

# 2017

## Whatcom Transportation Authority



## Annual Budget

11/17/2016

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**Whatcom Transportation Authority (WTA)**  
**2017 Annual Budget**  
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## General Manager's Budget Message

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I am so pleased to report that our 2017 Budget provides for WTA to expand our service, and improve public transportation in our community. Highlights of our service expansion include:

- New Sunday service to Lynden, Ferndale, Lummi Nation/Gooseberry Point, Sudden Valley and Deming/Kendall
- More service to Ferndale, Birch Bay and Blaine
- An additional trip on Route 80X to Mt. Vernon
- Later evening bus service on several rural routes
- Increased frequency on the GREEN and GOLD Lines, on evenings and Saturdays
- More trips serving Walmart, WinCo and medical facilities on Cordata Parkway
- Earlier Saturday bus service on most routes
- Service to new areas, including James Street and Telegraph Road, the Silver Beach Neighborhood and Airport Way



Peter L. Stark

I'd like to thank all the community leaders, Whatcom County residents, WTA employees, students, and WTA riders who worked with us to bring this expansion to fruition. Your participation, through interviews, surveys, community meetings, social media and online tools, has helped us to mold and shape our expansion of service to meet emerging needs.

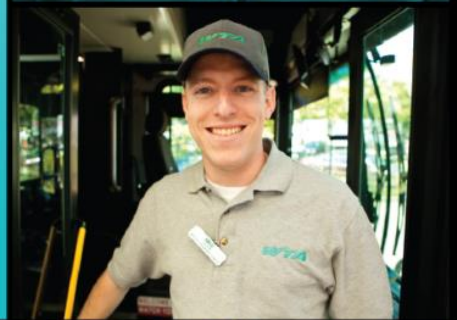
We look forward to serving you in the coming year.

Peter L. Stark  
General Manager



## 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.



## VISION FOR WHATCOM TRANSPORTATION AUTHORITY DESTINATION 2020

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**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 practical 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.



## 2017 Agency Outlook

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### Overall Economic Outlook

Whatcom County's economy is expected to continue to grow during 2017. The Canadian dollar is expected to strengthen slightly next year although not enough to materially impact revenue. The unemployment rate is predicted to decrease slightly as the demand for housing increases and the construction market remains active.

Retail and auto sales remain steady and fuel prices are expected to remain at the low prices seen throughout 2016.

### Service, Routes and Ridership

WTA completed a strategic review of our service during 2016 and the Board of Directors approved a service expansion on October 27, 2016. The changes include the addition of approximately 15,000 hours of service system wide with much of the increase on evenings and Sundays to areas outside of Bellingham. WTA plans to review service every two years to ensure we are meeting the needs of the community.

Fixed route ridership is expected to grow over 7% in 2017 due to the service changes while paratransit will grow by 4%. Vanpool participation continues to decline as a result of low fuel prices with no growth expected in 2017.

### Revenue

Sales tax receipts are budgeted at 4.1% over 2016 levels based on past trends and a more aggressive budgeting approach. The community has a few large construction projects scheduled during 2017 that will help support this growth. Despite the increase in service discussed above, fare revenue is expected to remain relatively flat.

WTA will experience close to a \$1.2 million dollar decline in revenue during 2017 due to the expiration of a contract with the City of Bellingham Transportation District No. 1 (TBD). It was determined that WTA has recovered from the Great Recession and operating funds from the TBD were no longer necessary. The agency still has the ability to compete for capital funds from the TBD.

FTA and Washington State formulary grant amounts remain consistent with 2016. WTA is also plans on applying for competitive FTA grants for capital improvements.

### Personnel

WTA settled a three year contract with the represented staff in mid-2016 including a 3% cost of living allowance (COLA) through 2018. Non-represented staff will also receive a 3% COLA in 2017. A salary survey of non-represented positions will occur in late 2017 or early 2018 to ensure salaries are competitive with the market.

WTA continues to experience staff turnover with approximately 5.5% of our employees leaving the agency during 2016. This is attributed to retirements, other job offers or employees not passing probation. This turnover rate is expected to continue at a slower pace in 2017 and contributes to lower wage and benefits expense along with increased recruiting and training expenses.

### **Expense Initiatives**

The 2017 operating budget includes the addition of the following positions:

- ❖ 1 Storekeeper
- ❖ 1 Transit Service Analyst
- ❖ 14 Transit Operators
- ❖ 1 Operations Supervisor
- ❖ 1 Fleet Technician

The first two positions are needed for continued operations and the remaining positions are necessary to implement the service expansion.

### **Capital and Infrastructure**

The 2017 capital budget includes the following projects:

- ❖ Fare Box System completion
- ❖ Bellingham Transit Station generator and bike storage completion
- ❖ Procure radios
- ❖ Maintenance, Operations, Administration Base (MOAB) Interior Remodel
- ❖ Purchase replacement vanpool vans, paratransit mini-buses, and staff vehicles
- ❖ Continue facilities and routes improvements
- ❖ Potential property purchase
- ❖ Bellingham Transit Station network hardware replacement

Capital expenditures and grant reimbursements are budgeted on a project basis. Projects are budgeted in their entirety; regardless of the timeframe for completion and expenditure dates. Budgets for projects not completed as of December 31 are carried over to the following year

### **Cash**

The unrestricted cash balance at January 1, 2017 is anticipated to be \$22,090,033 while the total restricted reserves balances is \$10,940,000. The unrestricted cash balance is projected to decrease to \$19,336,107 by the end of 2017 as funds are spent on the service expansion and the anticipated decrease in revenue. Restricted reserves are expected to increase to \$13,340,000 to maintain the operating reserve and meet increased capital demands.

### **Conclusion**

WTA continues to promote fiscal stability into the future while addressing our fiduciary duty to the citizens of Whatcom County. The agency works on continually improving the service provided to our community.



**Whatcom Transportation Authority**  
**Revenue and Expenditures**

	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>2015 Actuals</b>
<b>Revenue:</b>				
Fixed Route Revenue	\$ 2,834,854	\$ 2,550,357	\$ 2,660,309	\$ 2,462,863
Paratransit Revenue	77,175	77,482	72,807	80,420
Contract Revenue	40,000	1,286,074	1,286,074	1,605,108
Vanpool Revenue	192,960	205,115	274,244	233,308
<b>Total Operating Revenue</b>	<b>3,144,989</b>	<b>4,119,028</b>	<b>4,293,434</b>	<b>4,381,699</b>
Sales Tax Income	24,453,811	23,490,692	22,951,560	22,696,321
Operating Grants	584,549	584,549	582,049	714,708
Investment Income	328,456	250,757	251,600	195,212
Other Revenue	194,785	179,826	161,504	174,589
<b>Total Revenue</b>	<b>28,706,590</b>	<b>28,624,852</b>	<b>28,240,147</b>	<b>28,162,529</b>
<b>Expenses:</b>				
Salaries & Wages	15,892,183	14,085,796	14,473,175	13,181,557
Employee Benefits	7,744,718	6,776,402	6,843,990	5,856,181
Outside Services	1,605,130	1,152,484	1,810,849	1,142,995
Parts and Supplies	2,378,024	2,113,180	2,055,985	2,362,418
Fuel	1,148,000	820,759	1,399,600	1,000,977
Utilities	371,797	320,281	318,600	341,773
Insurance and Claims	555,678	520,685	531,858	471,510
General Expense	146,381	142,909	136,168	140,767
Training & Meetings	275,601	218,916	263,455	158,238
<b>Total Operating Expense</b>	<b>30,117,512</b>	<b>26,151,412</b>	<b>27,833,680</b>	<b>24,656,416</b>
<b>Net Income from Operations</b>	<b>(1,410,922)</b>	<b>2,473,440</b>	<b>406,467</b>	<b>3,506,113</b>
Depreciation	4,488,276	4,322,153	4,322,153	3,815,170
Net Income	(5,899,198)	(1,848,713)	(3,915,686)	(309,057)
Capital Expenditures	4,233,000	5,227,503	4,801,148	3,599,692
Contributions	1,986,500	4,988,503	2,196,798	217,944
<b>Net Capital Expense</b>	<b>2,246,500</b>	<b>239,000</b>	<b>2,604,350</b>	<b>3,381,748</b>
<b>Est Cashflow Impact</b>	<b>\$ (3,657,422)</b>	<b>\$ 2,234,440</b>	<b>\$ (2,197,883)</b>	<b>\$ 124,365</b>

## FTE Staffing by Department

	2015 Budget	2016 Budget	2017 Budget	2017 vs. 2016
General Manager	1.00	1.00	1.00	0.00
Executive Assistant II	1.00	1.00	1.00	0.00
<b>Executive Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Community Relations &amp; Marketing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
Director of Human Resources	1.00	1.00	1.00	0.00
Human Resources Specialist	1.00	1.00	1.00	0.00
Benefits & HR Generalist	0.00	0.00	1.00	1.00
Benefits Assistant	0.25	1.00	0.00	-1.00
Department Assistant	1.00	1.00	1.00	0.00
<b>Human Resources</b>	<b>3.25</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
Director of Operations	1.00	1.00	1.00	0.00
Operations / Field Supervisors	6.00	6.00	7.00	1.00
Safety & Security Officer	1.00	1.00	1.00	0.00
Executive Assistant I	1.00	1.00	1.00	0.00
Department Assistant I	0.75	1.00	1.00	0.00
<b>Transit Administration</b>	<b>9.75</b>	<b>10.00</b>	<b>11.00</b>	<b>1.00</b>
Dispatch Manager	1.00	1.00	1.00	0.00
Dispatchers	3.00	3.00	3.00	0.00
Training Coordinator	1.00	1.00	1.00	0.00
Trainer	0.00	1.00	1.00	0.00
Operator Trainees	3.00	0.00	0.00	0.00
Lead FR Customer Svc Rep	1.00	1.00	1.00	0.00
Fixed Route Customer Svc Reps	3.00	4.00	4.00	0.00
Fixed Route Transit Operators	98.00	99.00	111.00	12.00
Terminal Expeditors	3.00	3.00	3.00	0.00
<b>Fixed Route Operations</b>	<b>113.00</b>	<b>113.00</b>	<b>125.00</b>	<b>12.00</b>
Paratransit Manager	1.00	1.00	1.00	0.00
Eligibility Specialist	1.00	1.00	1.00	0.00
Paratransit Dispatchers	7.00	7.00	7.00	0.00
Paratransit Dispatch Coordinator	1.00	1.00	1.00	0.00
Paratransit Customer Svc Reps	2.00	2.00	2.00	0.00
Paratransit Transit Operators	40.50	41.00	43.00	2.00
<b>Paratransit Operations</b>	<b>52.50</b>	<b>53.00</b>	<b>55.00</b>	<b>2.00</b>
Director of Finance	1.00	1.00	1.00	0.00
Procurement & Grants Coordinator	1.00	1.00	1.00	0.00
<b>Finance</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
Manager of Accounting	1.00	1.00	1.00	0.00
Payroll Specialist	1.00	1.00	1.00	0.00
Accounting Technicians (I & II)	2.00	2.00	2.00	0.00
<b>Accounting</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Revenue Manager</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

### **FTE Staffing by Department, continued**

	2015 Budget	2016 Budget	2017 Budget	2017 vs. 2016
Director of IT	1.00	1.00	1.00	0.00
IT Systems Technician	1.00	1.00	1.00	0.00
IT Systems Administrator	1.00	1.00	1.00	0.00
IT Applications Administrator	2.00	2.00	1.00	-1.00
IT Systems Delivery Coordinator	0.00	0.00	1.00	1.00
Department Assistant	0.30	1.00	1.00	0.00
<b>Information Technology</b>	<b>5.30</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
Director of Service Development	1.00	1.00	1.00	0.00
Fare Policy Coordinator	0.10	0.10	0.10	0.00
Service Planner	1.00	1.00	2.00	1.00
Department Assistant	0.70	1.00	1.00	0.00
Surveyors	0.40	0.00	0.00	0.00
<b>Service Development</b>	<b>3.20</b>	<b>3.10</b>	<b>4.10</b>	<b>1.00</b>
<b>Vanpool &amp; Rideshare</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.00</b>
Director of Fleet and Facilities	0.50	0.50	0.50	0.00
Manager of Fleet Maintenance	1.00	1.00	1.00	0.00
Maintenance Program Administrator	1.00	1.00	1.00	0.00
Lead Fleet Maintenance Technicians	2.00	2.00	2.00	0.00
Fleet Maintenance Technicians	11.00	12.00	13.00	1.00
Electronics Technician	0.00	1.00	1.00	0.00
Fleet Maintenance Intern	0.50	0.00	0.00	0.00
<b>Fleet Maintenance</b>	<b>16.00</b>	<b>17.50</b>	<b>18.50</b>	<b>1.00</b>
Service Section Supervisor	1.00	0.33	0.33	0.00
Lead Hostler	1.00	1.00	1.00	0.00
Hostlers	4.00	4.00	4.00	0.00
<b>Vehicle Servicing</b>	<b>6.00</b>	<b>5.33</b>	<b>5.33</b>	<b>0.00</b>
Senior Storekeeper	1.00	1.00	1.00	0.00
Storekeeper	1.00	1.00	2.00	1.00
<b>Warehouse</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>1.00</b>
Service Section Supervisor	0.00	0.33	0.33	0.00
Lead Routes Technician	1.00	1.00	1.00	0.00
Routes Technician	1.00	1.00	1.00	0.00
Routes Maintenance Worker	0.80	0.50	0.50	0.00
<b>Routes Maintenance</b>	<b>2.80</b>	<b>2.83</b>	<b>2.83</b>	<b>0.00</b>
Director of Fleet and Facilities	0.50	0.50	0.50	0.00
Service Section Supervisor	0.00	0.34	0.40	0.06
Facilities Maintenance Worker	0.50	0.50	0.50	0.00
Facilities Technicians	2.00	2.00	2.00	0.00
<b>Facilities Maintenance</b>	<b>3.00</b>	<b>3.34</b>	<b>3.34</b>	<b>0.00</b>
<b>Total FTEs</b>	<b>227.40</b>	<b>230.70</b>	<b>248.70</b>	<b>18.00</b>

## ***Capital and Grants***

<b>2016 Carryover Projects:</b>	<b>2016 Cost</b>	<b>Grants</b>	<b>WTA Pays</b>
Farebox System	\$500,000	\$400,000	\$100,000
MOAB Remodel	505,000		505,000
Radios	300,000		300,000
Propane Conversion Kit	20,000		20,000
BTS Bicycle Storage	39,000		39,000
BTS Generator	44,000		44,000
<b>Total Carryover Projects</b>	<b>1,408,000</b>	<b>400,000</b>	<b>1,008,000</b>
<b>2017 Projects</b>	<b>2017 Cost</b>	<b>Grants</b>	<b>WTA Pays</b>
Vanpool Vans	\$120,000	\$96,000	\$24,000
Minibuses	530,000	450,500	79,500
Staff Vehicles	120,000		120,000
Fleet Equipment	50,000		50,000
Facilities Infrastructure	150,000		150,000
Route Improvements	263,000		263,000
Midway Lot Improvements	50,000		50,000
MOAB Remodel	206,000		206,000
Property Purchase	1,300,000	1,040,000	260,000
ITS Project Programming	6,000		6,000
Replace BTS Network Switch	30,000		30,000
<b>Total 2017 Projects</b>	<b>\$2,825,000</b>	<b>\$1,586,500</b>	<b>\$1,238,500</b>
<b>Total, carryover and new projects</b>	<b>\$4,233,000</b>	<b>\$1,986,500</b>	<b>\$2,246,500</b>

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# **Department/Division Expense Budgets**

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<i>Operations Division</i>				
	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>Actuals 2015</b>
Salaries & Wages	\$ 11,752,512	\$ 10,381,068	\$ 10,611,511	\$ 9,605,122
Employee Benefits	5,723,342	5,027,845	5,084,574	4,580,572
Outside Services	184,300	157,166	225,980	158,919
Parts and Supplies	150,255	115,708	125,680	90,270
Utilities	13,062	10,578	12,280	14,776
Insurance and Claims	394,780	344,292	340,315	293,350
General Expense	12,326	9,045	9,415	6286
Training & Meetings	73,850	90,568	76,700	37,636
<b>Total Operating</b>	<b>\$ 18,304,427</b>	<b>\$ 16,136,270</b>	<b>\$ 16,486,455</b>	<b>\$ 14,786,931</b>
Depreciation	2,836,344	2,819,088	2,819,088	2,323,583
<b>Total Expense</b>	<b>\$ 21,140,771</b>	<b>\$ 18,955,358</b>	<b>\$ 19,305,543</b>	<b>\$ 17,110,514</b>

Fixed Route (FR) and Paratransit (PT) Operations provide safe, reliable, friendly transportation services to our passengers. FR operates within the days and times defined in the Transit Guide. Paratransit provides complementary scheduled transportation services for passengers who are unable to fully access FR service.

Fixed Route and Paratransit Dispatchers support operators via the radio system, schedule coverage, and support Customer Service Representative's (CSR) on answering the Ride Line. PT dispatchers schedule/coordinate rides while supporting operators on the radio and mobile data tablets. Dispatchers are the primary contact in an emergency.

CSR's book rides, answer questions over the phone, sell passes, and promote WTA in the community. Expeditors provide support to operators and provide security at the Bellingham and Cordata stations.

Operations Management ensures compliance with WTA policy, Amalgamated Transit Union (ATU) contract, and with the American with Disabilities Act (ADA). They oversee data systems, auxiliary taxi service, Information Technology (IT) integration, and training. Operator support is their primary focus.

The Safety and Security Officer (SSO) provides planning and accident management, including prevention training. The SSO reviews and formulates policy for improvement, and backs up the field duties of Operations Management. Administrative staff provides support in all areas of operations.



### ***Fleet & Facilities Division***

	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>Actuals 2015</b>
Salaries & Wages	2,140,178	1,832,004	1,880,395	1,784,384
Employee Benefits	1,089,527	975,877	974,377	857,142
Outside Services	500,100	491,059	520,300	281,373
Parts and Supplies	1,592,808	1,387,941	1,335,380	1,618,666
Fuel	1,148,000	820,759	1,399,000	1,000,977
Utilities	278,720	248,385	274,100	243,338
Insurance and Claims	40,320	40,029	42,507	49,273
General Expense	34,440	32,726	31,320	32,012
Training & Meetings	48,652	22,508	46,680	28,126
<b>Total Operating Expense</b>	<b>\$ 6,872,745</b>	<b>\$ 5,851,288</b>	<b>\$ 6,504,059</b>	<b>\$ 5,895,291</b>
Depreciation	1,115,832	1,125,233	1,125,233	1,094,721
<b>Total Expense</b>	<b>\$ 7,988,577</b>	<b>\$ 6,976,521</b>	<b>\$ 7,629,292</b>	<b>\$ 6,990,012</b>

The Fleet and Facilities Division oversees Vehicle Maintenance, Vehicle Service, Route Maintenance, Facilities Maintenance and Warehousing.

The Vehicle Maintenance and Service Departments ensure WTA vehicles and equipment are safe and maintained. Other responsibilities include the effective management of vehicle specification, purchase, acceptance, modification, and disposal, appearance, fueling, detailing and washing.

Route Maintenance ensures fixed route bus stops and amenities are safe and clean. They also install, repair and maintain bus stops, shelters, route signage and information strips.

Facilities Maintenance ensures that the Maintenance and Operations Base and four transit stations are maintained and in a state of good repair. They also manage facility modifications and renovations.

The Warehouse Department orders, stocks and maintains the parts and supply inventory required to maintain and repair Agency vehicles and facilities.

<i><b>Finance Division</b></i>				
	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>Actuals 2015</b>
Salaries & Wages	\$ 538,428	\$ 525,240	\$ 517,975	\$ 511,105
Employee Benefits	236,614	224,358	205,992	-36,602
Outside Services	80,750	41,966	61,222	53,177
Parts and Supplies	86,250	112,418	75,670	106,512
Utilities	220	447	3,240	457
Insurance and Claims	74,446	64,682	78,181	58,200
General Expense	17,015	16,515	20,053	16,530
Training & Meetings	37,199	23,054	40,375	27,378
<b>Total Operating</b>	<b>\$ 1,070,922</b>	<b>\$ 1,008,680</b>	<b>\$ 1,002,708</b>	<b>\$ 736,757</b>
Depreciation	126,948	51,500	51,500	72,962
<b>Total Expense</b>	<b>\$ 1,197,870</b>	<b>\$ 1,060,180</b>	<b>\$ 1,054,208</b>	<b>\$ 809,719</b>

The Finance Department is responsible for budget preparation and monitoring, financial analysis, internal control oversight, and Agency compliance with local, state and Federal regulatory requirements.

The Revenue Department manages the fare systems, social service agency sales, pass inventory, the coordination of fare system functions, and oversees cash handling.

Procurement responsibilities include managing competitive solicitations, vendor contract management, coordinating the Disadvantaged Business Enterprise (DBE) program, and equipment surplus and disposal programs.

Accounting is responsible for all financial reporting, grant accounting, cash management, payroll, accounts payable, accounts receivable, fixed asset accounting, and agency archives. The department also manages most federal and state reporting, financial audits, National Transit Database (NTD) reporting, and Federal Transportation Administration (FTA) triennial reviews.

### **Information Technology Division**

	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>Actuals 2015</b>
Salaries & Wages	\$ 459,048	\$ 434,945	\$ 531,823	\$ 416,186
Employee Benefits	183,513	183,416	201,149	147,854
Outside Services	502,955	165,883	489,100	108,431
Parts and Supplies	427,211	400,928	407,754	393,147
Utilities	78,795	60,078	28,000	81,136
General Expense	1,500	1,123	1,500	1,114
Training & Meetings	53,500	31,024	18,000	18,593
<b>Total Operating</b>	<b>\$ 1,706,522</b>	<b>\$ 1,277,397</b>	<b>\$ 1,677,326</b>	<b>\$ 1,166,461</b>
Depreciation	223,236	140,629	140,629	157,672
<b>Total Expense</b>	<b>\$ 1,929,758</b>	<b>\$ 1,418,026</b>	<b>\$ 1,817,955</b>	<b>\$ 1,324,133</b>

The Information Technology (IT) Division provides leadership and customer service in support of WTA's use of technology to solve business needs. IT does this through innovation, strategic planning and partnering with stakeholders. IT facilitates information technology strategic planning and works closely with other departments on implementing new technology solutions.

IT manages the WTA portfolio of technology systems and services including:

- Data and voice communications
- Enterprise computing
- Enterprise applications
- Department application support
- User computing
- Facilities technology
- Fleet technology
- Public information services
- IT service delivery

The Intelligent Transportation Systems (ITS) cost center includes the implementation and maintenance of transit technology systems. These include vehicle location tracking, video surveillance, transit operator workforce management and next bus arrival systems.

<i><b>Service Development Division</b></i>				
	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>Actuals 2015</b>
Salaries & Wages	\$ 366,316	\$ 295,088	\$ 319,976	\$ 295,050
Employee Benefits	140,051	108,135	119,259	96,162
Outside Services	46,525	117,256	170,400	255,443
Parts and Supplies	65,000	58,167	64,400	109,206
Fuel	0	0	600	0
Utilities	1,000	793	980	842
Insurance and Claims	46,132	71,682	70,855	70,687
Training & Meetings	11,950	7,330	12,950	7,451
<b>Total Operating</b>	<b>\$ 676,974</b>	<b>\$ 658,451</b>	<b>\$ 759,420</b>	<b>\$ 834,841</b>
Depreciation	178,164	179,477	179,477	164,373
<b>Total Expense</b>	<b>\$ 855,138</b>	<b>\$ 837,928</b>	<b>\$ 938,897</b>	<b>\$ 999,214</b>

The Service Development Department manages service planning and performance evaluation for the Fixed Route and Vanpool programs and supports Paratransit Operations. Other responsibilities include:

- Vanpool Program management
- Customer Information
- Liaison to the City and County planning departments, Western Washington University, Washington State Department of Transportation (WSDOT) and other organizations with an interest in transportation-related planning
- Planning and conducting public forums and meetings to gather public and customer input
- Ensure service compliance with State and Federal agency rules
- Liaison to developers planning significant commercial or residential projects
- Oversight of Strategic Planning process

<b>Human Resources Department</b>				
	<b>2017 Budget</b>	<b>2016 Forecast</b>	<b>2016 Budget</b>	<b>Actuals 2015</b>
Salaries & Wages	\$ 314,554	\$ 303,901	\$ 303,335	\$ 258,496
Employee Benefits	250,194	140,661	160,780	119,062
Outside Services	163,500	111,767	209,847	208,925
Parts and Supplies	41,500	23,932	31,900	32,095
General Expense	13,000	10,026	10,000	12,323
Training & Meetings	33,000	35,581	49,100	26,707
<b>Total Operating</b>	<b>\$ 815,748</b>	<b>\$ 625,868</b>	<b>\$ 764,962</b>	<b>\$ 657,608</b>
Depreciation	1,992	714	714	1,395
<b>Total Expense</b>	<b>\$ 817,740</b>	<b>\$ 626,582</b>	<b>\$ 765,676</b>	<b>\$ 659,003</b>

The Human Resources Department manages and administers employment programs including:

- Compliance with labor laws and regulations
- A competitive and equitable compensation system
- Employee health benefit programs
- Fit for Work program (including drug and alcohol testing)
- Family and Medical Leave Act (FMLA) administration
- Employee relations
- Staff training and development
- Workers' Compensation
- Equal Employment Opportunity
- Employee performance reviews

Human Resources participates in strategic planning, administers and negotiates the labor contract, and promotes employee morale and recognition.

## ***Community Relations & Marketing Department***

	2017 Budget	2016 Forecast	2016 Budget	Actuals 2015
Salaries & Wages	\$ 101,034	\$ 98,340	\$ 98,265	\$ 98,914
Employee Benefits	41,518	39,552	28,320	25,112
Outside Services	86,000	59,827	86,000	64,290
Parts and Supplies	12,100	13,508	12,100	11,287
General Expense	30,300	39,334	27,480	40,324
Training & Meetings	6,250	3,709	6,250	3,695
<b>Total Operating</b>	<b>\$ 277,202</b>	<b>\$ 254,270</b>	<b>\$ 258,415</b>	<b>\$ 243,622</b>
Depreciation	432	179	179	465
<b>Total Expense</b>	<b>\$ 277,634</b>	<b>\$ 254,449</b>	<b>\$ 258,594</b>	<b>\$ 244,087</b>

Community Relations & Marketing plans and implements programs to increase ridership and promote WTA throughout the community. This includes:

- WTA advertising and promotion
- Smart Trips advertising and promotion
- Managing the transit advertising program
- Writing grant proposals
- Proactive media relations
- Community outreach and events
- Collaboration with community partners
- Citizen Advisory Committee coordination





## ***Executive Administration***

	2017 Budget	2016 Forecast	2016 Budget	Actuals 2015
Salaries & Wages	\$ 220,113	\$ 215,210	\$ 209,895	\$ 212,300
Employee Benefits	79,959	76,558	69,539	66,879
Outside Services	41,000	7,560	48,000	12,437
Parts and Supplies	2,900	578	3,100	1,235
General Expense	37,800	34,140	36,400	33,402
Training & Meetings	11,200	5,142	13,400	8,652
<b>Total Operating</b>	<b>\$ 392,972</b>	<b>\$ 339,188</b>	<b>\$ 380,334</b>	<b>\$ 334,905</b>
Depreciation	5,328	5,333	5,333	0
<b>Total Expense</b>	<b>\$ 398,300</b>	<b>\$ 344,521</b>	<b>\$ 385,667</b>	<b>\$ 334,905</b>

The General Manager (GM) is the primary liaison with WTA's Board of Directors and community. The GM represents WTA to employees, passengers, customers, community leaders, and the general public, and welcomes input from all groups.

The GM provides strategic direction for the agency and leads the Executive Team. The General Manager bears ultimate responsibility for all WTA activities.



## 2017 Cash Reserves

WTA maintains cash reserves to protect its ability to provide public transit service. Reserves ensure that the agency can withstand economic disruptions, unanticipated expenditure demands, capital requirements, and meet other non-recurring needs.

Each reserve account has a minimum balance and a target balance. WTA reserves meet all target balances specified in the Reserve Policy.

Reserve account balances may change only with Board of Directors approval. Recommended 2017 reserve balance changes are summarized below:

<b>Cash Reserves</b>			
(in thousands)			
	<b>2017</b>	<b>2016</b>	
<b>Reserve</b>	<b>Recommended Reserves</b>	<b>Current Reserves</b>	<b>Increase (Decrease)</b>
Operating	\$ 7,600	\$ 7,000	\$ 600
Capital	\$ 3,640	\$ 1,500	\$ 2,140
Fleet	\$ 2,100	\$ 2,600	\$ (500)
	<b>\$ 13,340</b>	<b>\$ 11,100</b>	<b>\$ 2,240</b>

### Operating Reserve

The Operating Reserve accumulates funds to protect against unforeseen operating demands. It is calculated as 25% of the current year's budgeted operating expenditures.

<b>Operating Reserve</b>	<b>2017</b>	<b>2016</b>
Expenditures	\$30,117,512	\$27,833,680
Reserve Rate	25%	25%
Calculated Reserve	\$7,529,378	\$6,958,420
<b>Recommended Reserve</b>	<b>\$7,600,000</b>	<b>\$7,000,000</b>

## Capital Reserve


The Capital Reserve ensures that capital assets (excluding fleet) can be replaced or acquired as needed. These long term assets include building components, equipment, non-revenue vehicles, software, and technology. The minimum capital reserve is the next two years of WTA's local match, or \$3,640,000.

Year	2 Yrs Local Match	Recommended Balance
2017	\$ 3,640,000	\$ 3,640,000
2018	\$ 2,690,000	\$ 1,410,000
2019	\$ 1,270,000	\$ 1,020,000
2020	\$ 400,000	\$ 400,000
2021	\$ 400,000	\$ 400,000
2022	\$ 400,000	\$ 400,000

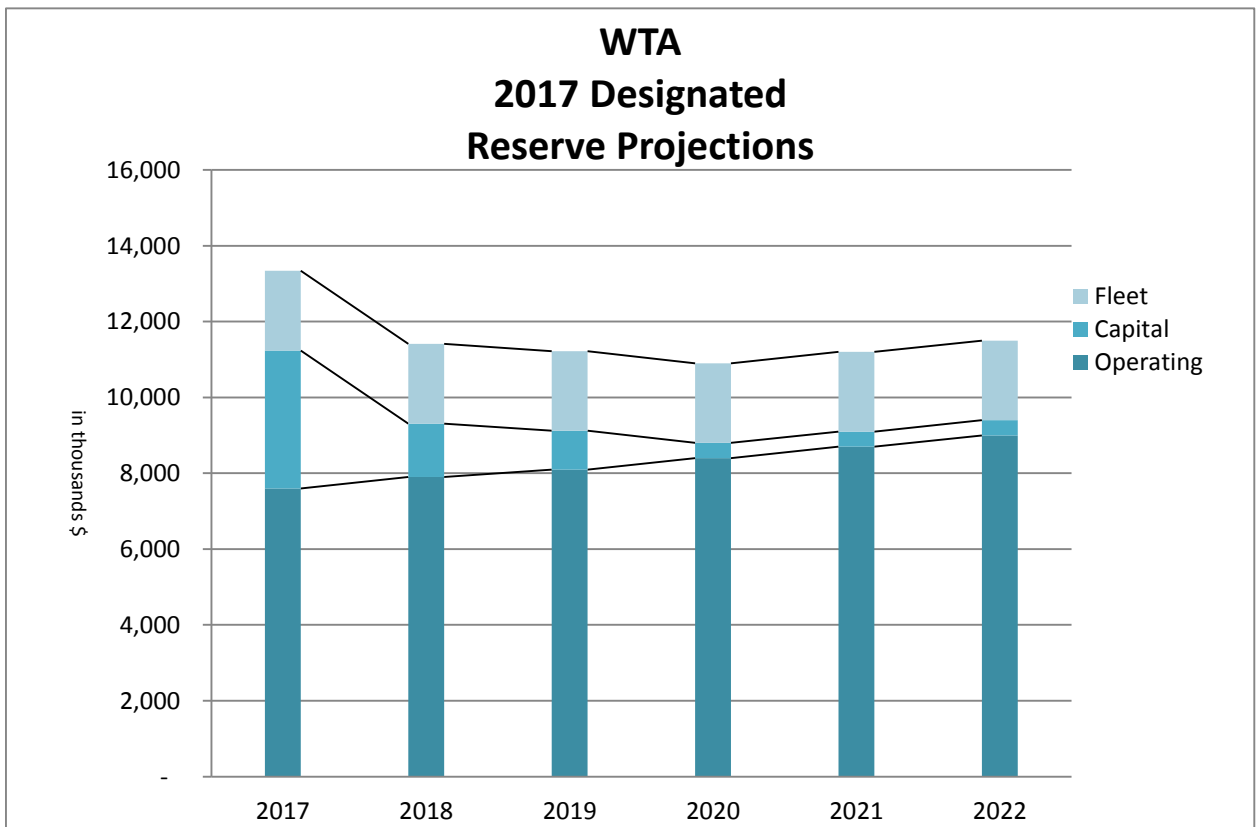
## Fleet Reserve

The Fleet Reserve ensures that WTA can pay for vehicles needed over the next two years. The reserve is calculated as the sum of the highest two of ten years of local match for fleet vehicles.

Fleet Reserve Revenue vehicles are generally purchased on 12-16 (big bus) and 6 (mini-bus and vans) year cycles. Actual life is dependent on mileage and equipment condition.

Year	Local Match	High 2 Years
2017	\$ 223,500	
2018	\$ 497,902	
2019	\$ 902,750	
2020	\$ 745,409	
2021	\$1,154,400	
2022	\$ 504,232	
2023	\$1,969,656	
2024	\$ 543,202	

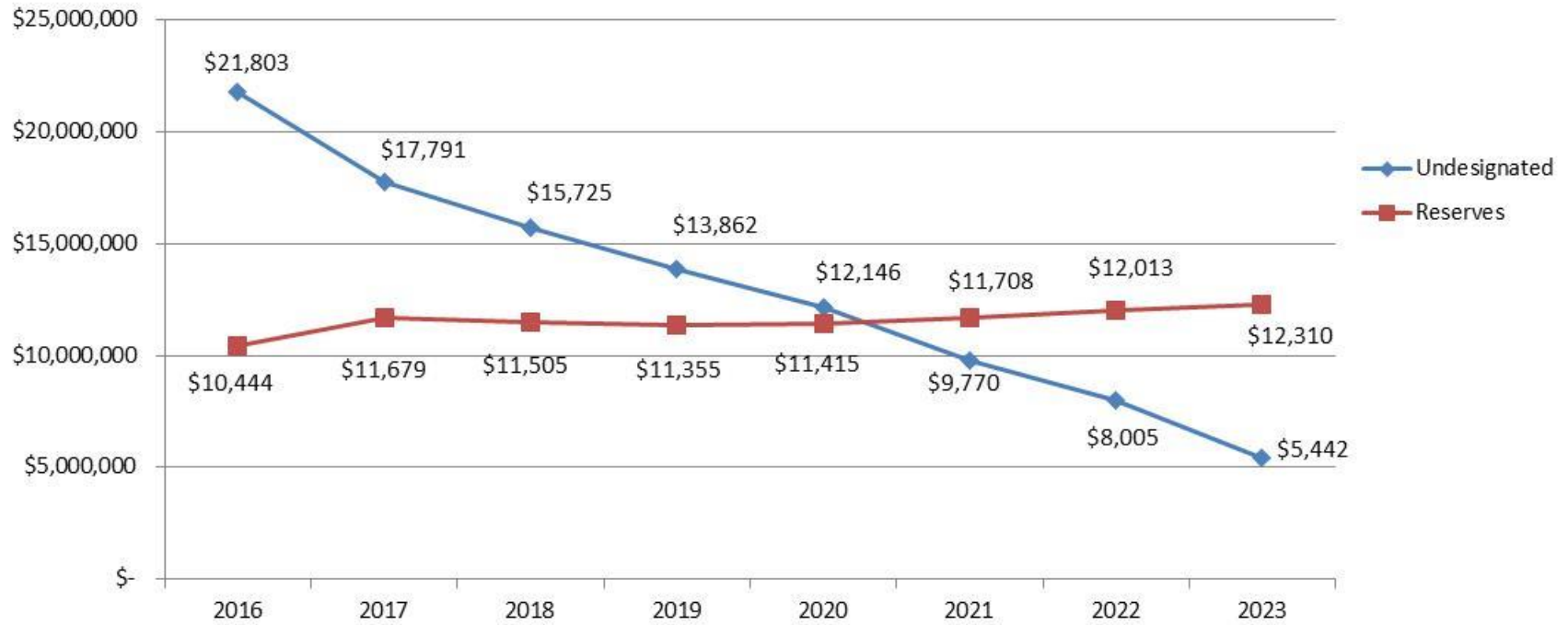
## Five Year Outlook for Cash Reserve Requirements:



### Cash Reserves Summary:

Designated cash reserves will increase \$2,240,000 from 2016 to 2017. Total cash reserve requirements are expected to be \$11,500,000 by 2022.

## Projected Cash and Reserve Balances as of 12/31/xx



## PERFORMANCE DATA BY MODE

### Fixed Route

	2017 Budget	2016 Budget	2016 Projected	2017 vs. 2016
Ridership	5,356,802	5,150,771	4,934,429	4.00%
Total Revenue Miles	1,942,880	1,870,000	1,870,000	3.90%
Total Revenue Hours	140,700	131,300	131,300	7.16%
Passengers Per Hour	38.07	39.23	37.58	-2.95%
Passengers Per Mile	2.76	2.75	2.64	0.10%
Miles Per Hour	13.81	14.24	14.24	-3.04%

### Paratransit\*

	2017 Budget	2016 Budget	2016 Projected	2017 vs. 2016
Ridership	215,756	203,543	216,664	6.00%
Total Revenue Miles	916,890	875,267	859,976	4.76%
Total Revenue Hours	67,302	63,116	64,713	6.63%
Passengers Per Hour	3.21	3.22	3.35	-0.59%
Passengers Per Mile	0.24	0.23	0.25	1.19%
Miles Per Hour	13.62	13.87	13.29	-1.76%

### Vanpool

	2017 Budget	2016 Budget	2016 Projected	2017 vs. 2016
Ridership	49,537	63,000	49,537	-21.37%
Total Revenue Miles	423,249	516,000	423,249	-17.98%
Total Revenue Hours	7,642	9,340	7,642	-18.18%
Passengers Per Hour	6.48	6.75	6.48	-3.90%
Passengers Per Mile	0.117	0.122	0.117	-4.14%

\*Does not include Zone Service





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Whatcom Transportation Authority  
4111 Bakerview Spur  
Bellingham, WA 98226-8056  
[www.ridewta.com](http://www.ridewta.com)