



Whatcom Transportation Authority



Annual Budget 2011

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MEMORANDUM

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

FROM: Mel Hanson, Chair of the Board of Directors
Richard G. Walsh, General Manager
Patricia Dunn, Director of Finance

DATE: October 1, 2010

SUBJECT: 2011 Operating and Capital Budget

WTA staff presents the Operating and Capital Budget for the Whatcom Transportation Authority (WTA) for the calendar year 2011. This budget reflects the service and administration reductions adopted by the Board and implemented in 2010.

2010

In September 2010, WTA implemented a service reduction of 14% of its fixed routes and 4% of paratransit activity, including elimination of all Sunday service. A fare increase in late 2009 contributed to flat ridership throughout 2010. Revenues in 2010 are projected to be slightly below 2009 levels. WTA continued to draw down reserve funds to maintain service.

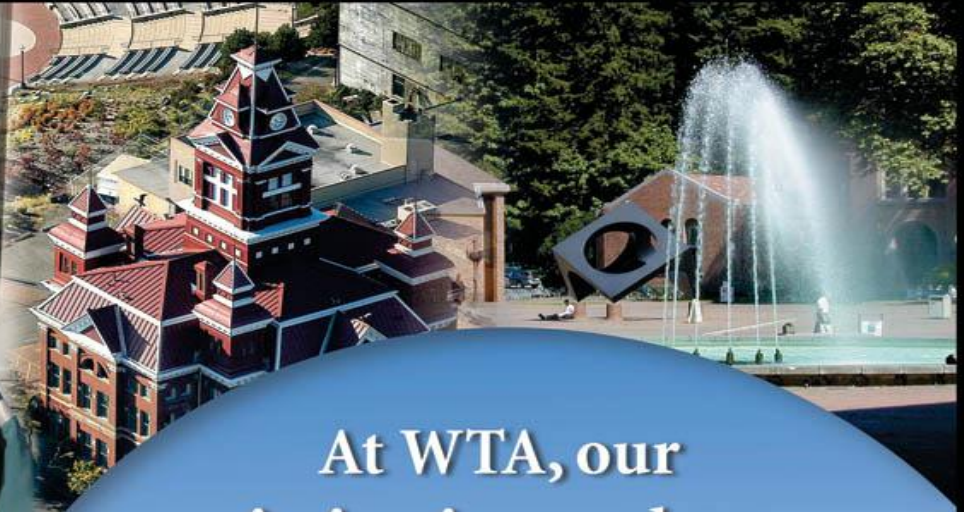
2011

The current uncertain fiscal climate is expected to continue through 2011 and beyond. WTA anticipates modest increases in revenue with higher levels of increases in operating expenses. The 2011 operating budget maintains the service and staffing at the lower service level implemented in fall of 2010. It represents the resources necessary to accomplish the 2011 Budget Initiatives and departmental objectives detailed in this document. The capital budget includes coaches funded primarily by grants and those projects deemed necessary to maintain WTA's mission.

Future

Additional cuts to WTA's service will be necessary without substantial improvement in agency revenues.

In these tough economic times WTA is a vital asset to Whatcom County. We recognize and will meet the challenge of fulfilling this community's public transportation needs while working within the constraints of our fiscal limitations.



**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



Whitman Museum of History and Art photo by David Schmitt. Red Square photo courtesy of WPA.

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.

Whatcom Transportation Authority 2011 Budget

Key Objectives:

- Develop a financially sustainable service plan.
- Preserve essential capital projects. Continue to fund Capital and Fleet Reserves to sustain the physical plant and rolling stock.
- Continue to examine WTA processes for potential efficiencies and cost savings. Maintain flexibility in our approach to how we do business.
- WTA is committed to adjusting service thoughtfully and considering the impact on customers and employees.



Whatcom Transportation Authority 2011 Budget

Proposed Budget Initiatives:

- Implement Cost Containment Strategies
- Contain Costs for Medical Insurance
- Maximize Use of Current Resources
- Preserve Service Quality
- Plan Future Service Reduction
- Engage and Inform Community
- Collaborate with Community Partners
- Improve Software System Efficiencies
- Continue to Invest in Employee Development and Communicate Openly with Employees

Whatcom Transportation Authority

2011 Budget Assumptions

- **Sales Tax Revenue** in 2011 is projected to be 1% above 2010 collections. A 3% annual increase is forecast for 2012 and 2013, and 3% thereafter.
- **Medical Insurance** costs are forecast to increase 14.5% in 2011 and 13% in future years.
- **Dental Insurance** rates will increase 11.95% in 2011.
- Projected employer contributions for **PERS**, the State of Washington employee pension, will increase 20%-30%¹ biennially.
- **Fuel** prices² are expected to increase 6%-6.7% in 2012 and 2013 and less than 3% in 2014 and after.
- **Blended Inflation Rates:**

Year	Rate
2012	5.0%
2013	5.4%
2014	4.9%
2015	5.0%
2015	5.1%

- **Service reductions** reducing low productivity routes and the elimination of Sunday service contribute to restoring fiscal sustainability. Additional expense reductions will be required in the future to avoid reducing cash reserves below optimal levels.
- There are **no employee COLA** increases in the budget. Wage and benefit negotiations with ATU are underway.
- **Capital Programs:**
2011 – 2016 Capital projects are limited to:
 - Essential replacements or other “must do” projects
 - Programs with substantial grant funding
 - Projects with a quick payback period
 - Liability reduction projects
 - Rolling stock replacement only when absolutely necessary

¹ Office of the State Actuary/Actuarial Services/Employer Contribution Rates

² US Department of Energy's Energy Information Administration's "Annual Energy Outlook 2011"

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Whatcom Transportation Authority 2011 Budget



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**Whatcom Transportation Authority
Revenue and Expenditures
2011 Budget**

	Proposed Budget 2011	Latest Estimate 2010	Approved Budget 2010	Actuals 2009
Revenue				
Fixed Route Revenue	2,396,977	2,335,824	2,495,900	2,108,685
Paratransit Revenue	12,700	12,974	15,200	12,045
Vanpool Revenue	222,000	222,299	204,000	186,338
Total Operating Revenue	2,631,677	2,571,097	2,715,100	2,307,068
Sales Tax Income	17,675,000	17,500,000	17,700,000	17,844,828
Investment Income	255,000	285,085	311,000	532,936
Other Revenue	74,000	116,668	45,000	-83,310
Total Revenue	20,635,677	20,472,850	20,771,100	20,601,522
Expenses:				
Salaries & Wages	11,075,987	11,625,424	12,309,294	12,023,887
Employee Benefits	5,443,219	5,399,808	5,807,409	5,573,789
Outside Services	889,031	1,113,039	1,033,011	881,355
Repairs and Maintenance	136,162	90,425	188,750	114,168
Parts and Supplies	1,131,449	1,282,654	1,482,600	1,502,821
Fuel	1,421,800	1,373,594	1,305,750	1,079,676
Utilities	284,008	303,931	345,550	374,583
Insurance and Claims	460,000	442,437	503,000	364,925
General Expense	229,499	254,166	351,373	265,772
Training, Meetings & Travel	73,492	61,808	76,975	59,222
Total Operating Expense	21,144,648	21,947,285	23,403,711	22,240,199
Net Income from Operations	-508,971	-1,474,436	-2,632,612	-1,638,677
Depreciation	3,672,400	3,452,224	3,681,900	3,558,566
Net Income	-4,181,371	-4,926,659	-6,314,512	-5,197,243
Capital Expenditures	4,575,000	5,818,815	6,099,000	7,084,791
Grants & Contributions	3,702,800	4,917,873	4,945,044	5,713,880
Net Capital	872,200	900,942	1,153,956	1,370,911
Net Inc Less Net Capital	-5,053,571	-5,827,601	-7,468,468	-6,568,154
Est Cashflow Impact	-1,381,171	-2,375,378	-3,786,568	-3,009,588

Whatcom Transportation Authority			
Position Detail			
2011 Budget			
DIVISION/DEPARTMENT	2010 Budget	Changes	2011 Budget
OPERATIONS DIVISION			
Transit Administration			
Director of Operations	1.0		1.0
Operations / Field Supervisors	6.0	-1.0	5.0
Dispatch Supervisor	1.0	-1.0	0.0
Executive Assistant	1.0		1.0
Department Assistant	1.0	-0.5	0.5
	10.0	-2.5	7.5
Training			
Training Coordinator	1.0		1.0
Trainer	1.0	-1.0	0.0
	2.0	-1.0	1.0
Safety & Security Officer	1.0		1.0
Fixed Route Operations			
Dispatchers	3.0	-1.0	2.0
Lead FR Customer Svc Rep	1.0		1.0
Fixed Rte Customer Svc Reps	3.0		3.0
Fixed Route Operators	104.5	-15.5	89.0
Terminal Expeditors	4.0	-1.0	3.0
	115.5	-17.5	98.0
Paratransit Operations			
Paratransit Manager	1.0		1.0
Eligibility Specialist	1.0		1.0
Paratransit Dispatchers	6.0		6.0
Paratransit Dispatch Coordinator	1.0		1.0
Paratransit Customer Svc Reps	2.0		2.0
Paratransit Scheduler	1.0		1.0
Paratransit Operators	39.5	-1.5	38.0
	51.5	-1.5	50.0
TOTAL OPERATIONS	180.0	-22.5	157.5
FLEET & FACILITIES DIVISION			
Vehicle Maintenance			
Director of Fleet and Facilities	0.5		0.5
Fleet Maintenance Supervisor	1.0		1.0
Fleet Administrator	1.0		1.0
Fleet Maintenance Technicians	11.0	-1.0	10.0
Lead Fleet Maintenance Techs	3.0	-1.0	2.0
	16.5	-2.0	14.5
Warehouse			
Chief Storekeeper	1.0		1.0
Storekeeper	2.0	-1.0	1.0
	3.0	-1.0	2.0
Vehicle Service			
Service Section Supervisor	1.0		1.0
Lead Hostler	1.0		1.0
Hostlers	4.6	-1.0	3.6
	6.6	-1.0	5.6
Route Maintenance Workers	2.5		2.5
Facilities Maintenance			
Director of Fleet and Facilities	0.5		0.5
Facilities Maintenance Worker	0.5		0.5
Facilities Technician	2.0		2.0
	3.0		3.0
TOTAL FLEET & FACILITIES	31.6	-4.0	27.6

DIVISION/DEPARTMENT	2010 Budget	Changes	2011 Budget
<u>FINANCE DIVISION</u>			
Finance			
Director of Finance	1.0		1.0
Purchasing & Contracts Administrator		1.0	1.0
Department Assistant	1.0	-1.0	0.0
	2.0	0.0	2.0
Accounting			
Manager of Grants and Acctg	1.0		1.0
Accounting Assistant (Payroll)	1.3		1.3
Accounting Technicians (I & II)	2.0		2.0
	4.3		4.3
Procurement (Mgr)	1.0	-1.0	0.0
Information Technology			
Director of IT	1.0	-1.0	0.0
Hardware Specialist	1.0	-1.0	0.0
Help Desk Technician	1.0		1.0
System Administrator	1.0		1.0
Systems Analyst	1.0		1.0
TOTAL INFORMATION TECH.	5.0	-2.0	3.0
TOTAL FINANCE DIVISION	12.3	-3.0	9.3
<u>SERVICE DEVELOPMENT DIV.</u>			
Service Development			
Director of Service Development	1.0		1.0
Public Information Coordinator	0.7	-0.4	0.3
Service Planner	1.0		1.0
Department Assistant	1.0		1.0
Surveyors	0.4		0.4
	4.1	-0.4	3.7
Vanpool			
Vanpool Coordinator	0.3		0.3
TOTAL SERVICE DEV.	4.4	-0.4	4.0
<u>HUMAN RESOURCES</u>			
Director of Human Resources	1.0		1.0
Human Resources Specialist	1.0		1.0
Department Assistant	1.0		1.0
TOTAL HUMAN RESOURCES	3.0		3.0
EXECUTIVE ADMINISTRATION			
General Manager	1.0		1.0
Executive Assistant	1.0		1.0
TOTAL EXECUTIVE ADMIN.	2.0		2.0
COMM RELATIONS/MKTG (Mgr)	1.0		1.0
TOTAL	234.3	-29.9	204.4

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Whatcom Transportation Authority

Division Budgets



Whatcom Transportation Authority
Operations
2011 Budget

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	8,186,860	8,505,310	9,078,511	8,749,405
Employee Benefits	4,171,067	4,113,097	4,425,305	4,202,592
Outside Services	152,485	174,857	150,550	145,664
Repairs & Maintenance	950	784	1,250	1,260
Parts and Supplies	157,275	102,003	170,835	186,910
Utilities	24,620	24,147	25,650	36,558
Insurance and Claims	339,720	342,251	371,000	284,497
General Expense	20,345	17,375	18,858	17,246
Meetings and Travel	15,055	17,142	17,500	17,654
Total Dept Op Exp	13,068,377	13,296,968	14,259,459	13,641,785
Depreciation	1,964,000	1,729,658	1,926,500	0
Total Expense	15,032,377	15,026,626	16,185,959	13,641,785

Fixed Route and Paratransit Operations are responsible for providing safe, reliable and friendly transportation services to our passengers. Fixed Route service includes:

- Dispatchers and Expeditors who ensure adherence to published route schedules.
- Operators who safely operate coaches, interacting with many customers.
- CSRs who assist customers by answering the Ride Line, covering the reception desk at MOAB and the Bellingham Station booth, selling passes and giving route information.

Paratransit service includes:

- Dispatchers who schedule and adjust trips with the Operators throughout each day.
- CSRs who book rides, provide trip planning and answer many questions.
- Paratransit management who ensure compliance with the Americans with Disabilities Act (ADA), manage auxiliary taxi service contract, administrate eligibility for specialized services and oversee the mobile data system in coaches.
- Operators who safely operate coaches, assisting special needs customers.

Both Training and Safety/Security are under the umbrella of Operations:

- Training ensures compliance with federal and state training requirements for all personnel, including CPR, First Aid and (for Operators) Ride Checks.
- The Safety and Security Officer provides oversight for all safety and security issues at WTA, including MSDS compliance, accident records and investigation, and collaboration with law enforcement for provision of security services at WTA facilities.

Whatcom Transportation Authority
Fleet & Facilities
2011 Budget

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	1,557,219	1,560,644	1,693,724	1,614,648
Employee Benefits	718,623	721,248	809,754	800,914
Outside Services	311,511	336,037	312,500	287,037
Repairs & Maintenance	110,400	76,163	158,500	99,115
Parts and Supplies	698,450	751,856	895,550	953,458
Fuel	1,421,300	1,373,381	1,305,250	1,079,399
Utilities	213,840	221,651	254,500	277,573
General Expense	90,460	97,734	157,350	130,948
Meetings and Travel	12,400	13,010	17,100	14,176
Total Dept Op Exp	5,134,203	5,151,724	5,604,228	5,257,268
Depreciation	1,088,900	1,119,644	1,137,100	0
Total Expense	6,223,103	6,271,368	6,741,328	5,257,268

The Fleet and Facilities Division has oversight of the Vehicle Service, Vehicle, Route, Facilities Maintenance and Warehouse departments.

The Vehicle Maintenance and Service Department are responsible for the maintenance and safety of all WTA vehicles. Other areas of responsibilities include the effective management of vehicle specification, purchase, acceptance, modification, disposal and vehicle appearance, fueling, detailing and washing.

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.

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

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

Whatcom Transportation Authority
Finance
2010 Budget

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	595,522	827,365	784,271	861,490
Employee Benefits	271,706	311,748	313,299	311,574
Outside Services	235,335	443,079	367,710	284,769
Repairs & Maintenance	24,662	13,403	28,850	13,717
Parts and Supplies	111,755	153,434	176,745	225,521
Utilities	42,650	55,227	61,930	57,147
Insurance and Claims	87,076	71,718	97,000	57,944
General Expense	20,465	19,960	17,960	35,105
Meetings and Travel	25,287	21,769	17,800	12,371
Total Dept Op Exp	1,414,460	1,917,704	1,865,565	1,859,637
Depreciation	308,000	313,191	307,000	3,558,566
Total Expense	1,722,460	2,230,894	2,172,565	5,418,204

The Finance Division includes the Accounting, Procurement and Information Technology functions.

The Finance Department is responsible for preparation of the Agency Budget, internal control oversight and related policies and procedures; and ensuring the Agency remains in compliance with local, state, and federal government and regulatory requirements. Procurement responsibilities include the oversight of agency purchasing, contract management, DBE program, and surplus and disposal program.

The Accounting Department manages financial and National Transit Database (NTD) reporting and audits, grant administration, payroll, accounts payable/receivable, fixed asset accounting. Farebox counting, bus pass and tokens inventory control and reporting, and agency archives are also Accounting responsibilities.

The IT Department manages all telecommunications and data communications systems and network architecture and security. IT maintains software applications and provides user support.

Whatcom Transportation Authority

Service Development

2011 Budget

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	270,584	276,829	298,386	313,683
Employee Benefits	107,344	91,323	91,812	90,841
Outside Services	65,150	39,906	105,350	68,835
Parts and Supplies	120,480	229,224	189,130	94,377
Fuel	500	213	500	277
Utilities	1,500	1,275	1,500	1,415
Insurance and Claims	33,204	28,468	35,000	22,484
General Expense	19,650	20,085	24,350	10,278
Meetings and Travel	5,600	3,697	10,400	4,277
Total Dept Op Exp	624,012	691,020	756,428	606,468
Depreciation	204,000	184,671	207,000	0
Total Expense	828,012	875,692	963,428	606,468

The Service Development Department manages service planning and performance evaluation for the Fixed Route, Specialized and Vanpool programs. Other areas of responsibility include:

- Production and Distribution of printed customer information and graphic design.
- Liaison to the City and County planning departments, Western Washington University, WSDOT and other organizations with an emphasis on transportation related planning.
- Management of the Commute Trip Reduction program.
- Planning and holding forums and public meetings to receive public and customer input.
- Management planning and administration related to fares and bus passes.



Whatcom Transportation Authority
Human Resources
2011 Budget

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	208,793	197,350	204,622	228,433
Employee Benefits	88,948	83,825	86,444	86,653
Outside Services	84,850	58,059	46,150	66,938
Parts and Supplies	30,684	38,813	32,590	31,111
Utilities	0	244	500	461
General Expense	3,979	6,454	2,255	2,673
Meetings and Travel	6,500	1,030	5,975	4,944
Total Dept Op Exp	423,755	385,774	378,535	421,214
Depreciation	101,500	101,768	101,000	0
Total Expense	525,255	487,542	479,535	421,214

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 oversight are:

- 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 labor laws and regulations
- Manage the Workers' 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

Whatcom Transportation Authority **Community Relations and Marketing** **2011 Budget**

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	76,975	74,536	75,528	73,934
Employee Benefits	20,702	19,018	19,713	20,168
Outside Services	12,000	19,391	25,000	14,044
Parts and Supplies	10,100	6,041	15,000	9,902
Utilities	678	668	750	718
General Expense	43,000	61,712	96,500	45,336
Meetings and Travel	1,950	1,934	1,500	1,983
Total Dept Op Exp	165,405	183,299	233,991	166,085
Depreciation	2,000	0	0	0
Total Expense	167,405	183,299	233,991	166,085

The Community Relations and Marketing Manager plans and implements programs to increase ridership and enhance community awareness of WTA services. Other responsibilities include:

- Solicitation of grant funding
- WTA advertising and promotion
- Promotion of the Smart Trips program
- Management of expanded transit advertising sales
- Community engagement
- Collaboration with community partners
- Coordination of Citizen Advisory Committee
- Proactive media relations



Whatcom Transportation Authority
Executive Administration
2011 Budget

	2011 Budget	Latest Estimate 2010	2010 Approved Budget	Actuals 2009
Salaries & Wages	180,033	183,389	174,252	182,295
Employee Benefits	64,828	59,549	61,082	61,047
Outside Services	27,700	41,709	25,750	14,067
Repairs & Maintenance	150	75	150	76
Parts and Supplies	2,705	1,283	2,750	1,542
Utilities	720	718	720	712
General Expense	31,600	30,847	34,100	24,186
Meetings and Travel	6,700	3,226	6,700	3,817
Total Dept Op Exp	314,436	320,796	305,504	287,742
Depreciation	4,000	3,293	3,300	0
Total Expense	318,436	324,089	308,804	287,742

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.” In addition, Executive Administration has daily oversight of all WTA departments and employees and provides support and assistance to the Board of Directors, various committees and the general public.



**Whatcom
Transportation
Authority**

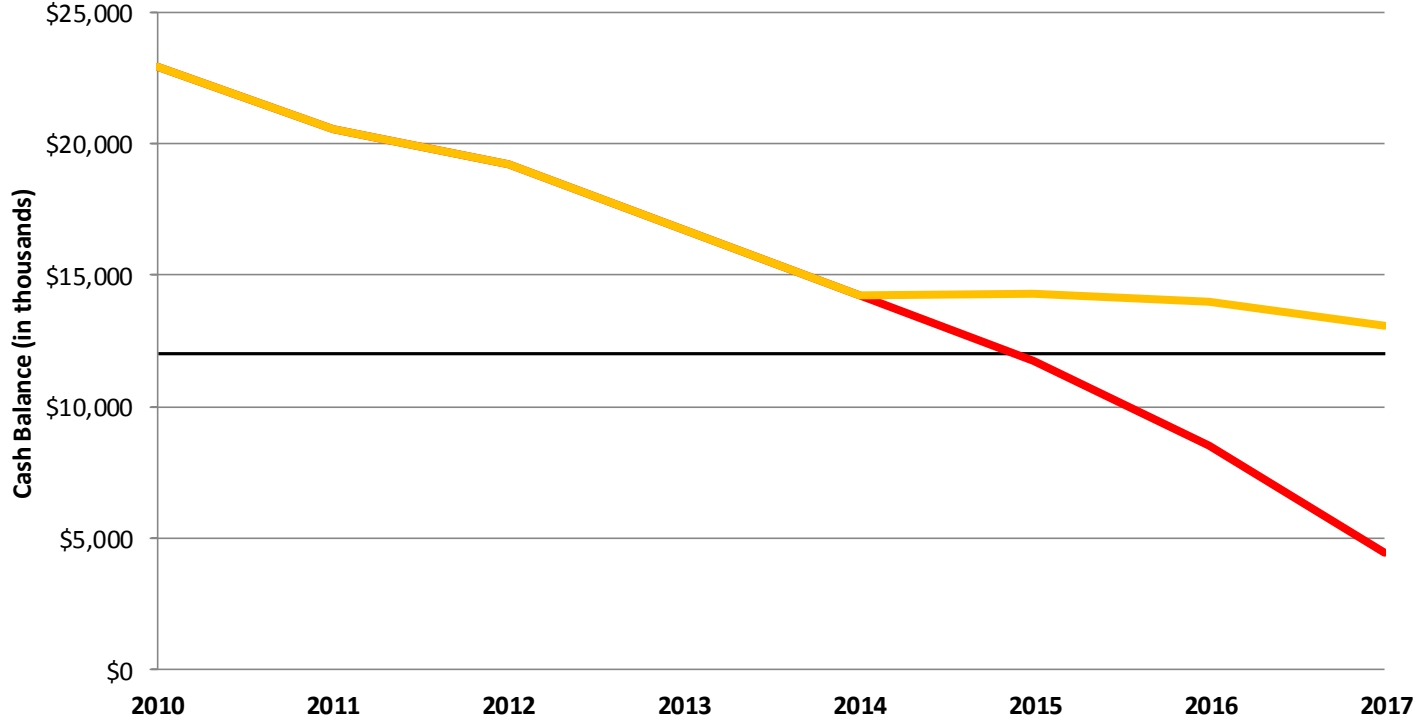
**2011 Budget
Supplemental
Information**

WTA					
Capital and Grants					
2011 Budget					
Project	Dept	Cost	Grants	WTA Pays	Operating Impact
Buses: 8 Gilligs (35')	Fleet	3,600,000	2,880,000	720,000	Reduce Operating Costs 5%
3 Eldorado Minibuses	Fleet	276,000	220,800	55,200	
7 Van Pool Units	Fleet	200,000	160,000	40,000	Reduced Maintenance
2 Supervisor vans	Fleet	64,000	-	64,000	Reduced Maintenance
Alignment Machine	Fleet	45,000	-	45,000	Efficiency gains
Urea dispensing system	Fleet	50,000	-	50,000	EPA requirements
Right of Way Improvements	Fleet	40,000	-	40,000	
Bus DVR/Camera Systems (13)	IT/Ops	130,000	-	130,000	
Computer Room Cooling	IT/Ops	70,000	-	70,000	
Computer Room fire supp	IT/Fac	25,000	-	25,000	Replace fire suppressnt sys
Highline Phase II (HR)	HR	20,000	-	20,000	Eliminate Abra system
Bike Rack Ad Frames	Mktg	15,000	-	15,000	Enhanced Revenue potential
Pass Machine Bham Stn	Finance	10,000	-	10,000	
IT Upgrades	IT	30,000	-	30,000	
Total		4,575,000	3,260,800	1,314,200	
Paratransit Operations			260,000		
TriCounty Connector			182,000		
Total WSDOT			822,800		
Total Federal			2,880,000		
Total Grants (Capital & Operating)			3,702,800		
<i>Capital consists of generally tangible items that cost more than \$5,000 and are in use for more than a year.</i>					

Projected 2010 and Budget 2011 Year End Performance					
					Bud/Bud
		Budget	Budget	Projected	10-11%
DESCRIPTION		2011	2010	2010	Change
FIXED ROUTE					
	Ridership	4,490,000	5,100,000	4,732,500	-12.0%
	Total Revenue Miles	1,646,970	1,900,000	1,848,054	-13.3%
	Total Revenue Hours	120,217	139,636	135,163	-13.9%
	Passengers Per Hour	37.35	36.52	35.01	2.3%
	Passengers Per Mile	2.73	2.68	2.56	1.6%
	Miles Per Hour	13.70	13.61	13.67	0.7%
PARATRANSIT					
	Ridership	172,500	195,337	178,500	-11.7%
	Total Revenue Miles	765,000	831,464	785,500	-8.0%
	Total Revenue Hours	54,750	60,961	56,500	-10.2%
	Passengers Per Hour	3.15	3.20	3.16	-1.7%
	Passengers Per Mile	0.23	0.23	0.23	-4.0%
	Miles Per Hour	13.97	13.64	13.90	2.4%
VANPOOL					
	Ridership	109,213	106,155	104,012	2.9%
	Total Revenue Miles	721,199	697,439	686,856	3.4%
	Total Revenue Hours	13,946	13,463	13,282	3.6%
	Passengers Per Hour	7.83	7.88	7.83	-0.7%
	Passengers Per Mile	0.15	0.15	0.15	-0.5%

WTA Cashflow Projections at January 1

2011 Budget 11% Exp Reduction Jan 2014



Projected WTA Reserve Fund Balances (Current Reduced Service)

