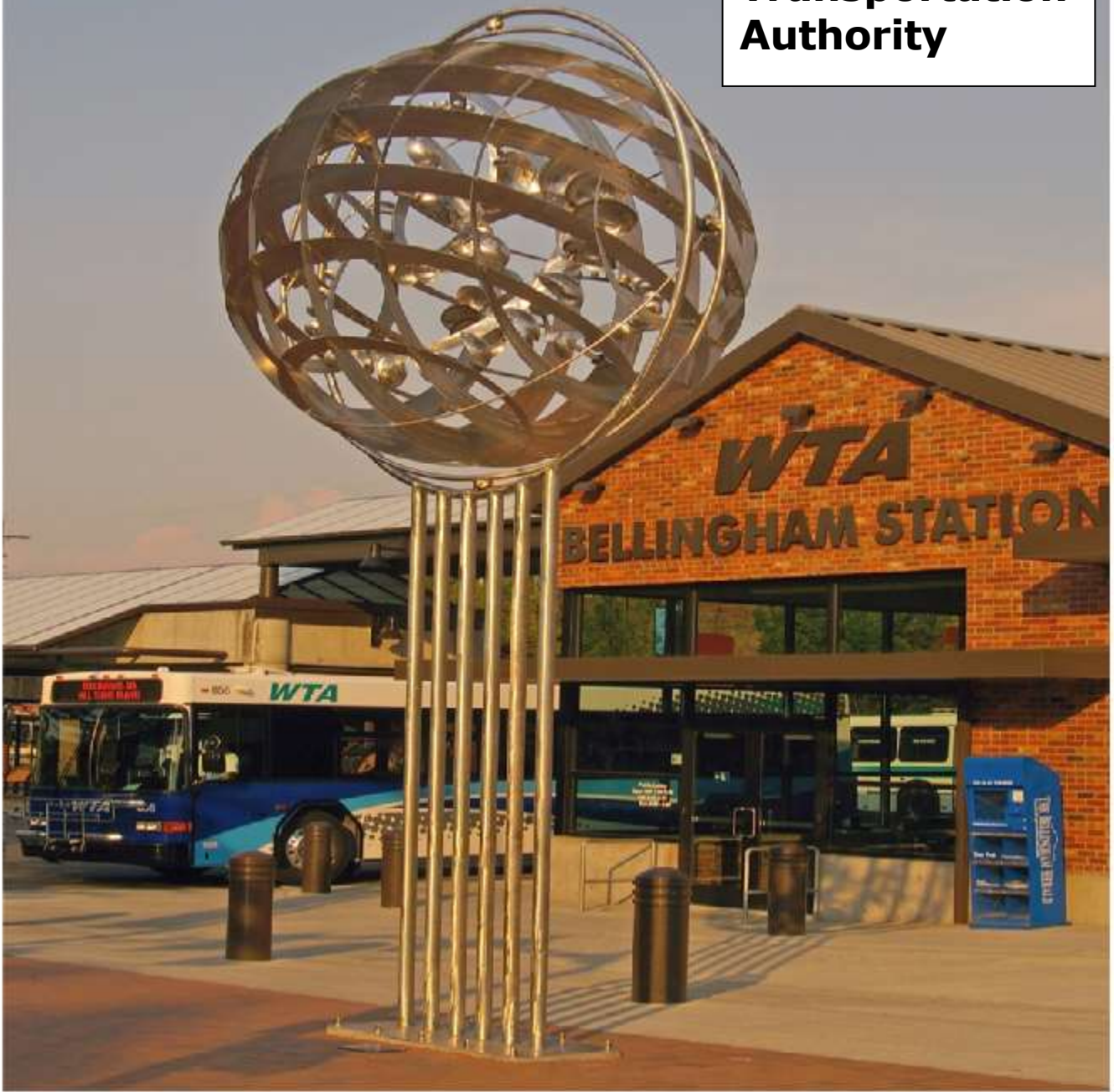


**Whatcom  
Transportation  
Authority**



# **2015 Annual Budget**

Approved October 16, 2014

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**WTA  
2015 Budget  
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## General Manager's Budget Message

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Our proposed 2015 budget has been built to support our agency's core mission: to deliver safe, reliable, efficient and friendly service to our community. With that as our primary focus, WTA staff is also proposing several major projects to build our foundation and plan for the future.

Building our foundation will be done in large part through technology improvements. These include the introduction of new payment options for our riders, an improved mobile-friendly website, and the initial building blocks toward "Smart Bus" rider enhancements. Real-time arrival information and automatic stop announcements, for example, will improve the rider experience and hopefully attract new riders to our services.



**Pete Stark, General Manager**

Planning for the future will take the form of a new Strategic Planning process. We look forward to engaging our riders, employees, community partners and community leaders, and our non-riding public throughout this effort. The outcome will be a Strategic Service Plan that ensures our service offerings are well matched with the current and emerging transportation needs of our communities.

We're looking forward to another year of serving our riders and the residents of Whatcom County.

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 WTA - 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.

# 2015 Agency Outlook

## Overall Economic Outlook

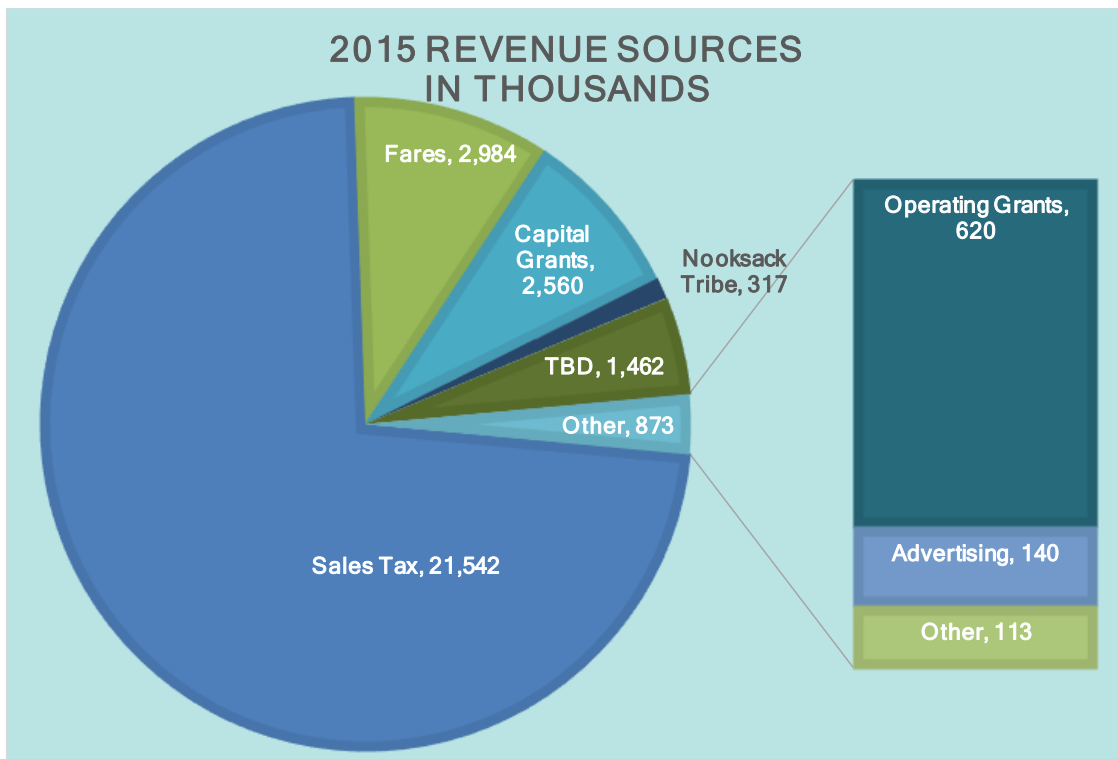
Whatcom County's economy will improve slowly into 2015. Local unemployment is back to pre-recession levels, although new job growth is lagging. Stabilization of the Canadian dollar, moderate construction growth and increased new car sales indicate slow steady improvement as we move out of the recession.

## Service, Routes and Ridership

East Whatcom County will enjoy additional fixed route service in 2015. The Nooksack Indian Tribe is purchasing additional service from WTA: 11 additional weekly trips between Bellingham and Kendall and a Van Zandt-Everson shuttle. Other service changes are minor with little schedule or revenue impact. Paratransit service remains at 2014 levels.

## Revenue

Sales tax revenues are forecast to increase 2% over 2014 levels. Few changes in service, fares, and ridership translate to fare box revenues lingering at 2014 levels. Migrating from calendar based bus passes to smart cards requires recognizing some pass receipts in future periods which could reduce 2015 pass revenue. The regional mobility grant for Bellingham-Mt. Vernon service and the state Public Transportation Grant Program are unlikely to be renewed and not included in 2015. Purchased Services revenue increases slightly to reflect cost increases with the TBD (Bellingham Transportation Benefit District) and new Nooksack Tribe service. Rock bottom interest rates continue to depress interest income.



## **WTA Staff**

Represented employees will receive a 2.25% wage increase, except Fleet Technicians with a 3.25% increase. Non-represented employees will see a 2.5% increase. An Operations Manager position has been added to the proposed budget.

WTA is in the midst of significant personnel changes. Out of a workforce of 225, about 30 WTA employees will retire in 2014 with 20 more retirements expected in 2015. Thirty percent of the workforce has less than five years with WTA. Roughly 40% of WTA employees can retire in the next five years. WTA will see recruiting and training costs rise significantly. Productivity and wages will decrease, in the short term.

## **Expense Initiatives**

2015 expenses include the following initiatives

- ✓ \$400,000 Strategic Plan
- ✓ \$100,000 Facilities scoping
- ✓ \$ 50,000 Smart Trips support
- ✓ \$ 25,000 Paint Ferndale Station
- ✓ \$ 84,000 Paint headquarters & maintenance building

## **Capital and Infrastructure**

Several capital projects that started in 2014 will continue into 2015. The cost to complete at January 1 will be about \$3.1 million.

- ✓ Fare Collection System
- ✓ Workforce Management System
- ✓ Updated Website
- ✓ ERP System to replace an assortment of vintage financial and business systems

The capital budget contains \$5.5 million of new equipment and projects:

- ✓ 4 Buses
- ✓ 7 Minibuses
- ✓ 3 Vanpool Vans
- ✓ 3 staff vehicles
- ✓ Bike Storage at Bellingham Station
- ✓ Lighting and building envelope projects to reduce energy costs \$25,000 annually.
- ✓ Reconfigure office space for technology and organizational needs
- ✓ Intelligent Transportation Systems (ITS) -formerly known as "Smart Bus". These projects will be implemented over a period of years and could include real time passenger information, automatic stop announcements, video surveillance gear, and a computer aided dispatch/automatic vehicle location system.

## **Cash**

WTA may welcome 2015 with over \$28 million in cash, depending on timing of capital project spending. Continuing capital will reduce this to about \$27 million by year end. Reserves have been increased \$1.2 million to \$11.3 million.

## **Conclusion**

WTA is proud of its fiscal prudence. Earlier financial caution ensured that WTA could weather the recession while modernizing its infrastructure. A new budget policy formalizes this approach to fiscal responsibility. 2015 will set the stage as we prepare a strategic plan for service to Whatcom County.



**Whatcom Transportation Authority  
Revenue and Expenditures  
2015 Budget**

	2015 Budget	2014 Forecast	2014 Budget	2013 Actuals
<b>Revenue</b>				
Fixed Route Revenue	2,608,147	2,625,032	2,610,998	2,650,193
Paratransit Revenue	71,379	73,995	71,241	78,165
Contract Revenue	1,779,262	1,371,872	1,438,615	1,353,497
Vanpool Revenue	304,716	298,698	300,000	301,397
<b>Total Operating Revenue</b>	<b>4,763,504</b>	<b>4,369,597</b>	<b>4,420,854</b>	<b>4,383,252</b>
Sales Tax Income	22,175,420	21,641,136	21,542,281	21,120,920
Operating Grants	620,416	850,489	854,500	846,708
Investment Income	96,000	122,635	125,000	94,181
Other Revenue	156,800	227,722	137,400	230,457
<b>Total Revenue</b>	<b>27,812,140</b>	<b>27,211,579</b>	<b>27,080,035</b>	<b>26,675,518</b>
<b>Expenses:</b>				
Salaries & Wages	13,656,517	12,856,962	13,174,814	12,335,589
Employee Benefits	6,314,973	5,712,797	5,887,519	5,059,011
Outside Services	2,285,489	1,274,169	1,373,833	986,331
Parts and Supplies	1,838,012	1,672,310	1,871,360	1,284,261
Fuel	1,936,500	1,730,322	1,783,000	1,700,654
Utilities	327,317	317,804	335,661	290,627
Insurance and Claims	505,000	448,620	452,000	399,818
General Expense	153,148	140,994	135,987	117,413
Training & Meetings	206,160	166,443	156,972	128,827
<b>Total Operating Expense</b>	<b>27,223,116</b>	<b>24,320,421</b>	<b>25,171,146</b>	<b>22,302,531</b>
<b>Net Income from Operations</b>	<b>589,024</b>	<b>2,891,158</b>	<b>1,908,889</b>	<b>4,372,987</b>
Depreciation	4,274,360	3,583,658	3,587,825	3,852,827
<b>Net Income</b>	<b>-3,685,336</b>	<b>-692,500</b>	<b>-1,678,936</b>	<b>520,160</b>
<b>Capital Expenditures</b>	<b>8,725,500</b>	<b>5,396,639</b>	<b>4,803,000</b>	<b>6,625,388</b>
<b>Grants &amp; Contributions</b>	<b>6,307,400</b>	<b>3,053,051</b>	<b>2,560,000</b>	<b>5,292,847</b>
<b>Net Capital</b>	<b>2,418,100</b>	<b>2,343,588</b>	<b>2,243,000</b>	<b>1,332,541</b>
Est Cashflow Impact	-1,829,076	547,570	-334,111	3,040,446

**FTE Position Detail**

<b>Division/Department</b>	<b>2014 Budget</b>	<b>2014 Changes</b>	<b>2015 Changes</b>	<b>2015 Budget</b>
<b><u>OPERATIONS DIVISION</u></b>				
<b>Transit Administration:</b>				
Director of Operations	1.00			1.00
Operations / Field Supervisors	6.00			6.00
Executive Assistant	1.00			1.00
Department Assistant	0.75			0.75
<b>Total Transit Administration</b>	<b>8.75</b>		<b>-</b>	<b>8.75</b>
<b>Safety &amp; Security Officer</b>	<b>1.00</b>			<b>1.00</b>
<b>Training Coordinator &amp; Trainees</b>	<b>1.00</b>		<b>3.00</b>	<b>4.00</b>
<b>Fixed Route Operations:</b>				
Manager	-		1.00	1.00
Dispatchers	3.00			3.00
Lead FR Customer Svc Rep	1.00			1.00
Fixed Rte Customer Svc Reps	3.00			3.00
Fixed Route Operators	98.00	3.00	(3.00)	98.00
Terminal Expeditors	3.00			3.00
<b>Total Fixed Route Operations</b>	<b>108.00</b>	<b>3.00</b>	<b>1.00</b>	<b>109.00</b>
<b>Paratransit Operations:</b>				
Paratransit Manager	1.00			1.00
Eligibility Specialist	1.00			1.00
Paratransit Dispatchers	7.00			7.00
Paratransit Dispatch Coordinator	1.00			1.00
Paratransit Customer Svc Reps	2.00			2.00
Paratransit Operators	40.50			40.50
<b>Total Paratransit Operations</b>	<b>52.50</b>	<b>-</b>	<b>-</b>	<b>52.50</b>
<b>TOTAL OPERATIONS</b>	<b>171.25</b>	<b>3.00</b>	<b>4.00</b>	<b>175.25</b>
<b><u>FLEET &amp; FACILITIES DIVISION</u></b>				
<b>Vehicle Maintenance:</b>				
Director of Fleet and Facilities	0.50			0.50
Manager of Fleet Maintenance	1.00			1.00
Maintenance Program Coordinator	1.00			1.00
Lead Fleet Maintenance Techs	2.00			2.00
Fleet Maintenance Technicians	11.00			11.00
Fleet Maintenance Intern	0.50			0.50
<b>Total Vehicle Maintenance</b>	<b>16.00</b>			<b>16.00</b>
<b>Warehouse:</b>				
Senior Storekeeper	1.00			1.00
Storekeeper	1.00			1.00
<b>Total Warehouse</b>	<b>2.00</b>			<b>2.00</b>
<b>Vehicle Service:</b>				
Service Section Supervisor	1.00			1.00
Lead Hostler	1.00			1.00
Hostlers	4.00			4.00
<b>Total Hostlers</b>	<b>6.00</b>			<b>6.00</b>
<b>Route Maintenance Workers</b>	<b>2.80</b>			<b>2.80</b>
<b>Facilities Maintenance:</b>				
Director of Fleet and Facilities	0.50			0.50
Facilities Maintenance Worker	0.50			0.50
Facilities Technicians	2.00			2.00
<b>Total Facilities</b>	<b>3.00</b>			<b>3.00</b>
<b>Total Fleet &amp; Facilities</b>	<b>29.80</b>	<b>-</b>	<b>-</b>	<b>29.80</b>

Division/Department	2014 Budget	2014 Changes	2015 Changes	2015 Budget
<b><u>EXECUTIVE ADMINISTRATION</u></b>				
General Manager	1.00			1.00
Executive Assistant	1.00			1.00
<b>TOTAL EXECUTIVE ADMINISTRATION</b>	<b>2.00</b>			<b>2.00</b>
<b>Manager, Marketing</b>	<b>1.00</b>			<b>1.00</b>
<b><u>HUMAN RESOURCES</u></b>				
Director of Human Resources	1.00			1.00
Human Resources Specialist	1.00	(1.00)		-
Human Resources Analyst	-	1.00		1.00
Benefits Assistant	0.25			0.25
Department Assistant	1.00			1.00
<b>TOTAL HUMAN RESOURCES</b>	<b>3.25</b>	<b>-</b>		<b>3.25</b>
<b><u>SERVICE DEVELOPMENT</u></b>				
<b>Service Development:</b>				
Director of Service Development	1.00			1.00
Fare Policy Coordinator	0.10			0.10
Transit Service Analyst	1.00			1.00
Department Assistant	0.75		(0.05)	0.70
Surveyors	0.40			0.40
<b>Total Service Development</b>	<b>3.25</b>		<b>(0.05)</b>	<b>3.20</b>
Vanpool & Rideshare Coordinator	0.60			0.60
<b>TOTAL SERVICE DEVELOPMENT</b>	<b>3.85</b>		<b>(0.05)</b>	<b>3.80</b>
<b><u>INFORMATION TECHNOLOGY</u></b>				
Director of IT			1.00	1.00
Manager of IT	1.00		(1.00)	-
IT Systems Technician	1.00			1.00
IT Systems Administrator	1.00			1.00
Department Assistant	-		0.30	0.30
IT Applications Administrator	2.00			2.00
<b>Total IT</b>	<b>5.00</b>		<b>0.30</b>	<b>5.30</b>
<b><u>FINANCE DIVISION</u></b>				
<b>Finance:</b>				
Director of Finance	1.00			1.00
Purchasing & Contracts Coordinator	1.00			1.00
Revenue Manager	1.00			1.00
<b>Total Finance Administration</b>	<b>3.00</b>			<b>3.00</b>
<b>Accounting:</b>				
Manager of Accounting	1.00			1.00
Payroll Specialist	1.00			1.00
Accounting Technicians (I & II)	2.00			2.00
<b>Total Accounting</b>	<b>4.00</b>			<b>4.00</b>
<b>TOTAL FINANCE DIVISION</b>	<b>7.00</b>			<b>7.00</b>
<b>TOTAL</b>	<b>223.15</b>	<b>3.00</b>	<b>1.25</b>	<b>227.40</b>

**Whatcom Transportation Authority  
Capital and Grants  
2015 Budget**

Project	2015 Cost	Grants	WTA Pays	Operating Impact
<b>Carryover Projects (2014):</b>				
Farebox System	2,325,000	2,000,000	325,000	Smart cards
Website	100,000	0	100,000	
ERP System, Phase I	200,000	0	200,000	Finance Systems
Workforce Management	475,000	560,000	-85,000	Modernize manual systems
<b>Total Carryover Projects</b>	<b>\$3,100,000</b>	<b>\$2,560,000</b>	<b>\$540,000</b>	
<b>2015 Projects:</b>				
Vanpool Vans	85,500	68,400	17,100	Replacement Vehicles
Hybrid Buses	2,880,000	2,304,000	576,000	
Minibuses	840,000	672,000	168,000	
Staff Vehicles	75,000		75,000	
Minibuses - Fixed Rt	360,000	288,000	72,000	East County Service
Fleet Equipment	50,000	0	50,000	Replace Aging Equipment
BTS Bike Shelter	20,000	0	20,000	Facilities Improvements
Facilities Infrastructure	150,000	0	150,000	
Facilities Renovation	120,000	0	120,000	
Route Improvements	150,000	0	150,000	
MOAB Lighting Conservation	155,000	0	155,000	Reduce Costs by 25k Annually
IT Equipment	50,000	0	50,000	Replace Aging Equipment
ITS Projects	690,000	415,000	275,000	
<b>Total 2015 Projects</b>	<b>\$5,625,500</b>	<b>\$3,747,400</b>	<b>\$1,878,100</b>	
<i>Total, carryover and new projects: \$ 8,725,500 \$ 6,307,400 \$ 2,418,100</i>				

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. Projects not completed at December 31 are carried over to the following year.

# **Whatcom Transportation Authority**

## **Division & Department Budgets**



<b>WTA</b>				
<b>Operations</b>				
	2015 Budget	2014 Forecast	2014 Budget	Actuals 2013
Salaries & Wages	10,132,235	9,395,145	9,620,027	9,093,395
Employee Benefits	4,801,941	4,312,926	4,456,651	3,850,955
Outside Services	261,140	266,556	283,833	249,900
Parts and Supplies	110,780	219,883	293,428	81,639
Utilities	21,237	17,308	18,865	13,954
Insurance and Claims	317,000	282,989	284,000	249,624
General Expense	27,948	14,981	26,747	7,545
Training & Meetings	44,450	41,031	39,025	32,758
<b>Total Operating Expense</b>	<b>15,716,731</b>	<b>14,550,819</b>	<b>15,022,576</b>	<b>13,579,770</b>
Depreciation	2,432,572	2,197,493	2,197,493	2,207,053
<b>Total Expense</b>	<b>18,149,303</b>	<b>16,748,312</b>	<b>17,220,069</b>	<b>15,786,823</b>

Fixed Route and Paratransit Operations provide safe, reliable and friendly transportation services to our passengers.

Fixed Route Dispatchers and Expeditors ensure adherence to published route schedules. Operators safely operate coaches and assist passengers. CSRs answer the Ride Line, greet visitors, provide route information, and sell passes.

Paratransit service provides scheduled transportation service to passengers unable to use fixed route service. Dispatchers coordinate and schedule trips. CSRs book rides, plan trips, and answer questions. Management ensures WTA complies with the Americans with Disabilities Act (ADA), manages auxiliary taxi service, determines eligibility for specialized service eligibility, and manages mobile data systems. Paratransit operators safely operate coaches and assist special needs customers.

Transit Administration ensures efficient management of daily operations and provides operator and general training. Safety and security functions include planning, accident management, and safety and security reviews.

<b>WTA</b>				
<b>Fleet &amp; Facilities</b>				
	2015 Budget	2014 Forecast	2014 Budget	Actuals 2013
Salaries & Wages	1,793,472	1,731,718	1,814,238	1,733,709
Employee Benefits	801,102	762,799	759,866	710,539
Outside Services	680,250	369,936	492,700	381,004
Parts and Supplies	1,120,180	990,290	1,003,680	875,354
Fuel	1,936,000	1,730,322	1,783,000	1,700,653
Utilities	265,700	256,062	262,700	238,718
Insurance and Claims	43,000	35,632	36,000	35,352
General Expense	31,600	30,251	25,740	29,819
Training & Meetings	47,430	36,078	34,080	31,764
<b>Total Operating Expense</b>	<b>6,718,734</b>	<b>5,943,088</b>	<b>6,212,004</b>	<b>5,736,912</b>
Depreciation	1,090,669	1,100,592	1,100,592	1,094,107
<b>Total Expense</b>	<b>7,809,403</b>	<b>7,043,680</b>	<b>7,312,596</b>	<b>6,831,019</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, 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.

<b>WTA</b>				
<b>Finance</b>				
	<b>2015 Budget</b>	<b>2014 Forecast</b>	<b>2014 Budget</b>	<b>Actuals 2013</b>
Salaries & Wages	474,680	475,409	499,044	406,511
Employee Benefits	224,382	185,227	194,793	137,002
Outside Services	135,800	128,756	118,500	94,834
Parts and Supplies	145,800	48,655	45,500	34,723
Utilities	2,500	0	0	0
Insurance and Claims	70,000	56,831	60,000	51,339
General Expense	19,200	15,995	16,500	18,015
Training & Meetings	33,160	19,924	15,900	13,910
<b>Total Operating Expense</b>	<b>1,105,522</b>	<b>930,797</b>	<b>950,237</b>	<b>756,334</b>
Depreciation	63,870	23,742	27,909	100,913
<b>Total Expense</b>	<b>1,169,392</b>	<b>954,539</b>	<b>978,146</b>	<b>857,247</b>

The Finance Department is responsible for budget, financial analysis, internal control oversight, and agency compliance with local, state, and federal regulatory requirements.

The Revenue Department manages the new smart card fare systems, social service agency sales, pass inventory, coordinates fare system functions, and oversees cash handling. Revenue contracts functions have been transferred to this department.

Procurement responsibilities include managing competitive solicitations, vendor contract management, DBE program, surplus and disposal programs, and claims management.

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, NTD reporting, and FTA triennial reviews.

<b>WTA</b>				
<b>Information Technology</b>				
	2015 Budget	2014 Forecast	2014 Budget	Actuals 2013
Salaries & Wages	416,477	376,107	385,978	281,911
Employee Benefits	162,424	143,193	153,888	101,801
Outside Services	303,700	104,554	104,700	62,392
Parts and Supplies	341,300	325,379	310,300	185,510
Utilities	35,300	34,870	35,300	35,436
General Expense	1,500	1,570	1,500	1,674
Training & Meetings	24,400	20,944	24,400	26,061
<b>Total Operating Expense</b>	<b>1,285,101</b>	<b>1,006,617</b>	<b>1,016,066</b>	<b>694,785</b>
Depreciation	504,012	58,473	58,473	86,640
<b>Total Expense</b>	<b>1,789,113</b>	<b>1,065,090</b>	<b>1,074,539</b>	<b>781,425</b>

The 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>WTA</b>				
<b>Service Development</b>				
	2015 Budget	2014 Forecast	2014 Budget	Actuals 2013
Salaries & Wages	286,657	295,450	283,234	299,071
Employee Benefits	105,346	100,166	99,518	93,590
Outside Services	571,100	196,968	210,900	31,172
Parts and Supplies	82,852	50,796	179,982	82,168
Fuel	500	0	0	0
Utilities	1,000	7,535	16,500	969
Insurance and Claims	75,000	73,168	72,000	63,503
General Expense	0	500	1,200	1,280
Training & Meetings	15,320	8,599	10,587	6,303
<b>Total Operating Expense</b>	<b>1,137,775</b>	<b>733,182</b>	<b>873,920</b>	<b>578,057</b>
Depreciation	181,258	180,707	180,706	261,343
<b>Total Expense</b>	<b>1,319,033</b>	<b>913,889</b>	<b>1,054,627</b>	<b>839,400</b>

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

- Vanpool Program management
- Customer Information
- Liaison to the City and County planning departments, Western Washington University, 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



<b>WTA</b>				
<b>Human Resources</b>				
	2015 Budget	2014 Forecast	2014 Budget	Actuals 2013
Salaries & Wages	250,729	256,064	247,432	227,156
Employee Benefits	123,551	107,538	98,856	82,926
Outside Services	227,000	145,821	103,000	109,092
Parts and Supplies	22,800	23,889	25,300	18,269
General Expense	8,500	8,103	7,500	5,348
Training & Meetings	22,000	24,101	19,500	11,703
<b>Total Operating Expense</b>	<b>654,580</b>	<b>565,516</b>	<b>501,588</b>	<b>454,494</b>
Depreciation	1,485	17,455	17,455	97,035
<b>Total Expense</b>	<b>656,065</b>	<b>582,971</b>	<b>519,043</b>	<b>551,529</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)
- FMLA leave administration
- Employee relations
- Staff training and development
- Workers' Compensation
- Equal Employment Opportunity
- Employee performance review monitoring and tracking

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

<b>WTA</b>				
<b>Community Relations &amp; Marketing</b>				
	<b>2015 Budget</b>	<b>2014 Forecast</b>	<b>2014 Budget</b>	<b>Actuals 2013</b>
Salaries & Wages	95,600	93,456	93,289	87,709
Employee Benefits	25,805	23,550	23,975	20,816
Outside Services	72,500	29,548	32,200	51,015
Parts and Supplies	10,100	9,599	10,200	4,639
General Expense	29,580	34,899	23,456	21,586
Training & Meetings	6,000	4,711	5,550	2,742
<b>Total Operating Expense</b>	<b>239,585</b>	<b>195,763</b>	<b>188,670</b>	<b>188,507</b>
Depreciation	495	455	455	1,118
<b>Total Expense</b>	<b>240,080</b>	<b>196,218</b>	<b>189,125</b>	<b>189,625</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



<b>WTA</b>				
<b>Executive Administration</b>				
	<b>2015 Budget</b>	<b>2014 Forecast</b>	<b>2014 Budget</b>	<b>Actuals 2013</b>
Salaries & Wages	206,666	233,613	231,572	206,128
Employee Benefits	70,422	77,399	99,972	61,380
Outside Services	34,000	32,031	28,000	7,466
Parts and Supplies	4,200	4,675	2,900	1,958
General Expense	36,400	35,869	35,640	33,694
Training & Meetings	13,400	11,055	8,000	3,584
<b>Total Operating Expense</b>	<b>365,088</b>	<b>394,642</b>	<b>406,084</b>	<b>314,210</b>
Depreciation	0	4,741	4,741	4,619
<b>Total Expense</b>	<b>365,088</b>	<b>399,383</b>	<b>410,825</b>	<b>318,829</b>

The General Manager 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.



## 2015 Cash Reserves

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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 2015 reserve balance changes are summarized below:

<b>Cash Reserves</b>			
<i>(in thousands)</i>			
	<b>2015</b>	<b>2014</b>	
<b>Reserve</b>	<b>Recommended Reserves</b>	<b>Current Reserves</b>	<b>Increase (Decrease)</b>
Operating	6,800	6,300	500
Capital	2,000	1,580	420
Fleet	2,500	2,200	300
	<b>\$11,300</b>	<b>\$10,080</b>	<b>\$1,220</b>

### Operating Reserve

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

<b>Operating Reserve</b>	<b>2015</b>	<b>2014</b>
Expenditures	\$27,200,000	\$25,200,000
Reserve Rate	25%	25%
Calculated Reserve	\$6,800,000	\$6,300,000
<b>Recommended Reserve</b>	<b>\$6,800,000</b>	<b>\$6,300,000</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 project funding (local match), or \$2,000,000 for 2015.

Year	2 Yrs Local Match	Recommended Balance
2014	2,715,720	1,580,000
2015	2,045,000	2,000,000
2016	2,035,000	2,000,000
2017	1,810,000	1,800,000
2018	1,500,000	1,500,000
2019	1,500,000	1,500,000
2020	1,500,000	1,500,000
2021	1,525,000	1,500,000

## 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.

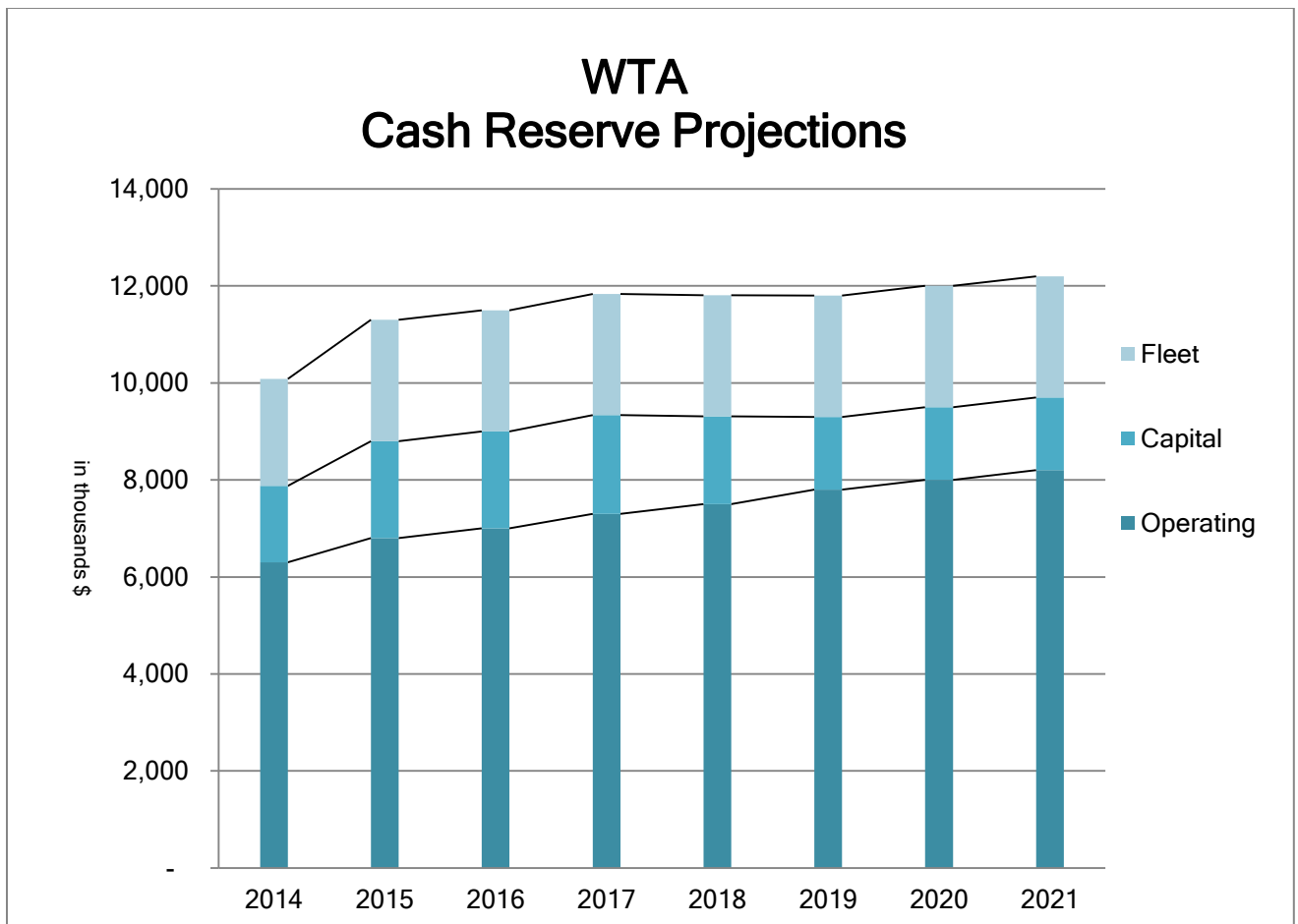
Fleet Reserve Revenue vehicles are generally purchased on 12-16 (big bus) and 6 (mini-bus and vans) year cycles. Actual life is dependent on mileage and equipment condition.

After 2018, WTA plans to purchase 5 coaches annually instead of the previous compressed 8 year procurement cycle. This reduces the very high cash requirements in some years and allows flexibility as grants and cash flows fluctuate.

Year	Local Match	High 2 Years
2015	958,100	<b>2,474,577</b>
2016	710,305	
2017	395,866	
2018	435,204	
2019	1,430,980	
2020	1,043,597	
2021	932,462	
2022	968,348	
2023	974,818	
2024	982,581	



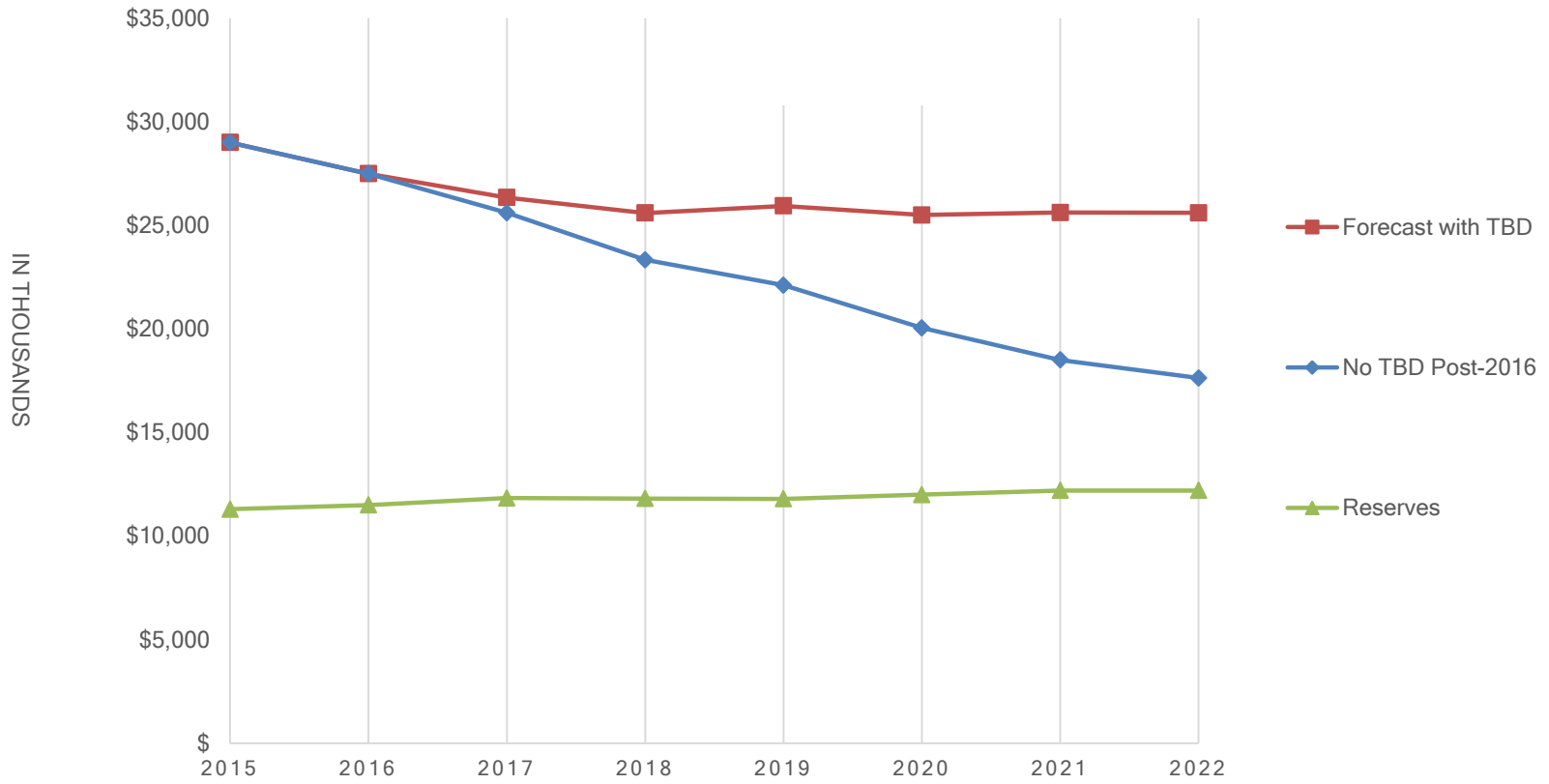
**Five Year Outlook for Cash Reserve Requirements:**



**Cash Reserves Summary:**

Cash reserves will increase \$1,220,000 from 2014 to 2015. The cash reserve requirements are expected to increase to \$12,200,000 in 2021.

### WTA CASHFLOW PROJECTIONS 2015 PRELIMINARY FORECAST AT JANUARY 1



**Whatcom Transportation Authority  
Performance Data**

		<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>2014 vs. 2015</b>
		<b>2015</b>	<b>2014</b>	<b>2014</b>	<b>% Change</b>
<b>FIXED ROUTE</b>					
	Ridership	4,930,000	4,900,000	4,906,776	0.47%
	Total Revenue Miles	1,870,000	1,782,000	1,772,000	5.53%
	Total Revenue Hours	131,907	129,300	129,135	2.15%
	Passengers Per Hour	37.37	37.90	38.00	-1.64%
	Passengers Per Mile	2.64	2.75	2.77	-4.79%
	Miles Per Hour	14.18	13.78	13.72	3.31%
<b>PARATRANSIT</b>					
	Ridership	196,000	192,000	184,400	6.29%
	Total Revenue Miles	835,000	827,000	843,000	-0.95%
	Total Revenue Hours	60,400	60,400	60,500	-0.17%
	Passengers Per Hour	3.25	3.18	3.05	6.47%
	Passengers Per Mile	0.23	0.23	0.22	7.31%
	Miles Per Hour	13.82	13.69	13.93	-0.78%
<b>VANPOOL</b>					
	Ridership	85,000	80,400	89,326	-4.84%
	Total Revenue Miles	660,000	622,049	706,874	-6.63%
	Total Revenue Hours	12,000	11,191	12,620	-4.91%
	Passengers Per Hour	7.08	7.18	7.08	0.07%
	Passengers Per Mile	0.13	0.13	0.13	1.92%

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