

# 2019

## Whatcom Transportation Authority



## Annual Budget

Approved 11.15.18

This Page Intentionally Left Blank

**Whatcom Transportation Authority (WTA)**  
**2019 Annual Budget**  
**Table of Contents**

---

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

## General Manager's Budget Message

---

In 2019, WTA will remain dedicated to our primary mission: to provide safe, reliable, friendly, and efficient service to our community. In addition, we are pleased to be introducing new bus service in June, and to be offering two major service enhancements.

Highlights of our 2019 budget include:

- Providing roughly 5,000 hours of additional bus service, beginning in June.
- Introducing “Smart Bus” technology, including real-time bus arrival information.
- Introducing new fare payment technology, which riders can easily load and reload.
- Investing in facilities that pave the way for two all-electric buses (to come in 2020).
- Continuing our commitment to maintaining vehicles and facilities in a state of good repair.

We look forward to another year of service to our community.

Peter L. Stark

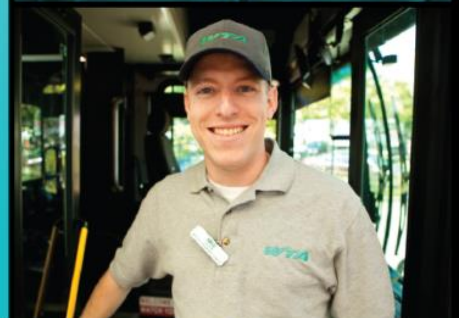
General Manager





## 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.



## 2019 Agency Outlook

---

### Overall Economic Outlook

WTA begins 2019 with healthy cash balances, a projection of stable revenue, and plans to grow our service. This is assisted by the local economy which continues to experience broad-based growth, with nearly all the industries adding jobs in the past year. Whatcom County employment growth hovers in the 3 percent range adding 3,000 jobs during 2018 primarily in the construction, manufacturing, and tourism categories.

Unemployment as of September 2018 was 4%; a level not achieved since 1990 when it was 4.2%. (Gallagher, 2018)

### Service, Routes and Ridership

For 2019, WTA plans to add approximately 5,000 hours of additional service in Bellingham and Whatcom County. We have applied for a grant to offer service for the first time ever to the Kendall/Maple Falls area to connect these communities to shopping opportunities in Everson and Lynden. WTA is also modifying routes to address the lack of convenient grocery shopping in the Maplewood neighborhood. Many of our routes that serve Western Washington University are also being adjusted to address overcrowding issues and on-time performance.

Fixed Route ridership continues to flatten as is the trend in transit across the nation. The increase in service during 2018 has prevented WTA from experiencing an overall ridership decrease.

Paratransit ridership is anticipated to grow during 2019 by approximately 2% to keep pace with Whatcom County's aging population.

WTA is currently evaluating the future of the vanpool program and the results of the concerted effort to increase program ridership during 2018.

### Revenue

WTA experienced substantial increases (projecting 8% over 2017 actuals) in sales tax revenue during 2018 and expect this to continue in 2019, although at a slower rate. The growth is occurring primarily in the retail and management, education and health services sector.

Although WTA increased service, fare revenue remains flat as does operating and capital grant revenues. Interest rates are projected at 1.4% annually while advertising revenue is expected to decline slightly.

## **Personnel**

WTA is currently in negotiations with the Amalgamated Transit Union Local 843 which represents the majority of our employees. Negotiations are anticipated to conclude after the budget is approved creating some ambiguity for planning purposes.

The following positions are included in the 2019 budget:

- 4 Transit Operators
- 1 Operations Supervisor – currently serving as the Smart Bus project manager
- 1 Routes Maintenance Technician

## **Capital and Infrastructure**

The following projects are included in the 2019 budget:

- Complete the new fare collection system and deploy reloadable Smart Cards
- Smart Bus – computer aided dispatch, real time passenger information, and automatic stop announcements
- Midway Lot Development – paving, storm water, fencing, lighting, prepare for electric buses
- Purchase property to accommodate expansion of the Maintenance, Operations and Administrative base
- Replace seven fixed route buses
- Refurbish three 2007 Gillig fixed route buses
- Replace the Mobile Data Terminals in the Paratransit Fleet

## **Cash**

WTA's undesignated cash balance at January 1, 2019 is estimated at \$8,517,000. Undesignated cash supports the daily operations of WTA and is projected to decrease to \$834,000 by the end of 2019 as we continue to support the service expansions, hire and train employees, and meet the agency's daily operating needs.

Total internally designated reserves are \$23,260,000, an increase of \$160,000 as of January 1, 2019. These funds are required by policy to maintain the operating reserve, provide WTA's share of federally funded revenue vehicles and meet the increased capital needs of the agency.

## **Conclusion**

WTA's financial position is positive heading into 2019. We recognize that operating and capital expenses are beginning to grow more rapidly than our revenues. WTA will be posing options to our board to raise revenue and contain costs in the future.



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

	2019 Budget	2018 Forecast	2018 Budget	2017 Actuals
<b>Revenues</b>				
Fixed Route Revenue	\$ 2,579,321	\$ 2,368,816	\$ 2,563,584	\$ 2,528,895
Paratransit Revenue	108,211	93,142	84,893	91,196
Contract Revenue	-	-	-	35,975
Vanpool Revenue	143,589	190,374	159,544	177,809
<b>Total Operating Revenues</b>	<b>2,831,121</b>	<b>2,652,332</b>	<b>2,808,021</b>	<b>2,833,875</b>
Sales Tax Income	29,421,970	27,756,570	27,852,315	25,946,586
Operating Grants	1,021,636	1,079,011	1,236,624	794,065
Investment Income	403,025	456,211	442,000	388,413
Other Revenue	178,992	243,762	195,532	198,577
<b>Total Revenues</b>	<b>33,856,744</b>	<b>32,187,886</b>	<b>32,534,492</b>	<b>30,161,516</b>
<b>Expenses</b>				
Salaries and Wages	18,524,322	16,698,413	16,750,754	15,588,304
Employee Benefits	8,918,584	7,775,596	8,019,676	6,653,674
Outside Services	2,198,251	1,679,031	1,935,039	1,278,945
Parts and Supplies	2,737,668	2,438,021	2,571,194	2,385,818
Fuel	1,476,096	1,484,600	1,484,600	1,080,216
Utilities	412,205	380,527	384,886	348,034
Insurance and Claims	635,376	561,738	563,436	588,797
General Expense	197,831	198,506	189,833	168,942
Training and Meetings	289,721	280,087	286,665	215,726
<b>Total Operating Expenses</b>	<b>35,390,054</b>	<b>31,496,519</b>	<b>32,186,083</b>	<b>28,308,456</b>
<b>Net Operating Income/(Loss)</b>	<b>(1,533,310)</b>	<b>691,367</b>	<b>348,409</b>	<b>1,853,060</b>
Capital Expenditures	10,791,607	2,303,500	6,946,049	3,019,715
Grants and Contributions	(3,579,560)	(850,000)	(1,170,000)	(616,805)
<b>Net Capital Expense</b>	<b>7,212,047</b>	<b>1,453,500</b>	<b>5,776,049</b>	<b>2,402,910</b>
<b>Net (Loss)</b>	<b>\$ (8,745,357)</b>	<b>\$ (762,133)</b>	<b>\$ (5,427,640)</b>	<b>\$ (549,850)</b>

## FTE Staffing by Department

	2018 Budget	2018 Amended	2019 Budget	2019 vs. 2018
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	1.00	1.00	1.00	0.00
Department Assistant	1.00	1.00	1.00	0.00
<b>Human Resources</b>	<b>4.00</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	8.00	8.00	0.00
Smart Bus Project Manager	0.00	1.00	1.00	0.00
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	1.00	1.00	1.00	0.00
<b>Transit Administration</b>	<b>10.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
Dispatch Manager	1.00	1.00	1.00	0.00
Dispatchers	4.00	4.00	4.00	0.00
Training Coordinator	1.00	1.00	1.00	0.00
Trainer	1.00	2.00	2.00	0.00
Trainees	0.00	3.00	3.00	0.00
Lead Customer Service Rep	1.00	1.00	0.33	-0.67
Fixed Route Customer Service Reps	5.00	5.00	3.00	-2.00
Fixed Route Transit Operators	118.00	124.00	128.00	4.00
Terminal Expeditors	3.00	3.00	3.00	0.00
<b>Fixed Route Operations</b>	<b>134.00</b>	<b>144.00</b>	<b>145.33</b>	<b>1.33</b>
Paratransit Manager	1.00	1.00	1.00	0.00
Mobility Coordinator	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
Lead Customer Service Rep	0.00	0.00	0.67	0.67
Paratransit Customer Service Reps	2.00	2.00	4.00	2.00
Paratransit Transit Operators	43.00	43.00	43.00	0.00
<b>Paratransit Operations</b>	<b>55.00</b>	<b>55.00</b>	<b>57.67</b>	<b>2.67</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>
Revenue Manager	1.00	1.00	1.00	0.00

### FTE Staffing by Department, continued

	2018 Budget	2018 Amended	2019 Budget	2019 vs. 2018
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	4.00	4.00	3.00	-1.00
Department Assistant	1.00	1.00	1.00	0.00
<b>Information Technology</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>-1.00</b>
Director of Service Development	1.00	1.00	0.00	-1.00
Director of Planning	0.00	0.00	1.00	1.00
Fare Policy Coordinator	0.10	0.10	0.10	0.00
Transit Planner	2.00	2.00	2.00	0.00
Department Assistant	1.00	1.00	1.00	0.00
<b>Planning</b>	<b>4.10</b>	<b>4.10</b>	<b>4.10</b>	<b>0.00</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
Administrative Supervisor	0.35	0.35	0.35	0.00
Department Assistant	1.00	1.00	1.00	0.00
Lead Fleet Maintenance Technicians	2.00	2.00	2.00	0.00
Fleet Maintenance Technicians	13.00	13.00	13.00	0.00
Fleet Electronics Technician	1.00	1.00	1.00	0.00
<b>Fleet Maintenance</b>	<b>18.85</b>	<b>18.85</b>	<b>18.85</b>	<b>0.00</b>
Service Section Supervisor	0.33	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>5.33</b>	<b>5.33</b>	<b>5.33</b>	<b>0.00</b>
Administrative Supervisor	0.35	0.35	0.35	0.00
Senior Storekeeper	1.00	1.00	1.00	0.00
Storekeeper	2.00	2.00	2.00	0.00
<b>Warehouse</b>	<b>3.35</b>	<b>3.35</b>	<b>3.35</b>	<b>0.00</b>
Service Section Supervisor	0.33	0.33	0.33	0.00
Lead Routes Technician	1.00	1.00	1.00	0.00
Routes Technician	1.00	1.00	2.00	1.00
Facilities Maintenance Worker	0.50	0.50	0.50	0.00
<b>Routes Maintenance</b>	<b>2.83</b>	<b>2.83</b>	<b>3.83</b>	<b>1.00</b>
Director of Fleet and Facilities	0.50	0.50	0.50	0.00
Service Section Supervisor	0.34	0.34	0.34	0.00
Administrative Supervisor	0.30	0.30	0.30	0.00
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>3.64</b>	<b>3.64</b>	<b>3.64</b>	<b>0.00</b>
<b>Total FTEs</b>	<b>259.70</b>	<b>272.70</b>	<b>276.70</b>	<b>4.00</b>

## *Capital and Grants*

<b>Carryover Projects</b>	<b>2019 Budget</b>	<b>Grants</b>	<b>WTA Pays</b>
Mobile Data Terminals (MDTs)	\$ 290,000	\$ -	\$ 290,000
Fare Collection System	350,450	280,360	70,090
Property Purchase	1,500,000	-	1,500,000
Smart Bus Project	2,088,801	-	2,088,801
<b>Total Carryover Projects</b>	<b>4,229,251</b>	<b>280,360</b>	<b>3,948,891</b>
<b>2019 Projects</b>	<b>2019 Cost</b>	<b>Grants</b>	<b>WTA Pays</b>
Install Paratransit Software	20,000		20,000
Route Improvements	30,000	-	30,000
Replace Network Switch	30,000	-	30,000
Remodel MOAB IT Space	53,864	-	53,864
Replace 2 Driver Shuttles	60,000	-	60,000
Replace Ferndale Lighting	75,000	-	75,000
Refurbish 3 Gillig Buses	220,200	-	220,200
Midway Lot Improvements	1,949,292	-	1,949,292
Replace 7 Gillig Buses	4,124,000	3,299,200	824,800
<b>Total 2019 Projects</b>	<b>6,562,356</b>	<b>3,299,200</b>	<b>3,263,156</b>
<b>Total carryover and new projects</b>	<b>\$ 10,791,607</b>	<b>\$ 3,579,560</b>	<b>\$ 7,212,047</b>



---

# **Department/Division Expense Budgets**

---

<b>Operations Division</b>				
	<b>2019 Budget</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>Actuals 2017</b>
Salaries & Wages	\$ 13,930,099	\$ 12,462,861	\$ 12,356,575	\$ 11,438,173
Employee Benefits	6,812,051	5,893,988	5,988,037	5,406,931
Outside Services	150,125	125,980	182,400	125,347
Parts and Supplies	153,409	141,334	140,909	126,354
Utilities	18,300	14,534	14,900	12,519
Insurance and Claims	464,784	411,219	411,540	406,277
General Expense	17,313	8,880	13,000	8,384
Training & Meetings	80,625	63,272	86,000	46,102
<b>Total Operating</b>	<b>\$ 21,626,706</b>	<b>\$ 19,122,068</b>	<b>\$ 19,193,361</b>	<b>\$ 17,570,087</b>
Depreciation	3,110,172	2,833,811	2,833,811	2,872,298
<b>Total Expense</b>	<b>\$ 24,736,878</b>	<b>\$ 21,955,879</b>	<b>\$ 22,027,172</b>	<b>\$ 20,442,385</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 (CSRs) by 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.

CSRs 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 American with Disabilities Act, and the labor contract with the Amalgamated Transit Union. They oversee data systems, auxiliary taxi service, and Information Technology integration. Operator support is their primary focus. The Safety and Training Supervisor (STS) provides planning and accident management, including prevention training. The STS reviews and formulates policies for improvement, and backs up the field duties of Operations Management staff.

The Training Department provides training for new and experienced transit operators and other staff, using established programs and procedures. They are responsible for evaluation, creation and updating WTA training programs and providing refresher, remedial and other trainings as assigned. They conduct required training for all employees including CPR/First Aid, BBP and heat. Administrative staff provides support in all areas of operations.



<b><i>Fleet and Facilities Division</i></b>				
	<b>2019 Budget</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>Actuals 2017</b>
Salaries & Wages	\$ 2,251,475	\$ 2,156,828	\$ 2,177,367	\$ 2,096,748
Employee Benefits	1,099,638	1,004,540	1,053,055	983,375
Outside Services	598,104	567,288	646,100	460,687
Parts and Supplies	1,707,648	1,591,858	1,703,956	1,556,048
Fuel	1,476,096	1,484,600	1,484,600	1,080,216
Utilities	293,700	289,649	290,144	269,488
Insurance and Claims	37,296	37,440	37,524	38,988
General Expense	41,604	39,948	40,224	35,414
Training & Meetings	48,656	53,656	48,664	29,868
<b>Total Operating Expense</b>	<b>\$ 7,554,217</b>	<b>\$ 7,225,807</b>	<b>\$ 7,481,634</b>	<b>\$ 6,550,832</b>
Depreciation	1,211,880	1,246,368	1,246,368	1,080,315
<b>Total Expense</b>	<b>\$ 8,766,097</b>	<b>\$ 8,472,175</b>	<b>\$ 8,728,002</b>	<b>\$ 7,631,147</b>

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, inspection, and modification, 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, Operations and Administrative 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 parts and materials inventory required to maintain and repair vehicles and facilities, and supply all other departments.

<b>Finance Division</b>				
	<b>2019 Budget</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>Actuals 2017</b>
Salaries & Wages	\$ 599,461	\$ 590,192	\$ 570,472	\$ 564,040
Employee Benefits	230,087	216,874	247,009	230,392
Outside Services	259,374	80,792	98,806	87,236
Parts and Supplies	315,566	82,087	85,618	98,678
Utilities	600	300	2,400	0
Insurance and Claims	78,324	70,455	69,588	65,688
General Expense	47,514	44,463	40,820	46,802
Training & Meetings	46,180	38,747	41,901	32,250
*Adjust for GASB 68	0	0	0	-587,885
<b>Total Operating</b>	<b>\$ 1,577,106</b>	<b>\$ 1,123,910</b>	<b>\$ 1,156,614</b>	<b>\$ 537,201</b>
Depreciation	141,948	124,332	124,332	111,651
<b>Total Expense</b>	<b>\$ 1,719,054</b>	<b>\$ 1,248,242</b>	<b>\$ 1,280,946</b>	<b>\$ 648,852</b>

*\*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 2018 and 2019, and will be recorded at year end.*

The Finance Division is responsible for budget preparation and monitoring, financial analysis, accounting and financial reporting, internal control oversight, and Agency compliance with local, state and Federal regulatory requirements. The division participates in strategic planning and promotes 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, and retail vendor 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**

	<b>2019 Budget</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>Actuals 2017</b>
Salaries & Wages	\$ 573,292	\$ 673,216	\$ 584,870	\$ 506,095
Employee Benefits	220,496	244,986	210,278	177,349
Outside Services	589,448	369,362	412,720	323,648
Parts and Supplies	461,135	470,300	506,961	482,185
Utilities	96,900	72,400	74,700	63,388
General Expense	500	500	1,500	200
Training & Meetings	47,000	47,848	47,000	59,630
<b>Total Operating</b>	<b>\$ 1,988,771</b>	<b>\$ 1,878,612</b>	<b>\$ 1,838,029</b>	<b>\$ 1,612,495</b>
Depreciation	512,160	392,952	392,952	218,952
<b>Total Expense</b>	<b>\$ 2,500,931</b>	<b>\$ 2,271,564</b>	<b>\$ 2,230,981</b>	<b>\$ 1,831,447</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.

<b>Planning Division</b>				
	<b>2019 Budget</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>Actuals 2017</b>
Salaries & Wages	\$ 466,980	\$ 420,904	\$ 397,690	\$ 320,768
Employee Benefits	173,754	149,700	147,346	115,535
Outside Services	49,100	77,660	52,060	34,050
Parts and Supplies	62,200	73,682	74,200	66,449
Utilities	1,000	919	1,004	907
Insurance and Claims	54,972	42,624	44,784	77,844
General Expense	2,500	1,980	5,100	1,140
Training & Meetings	16,320	14,418	14,340	8,046
<b>Total Operating</b>	<b>\$ 826,826</b>	<b>\$ 781,887</b>	<b>\$ 736,524</b>	<b>\$ 624,739</b>
Depreciation	49,944	133,836	133,836	179,657
<b>Total Expense</b>	<b>\$ 876,770</b>	<b>\$ 915,723</b>	<b>\$ 870,360</b>	<b>\$ 804,396</b>

The Planning 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
- Ensuring compliance with Title VI of The Civil Rights Act
- 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</b>				
	<b>2019 Budget</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>Actuals 2017</b>
Salaries & Wages	\$ 350,833	\$ 337,442	\$ 328,997	\$ 330,432
Employee Benefits	245,792	219,012	250,174	208,107
Outside Services	326,100	291,559	337,953	148,833
Parts and Supplies	21,810	51,517	43,350	40,582
Utilities	500	470	500	453
General Expense	9,500	13,204	11,500	8,638
Training & Meetings	33,500	35,334	33,000	25,557
<b>Total Operating</b>	<b>\$ 988,035</b>	<b>\$ 948,538</b>	<b>\$ 1,005,474</b>	<b>\$ 762,602</b>
Depreciation	0	468	468	2,042
<b>Total Expense</b>	<b>\$ 988,035</b>	<b>\$ 949,006</b>	<b>\$ 1,005,942</b>	<b>\$ 764,644</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 and Marketing***

	2019 Budget	2018 Forecast	2018 Budget	Actuals 2017
Salaries & Wages	\$ 107,001	\$ 103,884	\$ 103,886	\$ 105,062
Employee Benefits	46,982	43,924	42,549	39,849
Outside Services	191,000	124,036	165,000	84,858
Parts and Supplies	13,500	10,035	13,500	13,861
Utilities	555	708	588	702
General Expense	37,500	50,196	38,089	30,601
Training & Meetings	3,840	8,670	3,460	2,655
<b>Total Operating</b>	<b>\$ 400,378</b>	<b>\$ 341,453</b>	<b>\$ 367,072</b>	<b>\$ 277,588</b>
Depreciation	0	96	96	432
<b>Total Expense</b>	<b>\$ 400,378</b>	<b>\$ 341,549</b>	<b>\$ 367,168</b>	<b>\$ 278,020</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

	2019 Budget	2018 Forecast	2018 Budget	Actuals 2017
Salaries & Wages	\$ 245,181	\$ 230,904	\$ 230,897	\$ 226,986
Employee Benefits	89,784	83,534	81,228	80,021
Outside Services	35,000	37,447	40,000	14,285
Parts and Supplies	2,400	2,206	2,700	1,661
Utilities	650	576	650	578
General Expense	41,400	39,129	39,600	37,763
Training & Meetings	13,600	9,115	12,300	11,617
<b>Total Operating</b>	<b>\$ 428,015</b>	<b>\$ 402,912</b>	<b>\$ 407,375</b>	<b>\$ 372,911</b>
Depreciation	5,328	5,328	5,328	5,428
<b>Total Expense</b>	<b>\$ 433,343</b>	<b>\$ 408,240</b>	<b>\$ 412,703</b>	<b>\$ 378,339</b>

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.



## 2019 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 recommended balance. The reserve accounts meet all recommended balances specified in the Reserve Policy.

Reserve account balances may change only with Board of Directors approval. Recommended 2019 reserve balance changes are summarized below:

Designated Cash Reserves			
(in thousands)			
	2019	2018	
Reserve	Recommended Reserves	Current Reserves	Increase (Decrease)
Operating	8,850	8,000	850
Capital	6,110	5,500	610
Fleet	8,300	9,600	(1,300)
	<b>\$23,260</b>	<b>\$23,100</b>	<b>\$160</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.

Operating Reserve	2019	2018
Expenditures	\$35,390	\$32,068
Reserve Rate	25%	25%
Calculated Reserve	\$8,848	\$8,017
<b>Recommended Reserve</b>	<b>\$8,850</b>	<b>\$8,000</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 required local share of federal grants, or \$6,110,000.

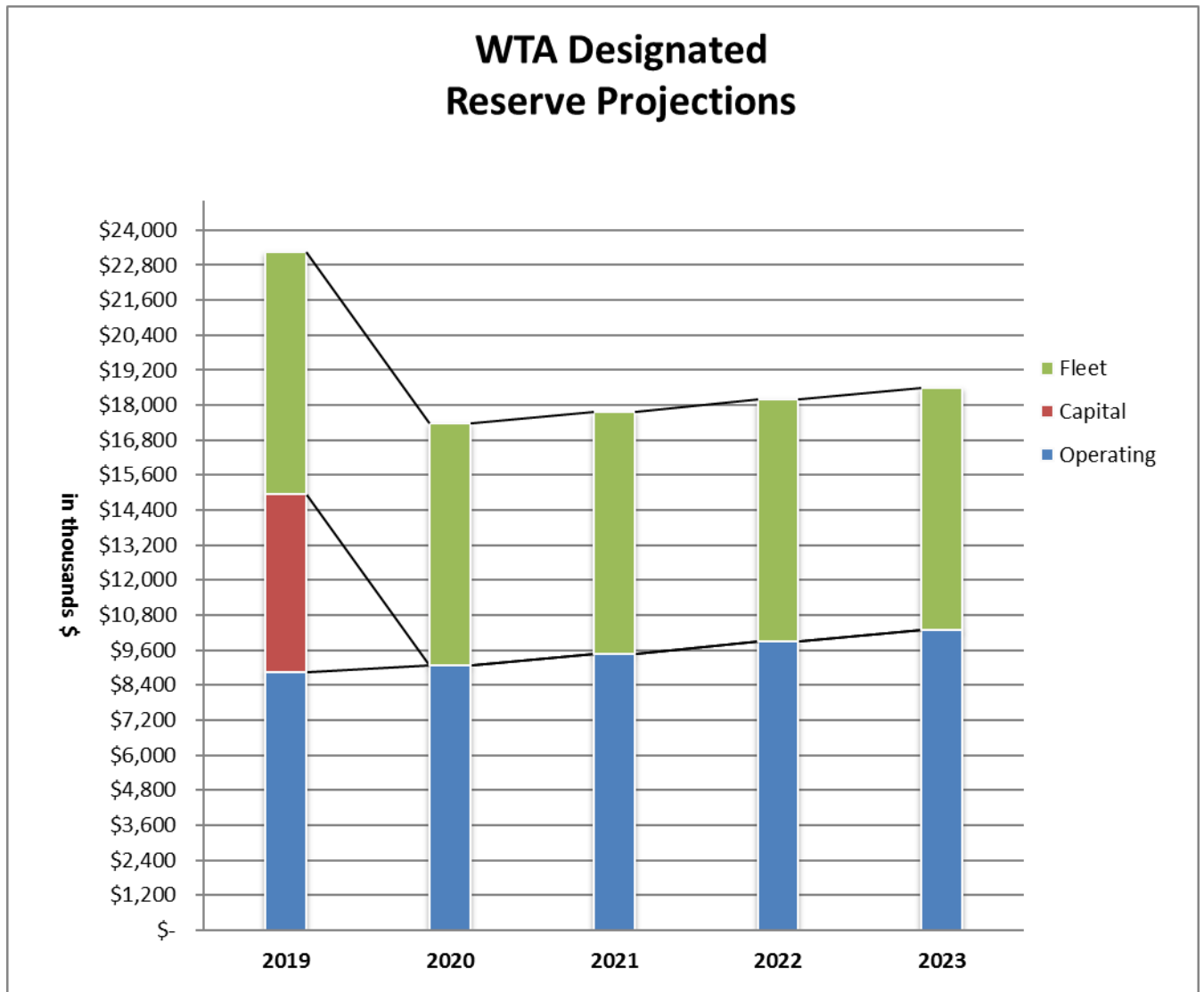
## Fleet Reserve

The Fleet Reserve ensures that WTA can pay to replace vehicles to maintain a state of good repair or 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, equipment condition, and federal grant requirements. The recommended Fleet Reserve for 2019 is \$8,300,000.

Year	Local Match	High 2 Years
2019	1,105,000	
2020	998,050	
2021	1,787,200	
2022	4,185,543	
2023	3,359,067	
2024	4,159,058	
2025	-	
2026	261,271	
2027	195,716	
2028	1,403,495	

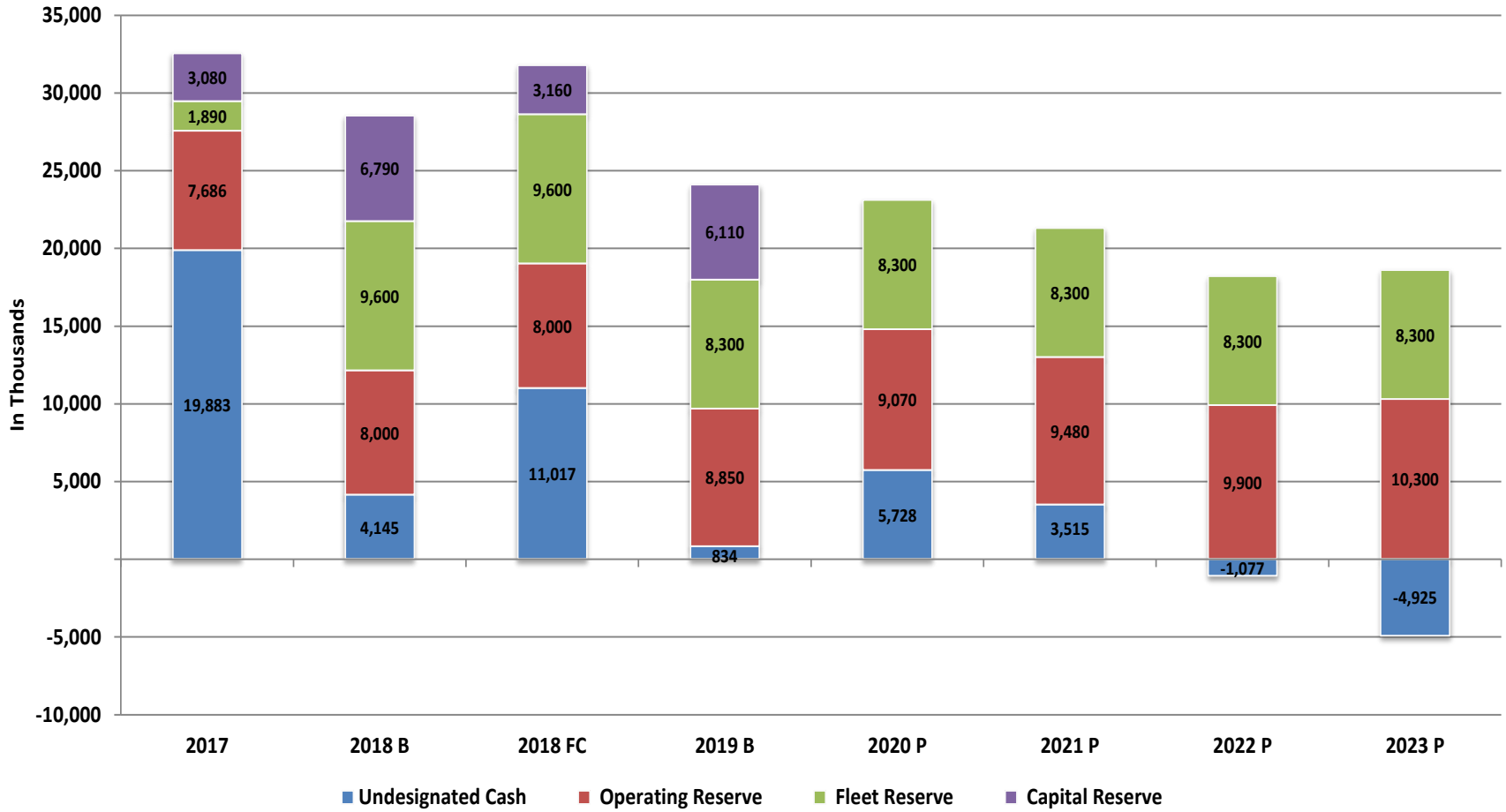
## Five Year Outlook for Designated Cash Reserve Requirements:



## Cash Reserves Summary

Designated cash reserves will increase to \$23,260,000 in 2019, an increase of \$160,000 primarily to fund the operating reserve. Total cash reserve requirements are expected to be \$18,600,000 by 2023.

## Undesignated Cash and Reserve Fund Balances as of Dec. 31, 20xx



## PERFORMANCE DATA BY MODE

### Fixed Route

	2019 Budget	2018 Budget	2018 Projected	2019 vs. 2018
Ridership	4,696,800	4,725,000	4,560,000	-0.60%
Total Revenue Miles	2,185,248	2,068,834	2,101,200	5.63%
Total Revenue Hours	156,593	146,494	150,570	6.89%
Passengers Per Hour	29.99	32.25	30.28	-7.01%
Passengers Per Mile	2.15	2.28	2.17	-5.89%
Miles Per Hour	13.95	14.12	13.95	-1.18%

### Paratransit\*

	2019 Budget	2018 Budget	2018 Projected	2019 vs. 2018
Ridership	222,485	220,734	218,123	0.79%
Total Revenue Miles	951,570	907,012	932,912	4.91%
Total Revenue Hours	74,398	68,309	72,939	8.91%
Passengers Per Hour	2.99	3.23	2.99	-7.46%
Passengers Per Mile	0.23	0.24	0.23	-3.93%
Miles Per Hour	12.79	13.28	12.79	-3.67%

### Vanpool

	2019 Budget	2018 Budget	2018 Projected	2019 vs. 2018
Ridership	48,817	41,719	48,817	17.01%
Total Revenue Miles	446,560	357,564	446,560	24.89%
Total Revenue Hours	8,108	6,466	8,108	25.40%
Passengers Per Hour	6.02	6.45	6.02	-6.69%
Passengers Per Mile	0.109	0.117	0.109	-6.31%

\*Does not include Zone Service





This Page Intentionally Left Blank



Whatcom Transportation Authority  
4011 Bakerview Spur  
Bellingham, WA 98226-8066  
[www.ridewta.com](http://www.ridewta.com)