000		\$0	
Solar Powered Bus Stop Signals	\$10,000		\$0	
Lynden Station Irrigation Meter	\$0	\$0	\$5,000	
Shelters	\$30,000		\$12,000	
Modify Dispatch Furnishing	\$10,000		\$0	
Cabinets for Downstairs Workroom	\$0	\$0	\$8,000	
Multimedia System- Training Room	\$10,000		\$0	
Replacement Coin Counting Machine	\$0	\$0	\$8,000	
Street light for Bill McDonald Pkwy	\$0	\$0	\$25,000	
Warehouse Structure Upgrade	\$0	\$0	\$200,000	
Fall Protection in Body Bay	\$12,000		\$0	
Railroad Crossing w/ City of Ferndale	\$10,000		\$0	
Exhaust Hose Reels	\$7,000		\$25,000	
Cordata Move Expenses	\$0	\$0	\$25,000	
Rolling Jack for Bay 12	\$12,000		\$0	
Subtotal Other Programs & Projects	\$136,000		\$358,000	
Total Capital Expenditures	\$7,692,500		\$7,927,000	
Total Grant Income	\$1,117,448		\$5,628,287	
Net Local Match	\$6,575,052		\$2,298,713	

Fund Position

	Projected 2008	Budget 2009
Undesignated Cash & Investments:		
Beginning Cash Balance	\$11,283,318	\$5,921,863
Net Income / Transfers	(\$5,325,086)	\$3,690,608
Transfer (Out)	(\$36,369)	(\$43,250)
Other Transfers	\$0	\$0
Ending Cash	\$5,921,863	\$9,569,221
Operating Reserve Fund:		
Beginning Cash Balance	\$3,804,292	\$6,065,184
Interest Income	\$133,150	\$160,727
Transfer In/(Out)	\$2,127,742	\$219,034
Ending Cash	\$6,065,184	\$6,444,945
Capital:		
Beginning Cash Balance	\$11,785,764	\$8,095,916
Interest Income	\$412,502	\$214,542
Transfer In - Deprec	\$0	\$0
Transfer In/(Out) - Other	\$1,871,150	(\$5,000,000)
Transfer Out - Acquisitions	\$5,973,500	\$1,051,000
Ending Cash	\$8,095,916	\$2,259,458
Insurance:		
Beginning Cash Balance	\$203,800	\$200,000
Interest Income	\$7,133	\$5,300
Transfer In	\$36,369	\$43,250
Transfer Out	\$47,302	\$48,550
Ending Cash	\$200,000	\$200,000
Medical Reserve:		
Beginning Balance	\$515,050	\$524,063
Interest Income	\$9,013	\$6,944
Transfer In/(Out)	\$0	\$0
Ending Cash	\$524,063	\$531,007
Fleet:		
Beginning Cash Balance	\$1,879,509	\$2,350,580
Interest Income	\$65,783	\$62,290
Transfer In - Deprec	\$624,288	\$710,081
Transfer Out - Acquisitions	\$1,719,000	\$6,876,000
Transfer Out /(In)- Interfund	(\$1,500,000)	(\$5,000,000)
Ending Cash	\$2,350,580	\$1,246,951
TOTAL ENDING CASH & INVEST. BALANCE	\$23,157,606	\$20,251,582

Revenue Projected 2008 and 2009 Budget

	Projected 2008	Budget 2009	2010	2011	2012	2013	2014	2015
Total Sales Tax	\$20,335,954	\$20,946,033	\$21,574,414	\$22,221,646	\$23,332,728	\$24,499,365	\$25,234,346	\$25,991,376
Fare Box Revenues:								
Fixed Route Revenue	\$942,139	\$1,200,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000
Paratransit Revenue	\$75,000	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413	\$86,946	\$89,554
Other Revenue	\$60,000	\$65,000	\$68,000	\$70,000	\$72,000	\$74,000	\$77,000	\$78,000
WWU Service	\$544,090	\$580,659	\$609,692	\$640,177	\$672,185	\$705,795	\$741,084	\$778,139
Vanpool Income	\$165,000	\$180,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000
<i>Subtotal Revenue</i>	\$22,122,183	\$23,046,692	\$23,775,356	\$24,457,390	\$25,604,868	\$26,809,573	\$27,585,376	\$28,383,069
Interest Income	\$399,822	\$317,657	\$560,496	\$507,191	\$440,054	\$402,526	\$279,111	\$22,282
Total Revenue Excluding Grant Income	\$22,522,005	\$23,364,348	\$24,335,851	\$24,964,581	\$26,044,922	\$27,212,098	\$27,864,486	\$28,405,350
Grant Income:								
Section 5309 Grant/Large Vehicle/Earmark								
Paratransit Vehicles		\$432,000			\$480,000			
Full/Mid Size Vehicles/FTA 5307	\$575,448	\$4,482,567						
State Special Needs Grant	\$365,000	\$407,720	\$424,228					
County Connector Service/Vanpool Grant	\$177,000	\$306,000	\$150,000	\$200,000	\$250,000	\$300,000	\$300,000	\$300,000
Unobligated FTA 5307			\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Subtotal Grant Income	\$1,117,448	\$5,628,287	\$2,074,228	\$1,700,000	\$2,230,000	\$1,800,000	\$1,800,000	\$1,800,000
Total Revenue	\$23,639,453	\$28,992,635	\$26,410,079	\$26,664,581	\$28,274,922	\$29,012,098	\$29,664,486	\$30,205,350

Summary of 2009 Budgeted FTE's Compared to 2008 FTE's

Department	2008 Board Approved FTE's	2009 Proposed FTE's
Manager of Community Relations & Marketing	1.00	1.00
Community Relations and Marketing	1.00	1.00
Director of Finance	1.00	1.00
Department Assistant	1.00	1.00
Finance and Support Services	2.00	2.00
General Manager	1.00	1.00
Executive Assistant	1.00	1.00
Executive Administration	2.00	2.00
Director of Human Resources	1.00	1.00
Human Resources Specialist	0.87	1.00
Department Assistant	0.87	1.00
Human Resources	2.74	3.00
Director of Service Development	1.00	1.00
Public Information Coordinator	0.70	0.70
Service Planner	1.00	1.00
Department Assistant	1.00	1.00
Surveyors	0.36	0.38
Service Development	4.06	4.08
Director of Operations	1.00	1.00
Operations / Field Supervisors	6.00	6.00
Safety and Security Officer	0.00	1.00
Dispatch Supervisor	1.00	1.00
Executive Assistant	1.00	1.00
Department Assistant	1.00	1.00
Transit Administration	10.00	11.00
Manager of Grants and Accounting	1.00	1.00
Accounting Assistant (Payroll)	1.00	1.75
Department Assistant	1.50	1.00
Accounting Clerk	1.00	1.00
Accounting	4.50	4.75
Manager of Procurement and Materials	1.00	1.00
Procurement	1.00	1.00
Director of IT	0.00	1.00
IT Supervisor	1.00	0.00
Hardware Specialist	1.00	1.00
Help Desk Technician	0.50	0.50
System Administrator	1.00	1.00
Systems Analyst	0.25	1.00
IT	3.75	4.50
Safety & Training Supervisor	1.00	0.00
Training Coordinator	0.00	1.00
Trainers	2.00	1.00
Trainees	3.00	0.75
Training	6.00	2.75
Rideshare Coordinator	0.10	0.00
Rideshare Services	0.10	0.00
Vanpool Coordinator	0.20	0.30
Vanpool	0.20	0.30
Lead Warehouse Worker	1.00	1.00
Warehouse Workers	2.00	3.00
Warehouse	3.00	4.00
Director of Fleet and Facilities	0.50	0.50
Service Section Supervisor	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00
Department Assistant	1.00	1.00
Fleet Maintenance Technicians	11.00	11.00
Hostlers	5.00	5.00
Lead Fleet Maintenance Technicians	3.00	3.00
Lead Hostler	1.00	1.00
Vehicle Maintenance	23.50	23.50
Facilities Maintenance Worker	0.50	0.50
Route Maintenance Workers	3.00	3.00
Route Maintenance	3.50	3.50
Director of Fleet and Facilities	0.50	0.50
Facilities Maintenance Worker	0.50	0.50
Facilities Technician	1.00	1.00
Facilities Maintenance	2.00	2.00
Dispatchers	4.00	4.00
Fixed Route Customer Service Reps	4.50	4.50
Fixed Route Operators	110.40	108.00
Terminal Expeditors	4.00	4.00
Fixed Route Operations	122.90	120.50
Paratransit Manager	1.00	1.00
Eligibility Specialist	1.00	1.00
Lead Paratransit Service Controller	1.00	1.00
Paratransit Service Controllers	4.25	4.60
Paratransit Dispatch Service Coordinator	1.00	1.00
Paratransit Customer Service Reps	2.50	2.20
Paratransit Scheduler	1.00	1.00
Paratransit Operators	38.75	35.90
Paratransit Operations	50.50	47.70
TOTAL FTE'S	242.75	237.58

Changes to Existing FTE's

Year 2008 Approved Staffing:	242.75
Changes for 2009:	
<i>New Positions:</i>	
Safety & Security Officer	1.00
Training Program Coordinator	1.00
Director of IT	1.00
Lead Fixed Route Customer Service Rep	1.00
<i>Eliminated Positions:</i>	
Safety & Training Supervisor	(1.00)
Trainer	(1.00)
Rideshare Coordinator	(.10)
IT Supervisor	(1.00)
Fixed Route Customer Service Rep	(1.00)
<i>Changes in Hours:</i>	
Human Resources Assistant	.13
Human Resources Specialist	.13
Route Surveyors	.02
Vanpool Coordinator	.10
Accounting Assistant	.25
Warehouse Worker	1.00
Trainees	(2.25)
Fixed Route Operators	(2.40)
Paratransit Operators	(2.85)
Paratransit Service Controllers	.35
Paratransit Customer Service Reps	(.30)
IT Systems Analyst	.75
Total Budget Year 2009 Staffing:	237.58



WTA

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Budget Document Prepared by Lynda Colwell, Finance Department Assistant