

2018

Whatcom Transportation Authority



Annual Budget

12/14/2017

This Page Intentionally Left Blank

Whatcom Transportation Authority (WTA)
2018 Annual Budget
Table of Contents

General Manager’s Budget Message	<u>2</u>
WTA Mission.....	<u>3</u>
WTA Vision – Destination 2020.....	<u>4</u>
Agency Outlook	<u>5</u>
Operating Budget.....	<u>7</u>
FTE Staffing	<u>8</u>
Capital and Grants	<u>10</u>
Expenses by Division/Department:	
Operations	<u>12</u>
Fleet, Facilities & Warehouse.....	<u>13</u>
Finance, Revenue & Accounting.....	<u>14</u>
Information Technology.....	<u>15</u>
Service Development & Vanpool	<u>16</u>
Human Resources	<u>17</u>
Community Relations & Marketing.....	<u>18</u>
Executive Administration	<u>19</u>
Cash Reserve Funds	<u>20</u>
Chart: Five Year Cash Reserve Projections	<u>22</u>
Chart: Cash Flow Projections	<u>23</u>
Performance Data.....	<u>24</u>

General Manager's Budget Message

WTA's 2018 budget allows WTA to advance new technologies to enhance the rider experience while continuing to provide safe, reliable, friendly and efficient service to our community.

Highlights of our 2018 budget include:

- Beginning the process to introduce "Smart Bus" technology, including automated stop announcements as well as real-time arrival information, which riders can access via mobile phones or other devices.
- Continuing our investment to maintain all vehicles and facilities in a state of good repair.
- Introducing initiatives to improve safety and sustainability, including LED headlights and alternative fuels.

As always, we are grateful for the support of our community and we look forward to serving you in the coming year.

Peter L. Stark

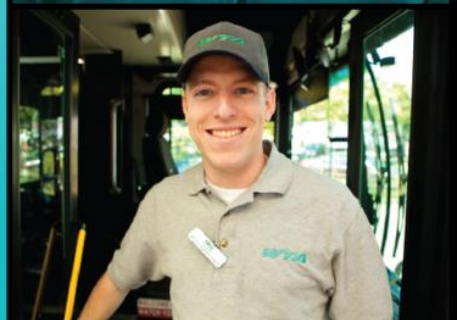
General Manager





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

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.

2018 Agency Outlook

Overall Economic Outlook

WTA continues to enjoy the growth Whatcom County is experiencing this year. Employment is growing, retail sales are increasing and the County has returned to the pre-recession level of construction activity.

Whatcom County wages grew 7% during the first quarter of 2017 compared to the same time period in 2016, while wages across the country rose 6.6%. A portion of the increase is attributable to the rise in the minimum wage on January 1st and an expansion of construction jobs.

Service, Routes and Ridership

Service within the county increased 12% during 2017 with new service beginning in March and September. For the first time, WTA is offering cross county service connecting the communities of Everson, Nooksack, Lynden, Birch Bay Square and Ferndale. This 2 year pilot project was funded by a grant from the Washington State Department of Transportation and was requested frequently during the public involvement portion of the Strategic Planning Process.

Fixed Route ridership is expected to increase 5% during 2018 as a result of the new service and a slight increase in revenue hours.

Paratransit ridership and revenue hours are anticipated to grow 2% in 2018 as the population of Whatcom County ages and as WTA implements new procedures to evaluate eligibility for this service.

During 2017, WTA will implement a multi-faceted campaign in an effort to maintain and increase vanpool participation.

Revenue

WTA is experiencing historic growth in sales tax revenue during 2017 – cash receipts are up to pre-recession levels. Growth in all the sectors is fueling this increase along with the new taxation of bottled water. Growth is expected to continue into 2018.

The base upon which WTA collects sales tax expands in January with the elimination of an exemption allowed for the refineries in Washington State. WTA anticipates growth in sales tax from this although the amount is undeterminable at this time.

Although WTA increased service, fare revenue remains flat. It may take some time for the new routes to gain ridership and increase revenue from fares.

Personnel

WTA conducted a salary survey during fall 2017 comparing our non-represented salaries to those of our peers. This resulted in four positions receiving salary increases to remain competitive in the market. All employees will receive a 3% COLA in January 2018.

The agency continues to experience high turnover with 26 employees being hired and 11 of employees leaving WTA through September 2017. The turnover is primarily due to retirements. As a result, the average age of WTA employees is falling, currently at 49.

The following positions are proposed for 2018:

- 1 Transit Operator
- 1 Dispatcher
- 1 Supervisor in Fleet and Facilities
- 1 Customer Service Representative
- 1 Operations Supervisor (temporary until mid-2019)
- 2 Application Administrator in IT (1 retirement overlap until August 2018)

Capital and Infrastructure

- Smart Bus – computer aided dispatch, real time passenger information, automatic stop announcements
- Midway Lot Development – paving, storm water, fencing, lighting
- Replace 8 paratransit buses
- Replace 4 vanpool vans
- Convert 2017 and 2018 paratransit vehicles to utilize propane fuel
- Replace Mobile Data Terminals in the Paratransit Fleet
- Replace the Payroll/Human Resources Information System
- Replace the facility video storage system
- Expand the Maintenance, Operations, Administration Base's video surveillance

Cash

WTA's undesignated cash balance at January 1, 2018 is estimated at \$19,481,000 while the total internally designated reserves balance is \$24,190,000. Undesignated cash supports the daily operations of WTA and is projected to decrease to \$6,467,000 by the end of 2018 as we support the service expansions from 2017.

Designated reserves are expected to increase to \$9,760,000 to maintain the operating reserve, set aside money for WTA's share of federally funded revenue vehicles and meet the increased capital needs in 2018.

Conclusion

WTA's financial position at the end of 2017 is favorable positioning the agency well as we head into 2018. We anticipate steady revenues and managed expenses in the future allowing us to preserve excess funds for future service expansion.

Whatcom Transportation Authority

Revenue and Expenditures

	2018 Budget	2017 Forecast	2017 Budget	2016 Actuals
Revenues				
Fixed Route Revenue	\$ 2,563,584	\$ 2,503,278	\$ 2,834,854	\$ 2,427,484
Paratransit Revenue	84,893	82,133	77,175	79,852
Contract Revenue	-	35,975	40,000	1,305,855
Vanpool Revenue	159,544	173,418	192,960	199,396
Total Operating Revenues	2,808,021	2,794,804	3,144,989	4,012,587
Sales Tax Income	27,852,315	25,741,511	24,453,811	23,781,618
Operating Grants	1,236,624	584,549	584,549	627,672
Investment Income	442,000	364,428	328,456	286,680
Other Revenue	195,532	213,630	194,785	271,671
Total Revenues	32,534,492	29,698,922	28,706,590	28,980,228
Expenses				
Salaries & Wages	16,750,754	15,450,728	15,892,183	14,047,607
Employee Benefits	8,019,676	7,321,740	7,744,718	6,065,349
Outside Services	1,817,039	1,272,164	1,605,130	1,132,537
Parts and Supplies	2,571,194	2,437,781	2,378,024	2,364,440
Fuel	1,484,600	1,053,953	1,148,000	809,986
Utilities	384,886	353,371	371,797	322,267
Insurance and Claims	563,436	595,841	555,678	520,685
General Expense	189,833	168,134	146,381	169,516
Training & Meetings	286,665	243,761	275,601	185,002
Total Operating Expenses	32,068,083	28,897,473	30,117,512	25,617,389
Net Operating	466,409	801,449	(1,410,922)	3,362,839
Depreciation	4,737,191	4,488,276	4,488,276	4,067,664
Net Income	(4,270,782)	(3,686,827)	(5,899,198)	(704,825)
Capital Expenditures	6,946,049	1,583,000	4,233,000	6,766,814
Grants & Contributions	1,170,000	530,500	1,986,500	4,897,739
Net Capital Expense	5,776,049	1,052,500	2,246,500	1,869,075
Net (Loss)/Income	\$ (5,309,640)	\$ (251,051)	\$ (3,657,422)	\$ 1,493,764

FTE Staffing by Department

	2016 Budget	2017 Budget	2017 Amended	2018 Budget	2018 vs. 2017
General Manager	1.00	1.00	1.00	1.00	0.00
Executive Assistant II	1.00	1.00	1.00	1.00	0.00
Executive Administration	2.00	2.00	2.00	2.00	0.00
Community Relations & Marketing	1.00	1.00	1.00	1.00	0.00
Director of Human Resources	1.00	1.00	1.00	1.00	0.00
Human Resources Specialist	1.00	1.00	1.00	1.00	0.00
Benefits & HR Generalist	0.00	1.00	1.00	1.00	0.00
Benefits Assistant	1.00	0.00	0.00	0.00	0.00
Department Assistant	1.00	1.00	1.00	1.00	0.00
Human Resources	4.00	4.00	4.00	4.00	0.00
Director of Operations	1.00	1.00	1.00	1.00	0.00
Operations / Field Supervisors	6.00	7.00	8.00	9.00	1.00
Safety & Security Officer	1.00	1.00	1.00	1.00	0.00
Executive Assistant I	1.00	1.00	1.00	1.00	0.00
Department Assistant I	1.00	1.00	1.00	1.00	0.00
Transit Administration	10.00	11.00	12.00	13.00	1.00
Dispatch Manager	1.00	1.00	1.00	1.00	0.00
Dispatchers	3.00	3.00	3.00	4.00	1.00
Training Coordinator	1.00	1.00	1.00	1.00	0.00
Trainer	1.00	1.00	1.00	1.00	0.00
Lead FR Customer Svc Rep	1.00	1.00	1.00	1.00	0.00
Fixed Route Customer Svc Reps	4.00	4.00	4.00	5.00	1.00
Fixed Route Transit Operators	99.00	111.00	116.00	117.00	1.00
Terminal Expeditors	3.00	3.00	3.00	3.00	0.00
Fixed Route Operations	113.00	125.00	130.00	133.00	3.00
Paratransit Manager	1.00	1.00	1.00	1.00	0.00
Eligibility Specialist	1.00	1.00	1.00	1.00	0.00
Paratransit Dispatchers	7.00	7.00	7.00	7.00	0.00
Paratransit Dispatch Coordinator	1.00	1.00	1.00	1.00	0.00
Paratransit Customer Svc Reps	2.00	2.00	2.00	2.00	0.00
Paratransit Transit Operators	41.00	43.00	43.00	43.00	0.00
Paratransit Operations	53.00	55.00	55.00	55.00	0.00
Director of Finance	1.00	1.00	1.00	1.00	0.00
Procurement & Grants Coordinator	1.00	1.00	1.00	1.00	0.00
Finance	2.00	2.00	2.00	2.00	0.00
Manager of Accounting	1.00	1.00	1.00	1.00	0.00
Payroll Specialist	1.00	1.00	1.00	1.00	0.00
Accounting Technicians (I & II)	2.00	2.00	2.00	2.00	0.00
Accounting	4.00	4.00	4.00	4.00	0.00
Revenue Manager	1.00	1.00	1.00	1.00	0.00

FTE Staffing by Department, continued

	2016 Budget	2017 Budget	2017 Amended	2018 Budget	2018 vs. 2017
Director of IT	1.00	1.00	1.00	1.00	0.00
IT Systems Technician	1.00	1.00	1.00	1.00	0.00
IT Systems Administrator	1.00	1.00	1.00	1.00	0.00
IT Applications Administrator	2.00	2.00	2.00	4.00	2.00
Department Assistant	1.00	1.00	1.00	1.00	0.00
Information Technology	6.00	6.00	6.00	8.00	2.00
Director of Service Development	1.00	1.00	1.00	1.00	0.00
Fare Policy Coordinator	0.10	0.10	0.10	0.10	0.00
Transit Services Analyst	1.00	2.00	2.00	2.00	0.00
Department Assistant	1.00	1.00	1.00	1.00	0.00
Service Development	3.10	4.10	4.10	4.10	0.00
Vanpool & Rideshare	0.60	0.60	0.60	0.60	0.00
Director of Fleet and Facilities	0.50	0.50	0.50	0.50	0.00
Manager of Fleet Maintenance	1.00	1.00	1.00	1.00	0.00
Administrative Supervisor	0.00	0.00	0.00	0.35	0.35
Maintenance Program Administrator	1.00	1.00	1.00	1.00	0.00
Lead Fleet Maintenance Technicians	2.00	2.00	2.00	2.00	0.00
Fleet Maintenance Technicians	12.00	13.00	13.00	13.00	0.00
Electronics Technician	1.00	1.00	1.00	1.00	0.00
Fleet Maintenance	17.50	18.50	18.50	18.85	0.35
Service Section Supervisor	0.33	0.33	0.33	0.33	0.00
Lead Hostler	1.00	1.00	1.00	1.00	0.00
Hostlers	4.00	4.00	4.00	4.00	0.00
Vehicle Servicing	5.33	5.33	5.33	5.33	0.00
Administrative Supervisor	0.00	0.00	0.00	0.35	0.35
Senior Storekeeper	1.00	1.00	1.00	1.00	0.00
Storekeeper	1.00	2.00	2.00	2.00	0.00
Warehouse	2.00	3.00	3.00	3.35	0.35
Service Section Supervisor	0.33	0.33	0.33	0.33	0.00
Lead Routes Technician	1.00	1.00	1.00	1.00	0.00
Routes Technician	1.00	1.00	1.00	1.00	0.00
Routes Maintenance Worker	0.50	0.50	0.50	0.50	0.00
Routes Maintenance	2.83	2.83	2.83	2.83	0.00
Director of Fleet and Facilities	0.50	0.50	0.50	0.50	0.00
Service Section Supervisor	0.34	0.34	0.34	0.34	0.00
Administrative Supervisor	0.00	0.00	0.00	0.30	0.30
Facilities Maintenance Worker	0.50	0.50	0.50	0.50	0.00
Facilities Technicians	2.00	2.00	2.00	2.00	0.00
Facilities Maintenance	3.34	3.34	3.34	3.64	0.30
Total FTEs	230.70	248.70	254.70	261.70	7.00

<i>Capital and Grants</i>			
2017 Carryover Projects:	2017 Cost	Grants	WTA Pays
Farebox System	\$400,000	\$320,000	\$80,000
MOAB Remodel	216,700		\$216,700
BTS Bicycle Storage	24,000		24,000
Route Improvements	121,000		121,000
Property Purchase	1,500,000		1,500,000
Total Carryover Projects	\$2,261,700	\$320,000	\$1,941,700

2018 Projects	2018 Cost	Grants	WTA Pays
Paratransit Buses	1,000,000	850,000	150,000
Vanpool Vans	150,000		150,000
Midway Lot Improvements	1,200,000		1,200,000
Propane Conversion	427,000		427,000
Facilities Infrastructure	150,000		150,000
Route Improvements	25,000		25,000
BTS Design and Remodel	325,000		325,000
Smart Bus Project	995,849		995,849
Radios	25,000		25,000
Video Storage System	47,000		47,000
Payroll / HRIS System	90,000		90,000
Mobile Data Terminals (MDTs)	200,000		200,000
Facility Video Expansion	49,500		49,500
Total 2018 Projects	\$4,684,349	\$850,000	\$3,834,349

Total, carryover and new projects	\$6,946,049	\$1,170,000	\$5,776,049
--	--------------------	--------------------	--------------------

Department/Division Expense Budgets

Operations Division				
	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 12,356,575	\$ 11,358,343	\$ 11,752,512	\$ 10,263,277
Employee Benefits	5,988,037	5,466,339	5,723,342	4,936,808
Outside Services	182,400	128,463	184,300	157,403
Parts and Supplies	140,909	116,360	150,255	105,372
Utilities	14,900	12,344	13,062	12,459
Insurance and Claims	411,540	420,528	394,780	344,292
General Expense	13,000	11,372	12,326	8,286
Training & Meetings	86,000	62,604	73,850	53,026
Total Operating	\$ 19,193,361	\$ 17,576,353	\$ 18,304,427	\$ 15,880,923
Depreciation	2,833,811	2,836,344	2,836,344	2,504,716
Total Expense	\$ 22,027,172	\$ 20,412,697	\$ 21,140,771	\$ 18,385,639

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 policies, the contract with Amalgamated Transit Union (ATU), 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.

<i>Fleet & Facilities Division</i>				
	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 2,177,367	\$ 2,090,270	\$ 2,140,178	\$ 1,886,058
Employee Benefits	1,053,055	1,016,850	1,089,527	960,943
Outside Services	528,100	411,359	500,100	449,123
Parts and Supplies	1,703,956	1,664,916	1,592,808	1,550,541
Fuel	1,484,600	1,053,953	1,148,000	809,986
Utilities	290,144	272,783	277,140	245,288
Insurance and Claims	37,524	39,432	40,320	40,029
General Expense	40,224	35,468	36,020	36,731
Training & Meetings	48,664	33,687	48,652	19,777
Total Operating Expense	\$ 7,363,634	\$ 6,618,718	\$ 6,872,745	\$ 5,998,476
Depreciation	1,246,368	1,115,832	1,115,832	1,092,961
Total Expense	\$ 8,610,002	\$ 7,734,550	\$ 7,988,577	\$ 7,091,437

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

The Vehicle Maintenance and Service Departments ensure WTA vehicles and equipment are safe and maintained in a state of good repair. 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.

Finance Division				
	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 570,472	\$ 549,268	\$ 538,428	\$ 528,538
Employee Benefits	247,009	234,296	236,614	223,508
Outside Services	98,806	70,800	80,750	47,592
Parts and Supplies	85,618	100,303	86,250	72,218
Utilities	2,400	80	220	447
Insurance and Claims	69,588	68,607	74,446	64,682
General Expense	40,820	43,462	46,571	39,014
Training & Meetings	41,901	36,121	37,199	24,996
*Adjust for GASB 68	0	0	0	-295,473
Total Operating	\$ 1,156,614	\$ 1,102,938	\$ 1,100,478	\$ 705,522
Depreciation	124,332	126,948	126,948	87,610
Total Expense	\$ 1,280,946	\$ 1,229,886	\$ 1,227,426	\$ 793,132

**GASB 68 went into effect in 2015 establishing new financial reporting requirements for local governments providing their employees with pension benefits. The amount of the adjustment is not estimable for 2017 and 2018, and will be recorded at year end.*

The Finance Division is responsible for budget preparation and monitoring, financial analysis, internal control oversight, and Agency compliance with local, state and Federal regulatory requirements. The division participates in strategic planning and promoting long-term fiscal stability.

The Accounting Department 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.

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.

Information Technology Division				
	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 584,870	\$ 474,835	\$ 459,048	\$ 451,588
Employee Benefits	210,278	180,121	183,513	177,252
Outside Services	412,720	356,653	502,955	212,302
Parts and Supplies	506,961	449,097	427,211	459,401
Utilities	74,700	65,544	78,795	61,532
General Expense	1,500	600	1,500	553
Training & Meetings	47,000	57,221	53,500	31,983
Total Operating	\$ 1,838,029	\$ 1,584,071	\$ 1,706,522	\$ 1,394,611
Depreciation	392,952	223,236	223,236	191,188
Total Expense	\$ 2,230,981	\$ 1,807,307	\$ 1,929,758	\$ 1,585,799

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>Service Development Division</i>				
	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 397,690	\$ 335,309	\$ 366,316	\$ 303,367
Employee Benefits	147,346	124,627	140,051	106,399
Outside Services	52,060	36,289	46,525	174,875
Parts and Supplies	74,200	37,404	65,000	37,578
Utilities	1,004	932	1,000	910
Insurance and Claims	44,784	67,273	46,132	71,682
General Expense	5,100	30	0	110
Training & Meetings	14,340	8,338	11,950	8,951
Total Operating	\$ 736,524	\$ 610,202	\$ 676,974	\$ 703,872
Depreciation	133,836	178,164	178,164	186,075
Total Expense	\$ 870,360	\$ 788,366	\$ 855,138	\$ 889,947

The Service Development Division 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

Human Resources Department				
	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 328,997	\$ 318,367	\$ 314,554	\$ 303,197
Employee Benefits	250,174	179,548	250,194	136,918
Outside Services	337,953	147,316	163,500	118,680
Parts and Supplies	43,350	51,465	41,500	29,510
Utilities	500	474	500	453
General Expense	11,500	7,534	12,500	12,594
Training & Meetings	33,000	27,030	33,000	37,234
Total Operating	\$ 1,005,474	\$ 731,734	\$ 815,748	\$ 638,586
Depreciation	468	1,992	1,992	426
Total Expense	\$ 1,005,942	\$ 733,726	\$ 817,740	\$ 639,012

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

	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 103,886	\$ 100,601	\$ 101,034	\$ 100,262
Employee Benefits	42,549	40,799	41,518	39,356
Outside Services	165,000	86,861	86,000	60,707
Parts and Supplies	13,500	15,536	12,100	10,593
Utilities	588	628	480	675
General Expense	38,089	30,786	29,820	33,634
Training & Meetings	3,460	3,624	6,250	3,636
Total Operating	\$ 367,072	\$ 278,835	\$ 277,202	\$ 248,863
Depreciation	96	432	432	137
Total Expense	\$ 367,168	\$ 279,267	\$ 277,634	\$ 249,000

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

	2018 Budget	2017 Forecast	2017 Budget	Actuals 2016
Salaries & Wages	\$ 230,897	\$ 223,736	\$ 220,113	\$ 211,318
Employee Benefits	81,228	79,159	79,959	75,112
Outside Services	40,000	34,422	41,000	10,360
Parts and Supplies	2,700	2,700	2,900	723
Utilities	650	586	600	503
General Expense	39,600	37,494	37,200	38,593
Training & Meetings	12,300	15,137	11,200	5,398
Total Operating	\$ 407,375	\$ 393,234	\$ 392,972	\$ 342,007
Depreciation	5,328	5,328	5,328	4,551
Total Expense	\$ 412,703	\$ 398,562	\$ 398,300	\$ 346,558

The General Manager (GM) is the primary liaison with WTA's Board of Directors and our 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.



2018 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 2018 reserve balance changes are summarized below:

Designated Cash Reserves			
(in thousands)			
	2018	2017	
Reserve	Recommended Reserves	Current Reserves	Increase (Decrease)
Operating	8,000	7,600	400
Capital	5,500	3,640	1,860
Fleet	9,600	2,100	7,500

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.

Operating Reserve	2018	2017
Expenditures	\$32,068	\$30,118
Reserve Rate	25%	25%
Calculated Reserve	\$8,017	\$7,530
Recommended Reserve	\$8,000	\$7,600

Capital Reserve

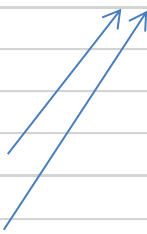
The Capital Reserve ensures that capital assets (excluding fleet) can be replaced or acquired as needed. These long term assets include building components, equipment, non-revenue vehicles, software, and technology. The minimum capital reserve is the next two years of WTA's local match, or \$5,550,000.

Fleet Reserve

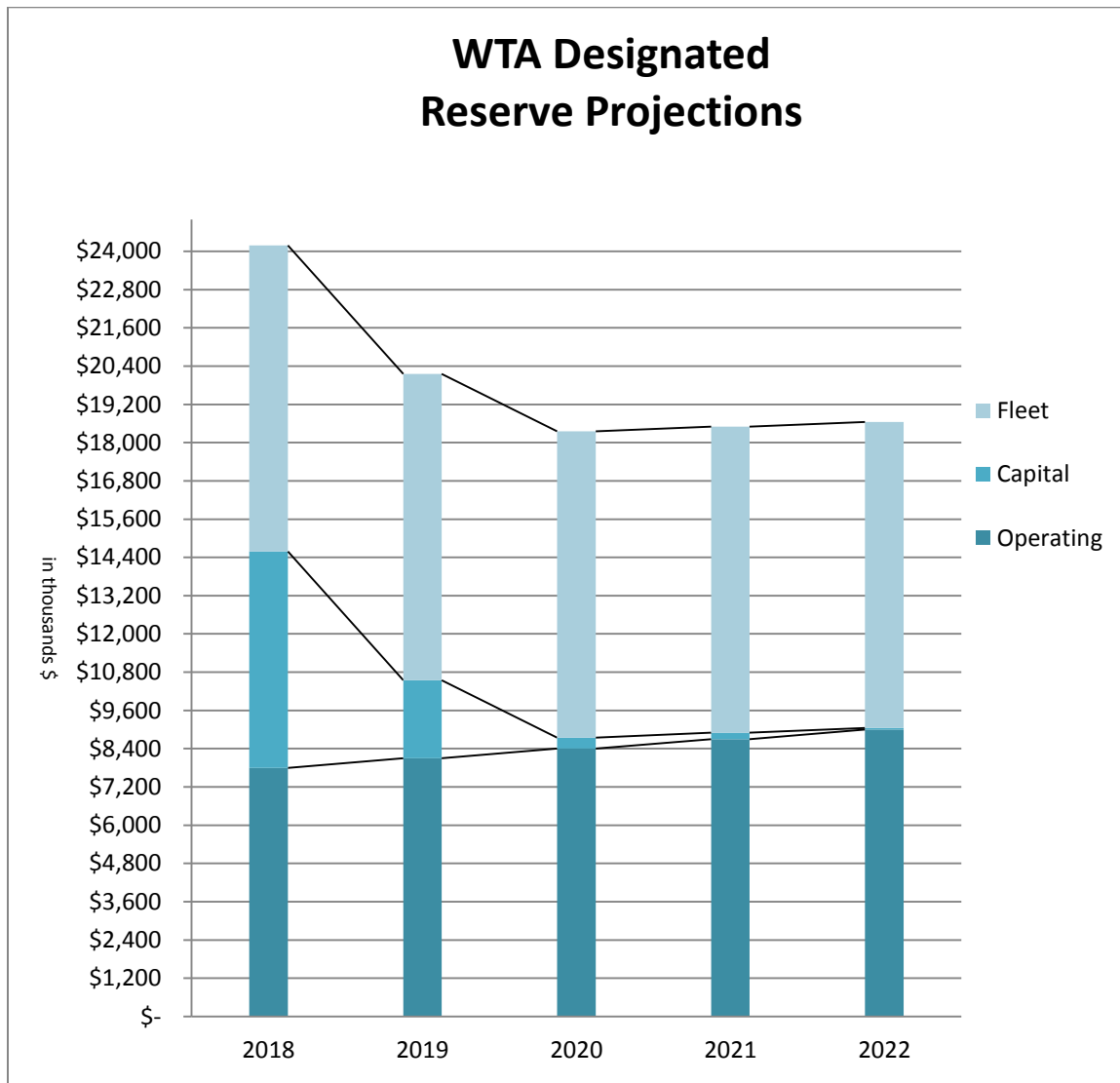
The Fleet Reserve ensures that WTA can pay to replace vehicles and expand the fleet as needed in the future. The reserve balance is the sum of the highest two of the next ten years of local match for Fixed Route, Paratransit and Vanpool vehicles.

Vehicles purchased via the Fleet Reserve are generally procured on 12-16 (Fixed Route) and 6 (Paratransit and vans) year cycles. Actual life is dependent on mileage and equipment condition. The recommended Fleet Reserve for 2018 is \$9,600,000.

Year	Local Match	High 2 Years
2018	150,000	
2019	824,800	
2020	613,213	
2021	2,073,745	
2022	4,923,664	
2023	3,815,946	
2024	4,730,488	
2025	84,400	
2026	261,271	
2027	195,716	



Five Year Outlook for Designated Cash Reserve Requirements:

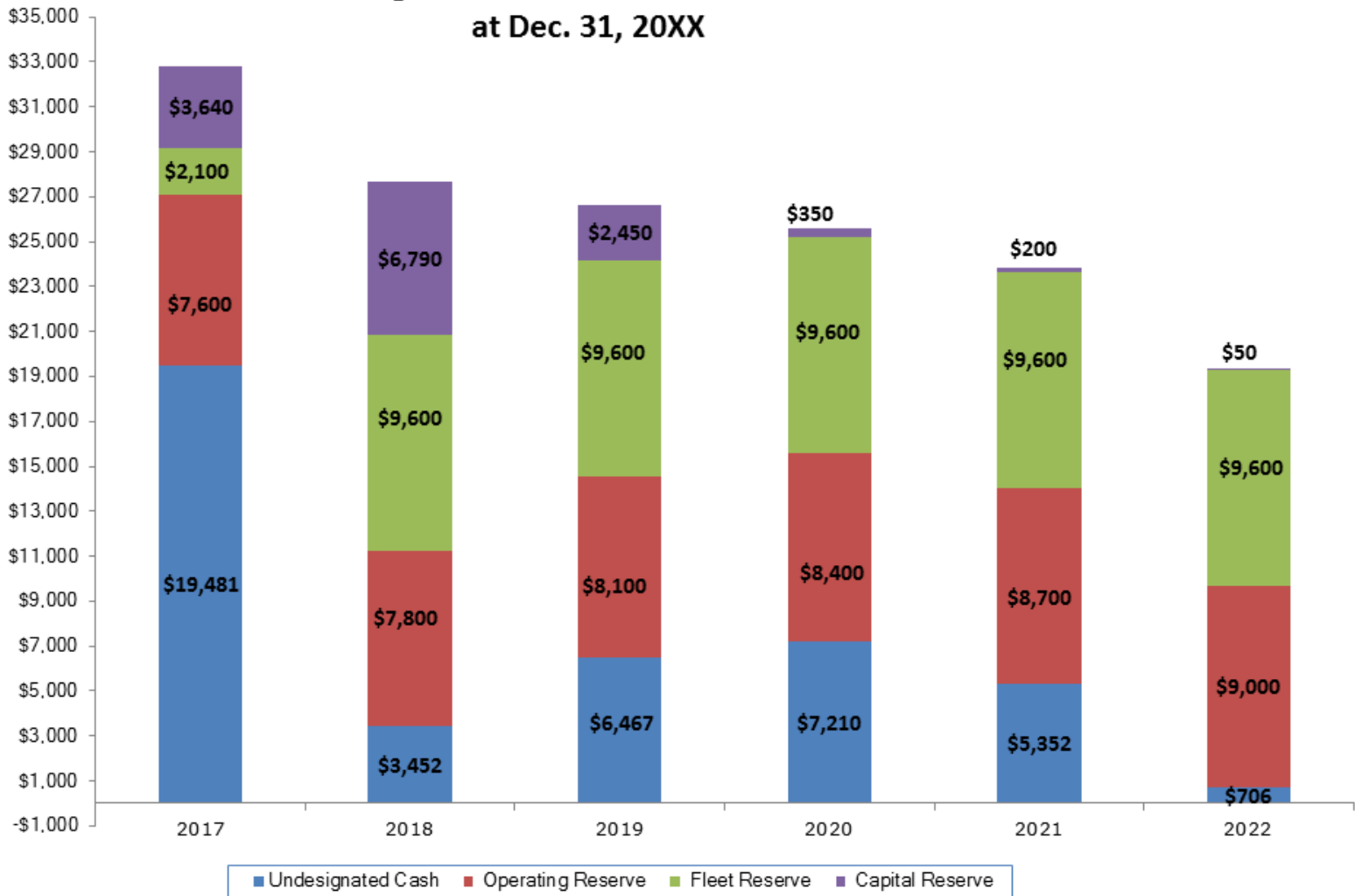


Cash Reserves Summary:

Designated cash reserves will increase to \$23,100,000 in 2018, an increase of \$9,760,000, during 2018 primarily to cover upcoming fleet replacement expenses. Total cash reserve requirements are expected to be \$18,700,000 by 2022.

in thousands

Undesignated Cash and Reserve Balances at Dec. 31, 20XX



PERFORMANCE DATA BY MODE

Fixed Route

	2018 Budget	2017 Budget	2017 Projected	2018 vs. 2017
Ridership	4,725,000	5,356,802	4,500,000	-11.79%
Total Revenue Miles	2,068,834	1,942,880	2,005,665	6.48%
Total Revenue Hours	146,494	140,700	142,021	4.12%
Passengers Per Hour	32.25	38.07	31.69	-15.28%
Passengers Per Mile	2.28	2.76	2.24	-17.16%
Miles Per Hour	14.12	13.81	14.12	2.27%

Paratransit*

	2018 Budget	2017 Budget	2017 Projected	2018 vs. 2017
Ridership	220,734	215,756	216,406	2.31%
Total Revenue Miles	907,012	916,890	889,228	-1.08%
Total Revenue Hours	68,309	67,302	66,970	1.50%
Passengers Per Hour	3.23	3.21	3.23	0.80%
Passengers Per Mile	0.24	0.24	0.24	3.42%
Miles Per Hour	13.28	13.62	13.28	-2.54%

Vanpool

	2018 Budget	2017 Budget	2017 Projected	2018 vs. 2017
Ridership	41,719	49,537	45,347	-15.78%
Total Revenue Miles	357,564	423,249	388,657	-15.52%
Total Revenue Hours	6,466	7,642	7,028	-15.39%
Passengers Per Hour	6.45	6.48	6.45	-0.47%
Passengers Per Mile	0.117	0.117	0.117	-0.31%

*Does not include Zone Service



This Page Intentionally Left Blank



Whatcom Transportation Authority
4011 Bakerview Spur
Bellingham, WA 98226-8066
www.ridewta.com