

2016

Whatcom Transportation Authority



Approved Budget

11/19/2015

**Whatcom Transportation Authority (WTA)
2016 Draft Budget
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General Manager's Budget Message

We have built our proposed 2016 budget to support our agency's core mission: to deliver safe, reliable, efficient and friendly service to our community.

During the coming year our primary focus will be developing and implementing a new strategic plan. As a major component of this effort, we have been engaging our riders, employees, community partners and community leaders, and our non-riding public to review our current services, and to help us determine how Whatcom County's needs are changing. Our outreach will continue throughout the process, and we'll complete our strategic plan in 2016.



Peter L. Stark

Our 2016 budget is intended to “set the stage” to implement the plan. This includes developing our employees, maintaining our buses and facilities in a state of good repair and exploring technologies that will enhance our riders' experience.

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 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.

2016 Agency Outlook

Overall Economic Outlook

Whatcom County's economy will continue to grow during 2016. Employment in construction is growing as is the housing market. Unemployment is back to pre-recession levels and more people are back to work. The Canadian dollar is at the lowest value in 11 years resulting in traffic from Canada being down by over 1.5 million crossings compared to last year. However, Whatcom County residents are making up some of the decline in purchases. Fuel prices are uncharacteristically low – approximately \$1 less per gallon compared to last year.

Service, Routes and Ridership

WTA has no plans to expand current service other than minor schedule changes as they are identified. Fixed route ridership remains stable, while paratransit ridership is growing modestly. WTA is currently engaged in preparing a new strategic plan that will serve to guide future service and route changes leading to higher levels of ridership.

Revenue

Sales tax revenue is forecasted to grow 3.5% over 2015 based on population projections and the consumer price index. A number of large construction projects in the area that are slated to begin in 2016 could push this percentage higher than budgeted. Fare revenue is anticipated to remain flat.

WTA received a higher than anticipated grant for paratransit service translating into a \$414 thousand dollar increase over the last biennium. Purchased services revenue decreases mainly due to the City of Bellingham Transportation Benefit District (TBD) withdrawing full funding for the original Sunday service that was restored in 2010, a revised contract with Western Washington University and less contracted service with the Nooksack Tribe. The decrease to revenue is approximately \$493,000.

Personnel

WTA is currently in negotiations with represented staff for a new three year contract. Non-represented staff will receive a 2.75% cost of living increase in January.

WTA is still experiencing significant employee turnover, primarily due to retirements of long term employees. Through September 2015, WTA experienced turnover of 12% of its workforce. We anticipate this pace to continue through 2016. The result is lower wage expense coupled with higher recruiting and training expenses.

Expense Initiatives

2016 operating expenses include adding the following positions:

- 1 Fleet Technician
- 1 Customer Service Representative
- 1 Training Assistant
- 2 Administrative Support Staff

Capital and Infrastructure

A number of capital projects begun prior to 2016 will continue. The cost to complete as of January 1st is approximately \$5.3 million and is comprised of:

- Fare Collection System
- Workforce Management System
- Seven (7) Diesel Buses
- Bellingham Station Bike Shelter
- LED lighting project at MOAB
- Intelligent Transportation System (ITS) Projects including real time passenger information, automatic stop announcements, computer aided dispatch and automatic vehicle location systems

The 2016 capital budget contains \$4.8 million of new equipment and projects:

- 11 Minibuses
- 6 Vanpool Vans
- 4 Staff Vehicles
- Midway Lot Improvements – provide additional parking for employees and vehicles
- Maintenance Operation and Administration Base (MOAB) remodel – reconfigure office space to meet technology and organizational needs
- Painting Booth
- Bellingham Station generator
- Various route improvements, facilities, fleet and IT equipment

Cash

The cash balance at the end of 2015 is anticipated to be \$27.7 million. This is projected to decrease to \$25.4 million by the end of 2016. Reserves will remain at \$11 million based on the current reserve policies and spending requirements.

Conclusion

WTA will continue to maintain fiscal prudence into the future while promoting accurate budgeting and fiscally responsible spending. The development and approval of the strategic plan will impact future service and cash flow needs for the agency as we move into the future.

Whatcom Transportation Authority
Revenue and Expenditures

	2016 Budget	2015 Forecast	2015 Budget	2014 Actuals
Revenues:				
Fixed Route Revenue	\$ 2,660,309	\$ 2,561,186	\$ 2,608,147	\$ 2,595,565
Paratransit Revenue	72,807	75,237	71,379	100,620
Contract Revenue	1,286,074	1,691,171	1,779,262	1,392,592
Vanpool Revenue	274,244	268,655	304,716	270,074
Total Operating Revenue	4,293,434	4,596,249	4,763,504	4,358,851
Sales Tax Income	22,951,560	22,820,536	22,175,420	21,807,594
Operating Grants	582,049	667,800	620,416	847,370
Investment Income	251,600	163,352	96,000	133,149
Other Revenue	161,504	222,700	156,800	277,218
Total Revenues	28,240,147	28,470,637	27,812,140	27,424,182
Expenses:				
Salaries & Wages	14,473,175	13,354,979	13,656,516	13,080,522
Employee Benefits	6,843,990	6,111,000	6,314,973	5,390,277
Outside Services	1,810,849	1,593,048	2,285,990	885,699
Parts and Supplies	2,055,985	2,102,541	1,838,012	1,579,394
Fuel	1,399,600	1,279,969	1,936,000	1,579,814
Utilities	318,600	314,380	327,317	304,237
Insurance and Claims	531,858	479,883	505,000	444,475
General Expense	136,168	152,565	153,148	129,307
Training & Meetings	263,455	188,311	206,160	157,481
Total Operating Expenses	27,833,680	25,576,676	27,223,116	23,551,206
Net Income from Operations	406,467	2,893,961	589,024	3,872,976
Depreciation	4,322,153	4,274,359	4,274,360	3,638,849
Net Income	(3,915,686)	(1,380,398)	(3,685,336)	234,127
Capital Expenditures	10,070,848	3,456,800	8,725,500	3,767,598
Contributions	7,356,642	2,303,691	6,307,400	1,872,633
Net Capital Expense	2,714,206	1,153,109	2,418,100	1,894,965
Est Cashflow Impact	\$ (2,307,739)	\$ 1,740,852	\$ (1,829,076)	\$ 1,978,011

FTE Staffing by Department

	2014 Budget	2015 Budget	2016 Budget	2016 vs. 2015
General Manager	1.00	1.00	1.00	0.00
Executive Assistant	1.00	1.00	1.00	0.00
Executive Administration	2.00	2.00	2.00	0.00
Community Relations & Marketing	1.00	1.00	1.00	0.00
Director of Human Resources	1.00	1.00	1.00	0.00
Human Resources Specialist	1.00	1.00	1.00	0.00
Benefits Assistant	0.25	0.25	1.00	0.75
Department Assistant	1.00	1.00	1.00	0.00
Human Resources	3.25	3.25	4.00	0.75
Director of Operations	1.00	1.00	1.00	0.00
Operations / Field Supervisors	6.00	6.00	6.00	0.00
Safety & Security Officer	1.00	1.00	1.00	0.00
Executive Assistant	1.00	1.00	1.00	0.00
Department Assistant	0.75	0.75	1.00	0.25
Transit Administration	9.75	9.75	10.00	0.25
Dispatch Manager	0.00	1.00	1.00	0.00
Dispatchers	3.00	3.00	3.00	0.00
Training Coordinator	1.00	1.00	1.00	0.00
Training Assistant	0.00	0.00	1.00	1.00
Operator Trainees	0.00	3.00	0.00	-3.00
Lead FR Customer Svc Rep	1.00	1.00	1.00	0.00
Fixed Route Customer Svc Reps	3.00	3.00	4.00	1.00
Fixed Route Operators	98.00	98.00	99.00	1.00
Terminal Expeditors	3.00	3.00	3.00	0.00
Fixed Route Operations	109.00	113.00	113.00	0.00
Paratransit Manager	1.00	1.00	1.00	0.00
Eligibility Specialist	1.00	1.00	1.00	0.00
Paratransit Dispatchers	7.00	7.00	7.00	0.00
Paratransit Dispatch Coordinator	1.00	1.00	1.00	0.00
Paratransit Customer Svc Reps	2.00	2.00	2.00	0.00
Paratransit Operators	40.50	40.50	41.00	0.50
Paratransit Operations	52.50	52.50	53.00	0.50
Director of Finance	1.00	1.00	1.00	0.00
Procurement & Grants Coordinator	1.00	1.00	1.00	0.00
Finance	2.00	2.00	2.00	0.00
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
Accounting	4.00	4.00	4.00	0.00
Revenue Manager	1.00	1.00	1.00	0.00

FTE Staffing by Department, continued

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	1.00	2.00	2.00	0.00
IT Systems Delivery Coordinator	1.00	0.00	0.00	0.00
Department Assistant	0.00	0.30	1.00	0.70
Information Technology	5.00	5.30	6.00	0.70
Director of Service Development	1.00	1.00	1.00	0.00
Fare Policy Coordinator	0.10	0.10	0.10	0.00
Service Planner	1.00	1.00	1.00	0.00
Department Assistant	0.75	0.70	1.00	0.30
Surveyors	0.40	0.40	0.00	-0.40
Service Development	3.25	3.20	3.10	-0.10
Vanpool & Rideshare	0.60	0.60	0.60	0.00
Director of Fleet and Facilities	0.50	0.50	0.50	0.00
Manager of Fleet Maintenance	1.00	1.00	1.00	0.00
Maintenance Program Administrator	1.00	1.00	1.00	0.00
Lead Fleet Maintenance Technicians	2.00	2.00	2.00	0.00
Fleet Maintenance Technicians	11.00	11.00	12.00	1.00
Fleet Maintenance Intern	0.50	0.50	0.00	-0.50
Fleet Maintenance	16.00	16.00	16.50	0.50
Service Section Supervisor	1.00	1.00	0.33	-0.67
Lead Hostler	1.00	1.00	1.00	0.00
Hostlers	4.00	4.00	4.00	0.00
Vehicle Servicing	6.00	6.00	5.33	-0.67
Senior Storekeeper	1.00	1.00	1.00	0.00
Storekeeper	1.00	1.00	1.00	0.00
Warehouse	2.00	2.00	2.00	0.00
Service Section Supervisor	0.00	0.00	0.33	0.33
Lead Routes Technician	1.00	1.00	1.00	0.00
Routes Technician	1.00	1.00	1.00	0.00
Routes Maintenance Worker	0.80	0.80	0.50	-0.30
Routes Maintenance	2.80	2.80	2.83	0.03
Director of Fleet and Facilities	0.50	0.50	0.50	0.00
Service Section Supervisor	1.00	0.00	0.34	0.34
Facilities Maintenance Worker	0.50	0.50	0.50	0.00
Facilities Technicians	2.00	2.00	2.00	0.00
Facilities Maintenance	3.00	3.00	3.34	0.34
Total FTEs	223.15	227.40	229.70	2.30

Capital and Grants			
Project	2016 Cost	Grants	WTA Pays
2015 Carryover Projects:			
Farebox System	\$ 1,200,000	\$ 960,000	\$ 240,000
ITS Projects	690,000	552,000	138,000
Workforce Management	234,636	187,709	46,927
Diesel Buses	2,880,000	2,304,000	576,000
BTS Bike Storage	50,000	-	50,000
LED Lighting Project	184,512	-	184,512
Trapeze Ridership Survey	31,552	-	31,552
Total Carryover Projects	\$ 5,270,700	\$4,003,709	\$1,266,991
2016 Projects:			
Vanpool Vans	\$ 242,000	\$ 193,600	\$ 48,400
Diesel Buses	883,648	706,918	176,730
Minibuses	1,600,500	1,328,415	272,085
Staff Vehicles	180,000	-	180,000
Fleet Equipment	50,000	-	50,000
Facilities Infrastructure	150,000	-	150,000
BTS Generator	44,000	-	44,000
Route Improvements	50,000	-	50,000
Midway Lot Improvements	100,000	-	100,000
MOAB Remodel	555,000	444,000	111,000
Contract Paint Booth	250,000	200,000	50,000
IT Miscellaneous Capital	15,000	-	15,000
IT Switch Replacements	70,000	-	70,000
IT Virtualization Expansion	10,000	-	10,000
ITS Projects	600,000	480,000	120,000
Total 2016 Projects	\$ 4,800,148	\$3,352,933	\$1,447,215
<i>Total, carryover and new projects</i>	<i>\$ 10,070,848</i>	<i>\$ 7,356,642</i>	<i>\$ 2,714,206</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. Budgets for projects not completed as of December 31 are carried over to the following year

Department/Division Expense Budgets

Operations Division				
	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 10,611,511	\$ 9,793,172	\$ 10,132,235	\$ 9,480,060
Employee Benefits	5,084,574	4,587,088	4,801,941	4,054,148
Outside Services	225,980	165,703	261,140	194,555
Parts and Supplies	125,680	82,371	110,780	187,333
Utilities	12,280	16,077	21,237	16,190
Insurance and Claims	340,315	299,263	317,000	280,535
General Expense	9,415	11,850	27,948	4,760
Training & Meetings	76,700	43,433	44,450	36,924
Total Operating	\$ 16,486,455	\$ 14,998,957	\$ 15,716,731	\$ 14,254,505
Depreciation	2,819,088	2,432,571	2,432,572	2,333,839
Total Expense	\$ 19,305,543	\$ 17,431,528	\$ 18,149,303	\$ 16,588,344

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

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

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

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

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

Fleet & Facilities Division

	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 1,880,395	\$ 1,773,007	\$ 1,793,472	\$ 1,752,182
Employee Benefits	974,377	822,348	801,102	739,362
Outside Services	520,300	433,957	680,749	310,288
Parts and Supplies	1,335,380	1,481,237	1,120,180	986,882
Fuel	1,399,000	1,279,969	1,936,000	1,579,814
Utilities	272,520	255,487	267,280	245,943
Insurance and Claims	42,507	47,705	43,000	35,369
General Expense	32,900	30,930	30,020	31,306
Training & Meetings	46,680	39,343	47,430	28,625
Total Operating	\$ 6,504,059	\$ 6,163,983	\$ 6,719,233	\$ 5,709,771
Depreciation	1,125,233	1,090,669	1,090,669	1,066,077
Total Expense	\$ 7,629,292	\$ 7,254,652	\$ 7,809,902	\$ 6,775,848

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

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

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

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

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

Finance Division				
	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 517,975	\$ 489,807	\$ 474,680	\$ 524,271
Employee Benefits	205,992	238,274	224,382	182,632
Outside Services	61,222	110,974	135,800	75,392
Parts and Supplies	75,670	90,515	145,800	38,738
Utilities	3,240	862	2,500	-
Insurance and Claims	78,181	61,150	70,000	54,568
General Expense	20,053	16,947	19,200	16,314
Training & Meetings	40,375	28,818	33,160	25,322
Total Operating	\$ 1,002,708	\$ 1,037,347	\$ 1,105,522	\$ 917,237
Depreciation	51,500	63,869	63,870	14,012
Total Expense	\$ 1,054,208	\$ 1,101,216	\$ 1,169,392	\$ 931,249

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

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

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

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

Information Technology Division				
	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 531,823	\$ 455,430	\$ 416,477	\$ 390,808
Employee Benefits	201,149	152,996	162,424	129,716
Outside Services	489,100	150,862	303,700	138,214
Parts and Supplies	407,755	353,946	341,300	227,468
Utilities	28,000	39,814	35,300	41,103
General Expense	1,500	1,318	1,500	4,808
Training & Meetings	18,000	18,441	24,400	19,279
Total Operating	\$ 1,677,327	\$ 1,172,807	\$ 1,285,101	\$ 951,396
Depreciation	140,629	504,012	504,012	70,109
Total Expense	\$ 1,817,956	\$ 1,676,819	\$ 1,789,113	\$ 1,021,505

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.

Service Development Division				
	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 319,976	\$ 289,012	\$ 286,657	\$ 299,485
Employee Benefits	119,259	97,215	105,346	95,088
Outside Services	170,400	393,481	571,100	26,841
Parts and Supplies	64,400	55,060	82,852	110,216
Fuel	600	-	500	-
Utilities	980	863	1,000	998
Insurance and Claims	70,855	7,765	75,000	74,003
Training & Meetings	12,950	10,869	15,320	6,156
Total Operating	\$ 759,420	\$ 854,265	\$ 1,137,775	\$ 612,787
Depreciation	179,477	181,258	181,258	182,591
Total Expense	\$ 938,897	\$ 1,035,523	\$ 1,319,033	\$ 795,378

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

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

Human Resources Department				
	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 303,335	\$ 254,305	\$ 250,729	\$ 274,424
Employee Benefits	160,780	120,014	123,551	95,026
Outside Services	209,847	232,717	227,000	115,697
Parts and Supplies	31,900	23,079	22,800	21,917
General Expense	10,000	10,066	8,500	10,522
Training & Meetings	49,100	22,231	22,000	32,386
Total Operating	\$ 764,962	\$ 662,412	\$ 654,580	\$ 549,972
Depreciation	714	1,485	1,485	5,555
Total Expense	\$ 765,676	\$ 663,897	\$ 656,065	\$ 555,527

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

	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 98,265	\$ 95,577	\$ 95,600	\$ 118,198
Employee Benefits	28,320	24,935	25,805	22,911
Outside Services	86,000	71,842	72,500	16,131
Parts and Supplies	12,100	12,843	10,100	3,704
General Expense	27,480	45,779	29,580	33,114
Training & Meetings	6,250	8,126	6,000	2,698
Total Operating	\$ 258,415	\$ 259,102	\$ 239,585	\$ 196,756
Depreciation	\$ 179	\$ 495	\$ 495	\$ 650
Total Expense	\$ 258,594	\$ 259,597	\$ 240,080	\$ 197,406

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

	2016 Budget	2015 Forecast	2015 Budget	Actuals 2014
Salaries & Wages	\$ 209,895	\$ 204,669	\$ 206,666	\$ 241,094
Employee Benefits	69,540	68,130	70,422	71,394
Outside Services	48,000	33,512	34,000	8,581
Parts and Supplies	3,100	3,490	4,200	3,136
General Expense	36,400	36,952	36,400	28,482
Training & Meetings	13,400	17,050	13,400	6,091
Total Operating	\$ 380,335	\$ 363,803	\$ 365,088	\$ 358,778
Depreciation	5,333	-	-	5,150
Total Expense	\$ 385,668	\$ 363,803	\$ 365,088	\$ 363,928

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

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



2016 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 2016 reserve balance changes are summarized below:

Cash Reserves			
<small>(in thousands)</small>			
	2016	2015	
Reserve	Recommended Reserves	Current Reserves	Increase (Decrease)
Operating	7,000	6,400	600
Capital	1,340	2,000	(660)
Fleet	2,600	2,600	-
	\$10,940	\$11,000	-\$60

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	2016	2015
Expenditures	\$27,833,680	\$25,576,676
Reserve Rate	25%	25%
Calculated Reserve	\$6,958,420	\$6,394,169
Recommended Reserve	\$7,000,000	\$6,400,000

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 \$1,340,000.

Year	2 Yrs Local Match	Recommended Balance
2016	1,333,416	1,340,000
2017	1,055,677	1,060,000
2018	908,946	910,000
2019	933,297	940,000
2020	816,611	820,000
2021	717,500	720,000
2022	753,375	760,000

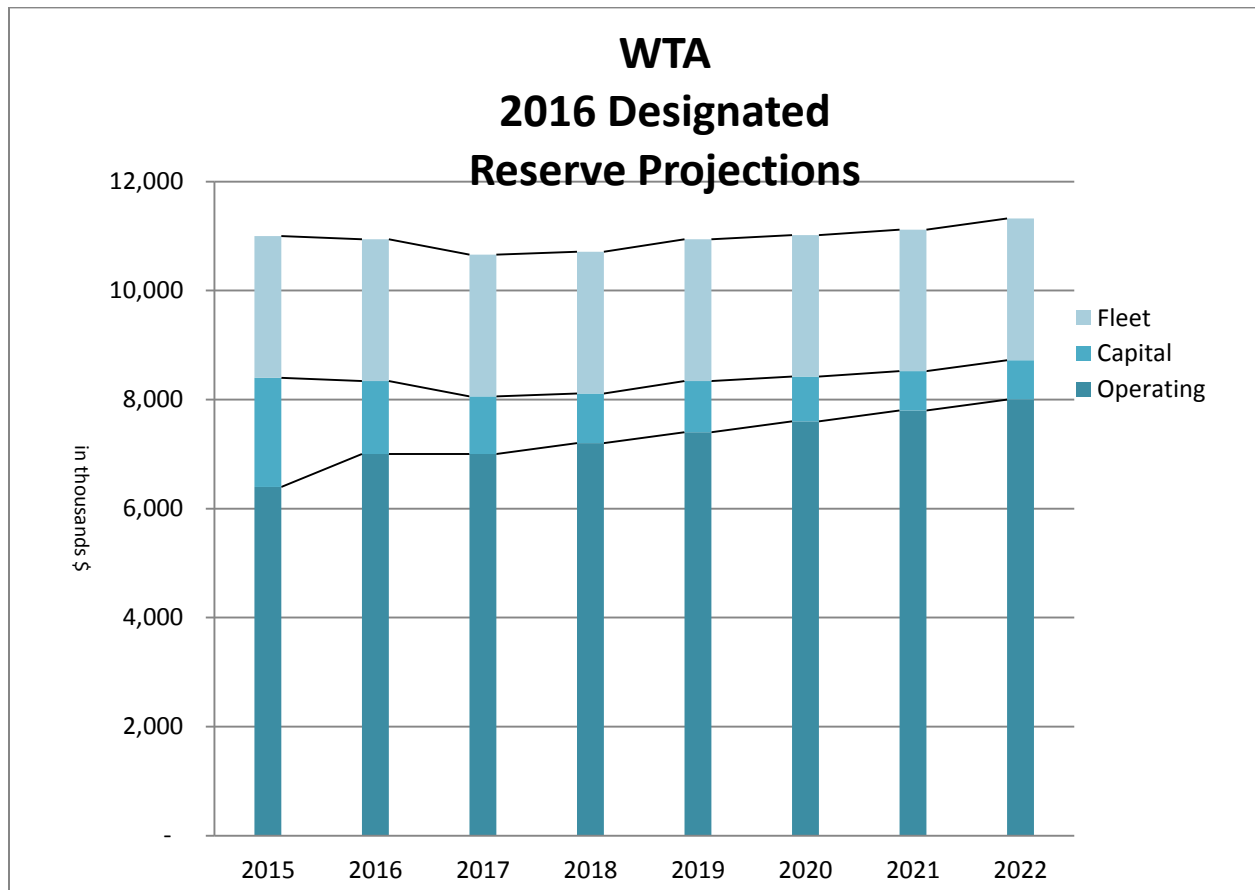
Fleet Reserve

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

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

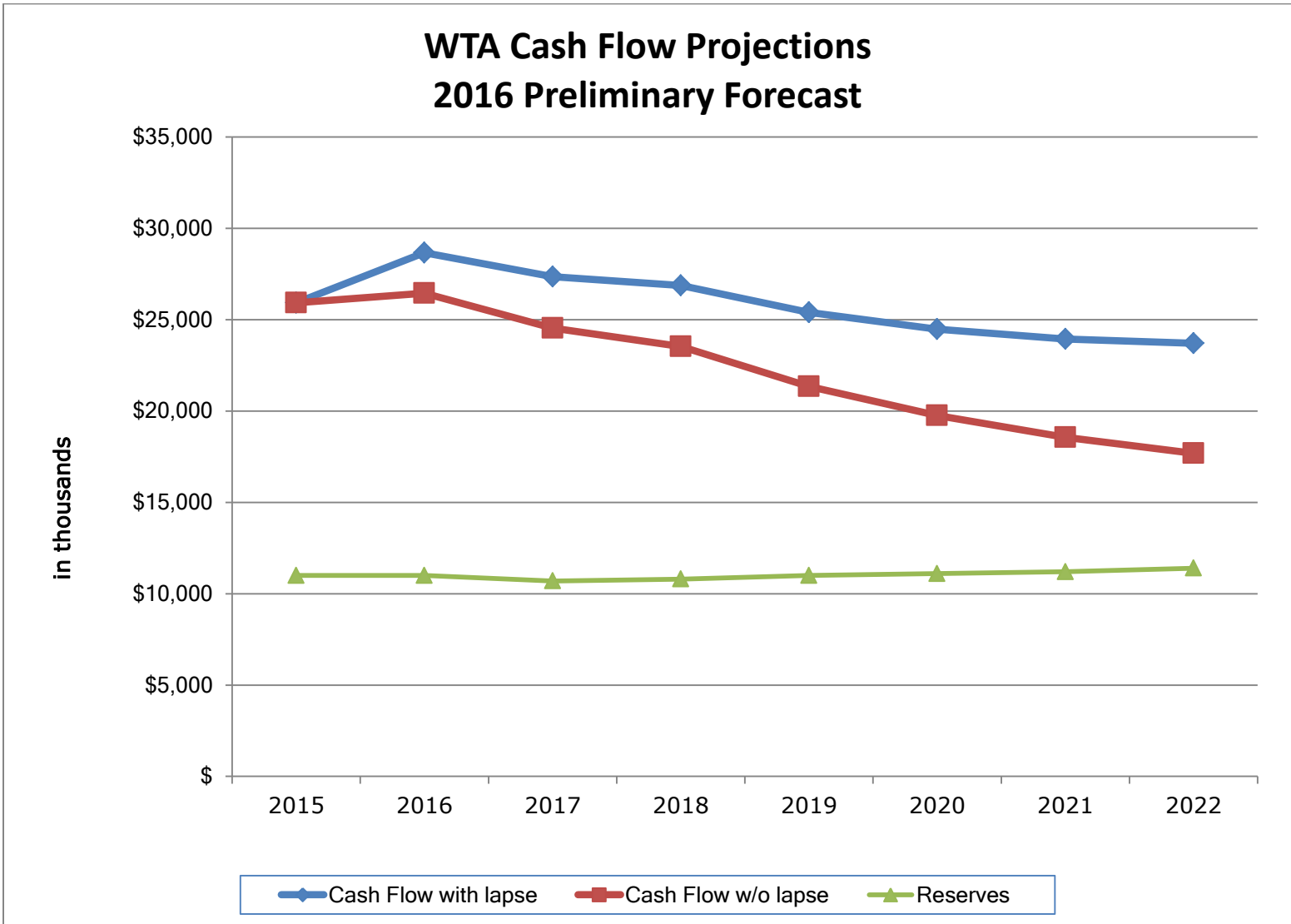
Year	Local Match	High 2 Years
2015	849,279	2,540,132
2016	727,215	
2017	131,090	
2018	1,472,755	
2019	1,067,377	
2020	857,009	
2021	883,279	
2022	968,348	
2023	974,818	
2024	982,581	

Five Year Outlook for Cash Reserve Requirements:



Cash Reserves Summary:

Designated cash reserves will decrease \$60,000 from 2015 to 2016. Total cash reserve requirements are expected to increase to \$11,400,000 by 2022.



PERFORMANCE DATA BY MODE

Fixed Route

	2016 Budget	2015 Budget	2015 Projected	2016 vs. 2015
Ridership	5,150,771	4,930,000	5,049,775	4.48%
Total Revenue Miles	1,870,000	1,870,000	1,860,650	0.00%
Total Revenue Hours	131,300	131,907	131,239	-0.46%
Passengers Per Hour	39.23	37.37	38.48	4.96%
Passengers Per Mile	2.75	2.64	2.71	4.48%
Miles Per Hour	14.24	14.18	14.18	0.46%

Paratransit

	2016 Budget	2015 Budget	2015 Projected	2016 vs. 2015
Ridership	203,543	196,000	197,615	3.85%
Total Revenue Miles	875,267	835,000	849,774	4.82%
Total Revenue Hours	63,116	60,400	61,278	4.50%
Passengers Per Hour	3.22	3.25	3.22	-0.62%
Passengers Per Mile	0.23	0.23	0.23	-0.93%
Miles Per Hour	13.87	13.82	13.87	0.31%

Vanpool

	2016 Budget	2015 Budget	2015 Projected	2016 vs. 2015
Ridership	63,000	85,000	63,000	-25.88%
Total Revenue Miles	516,000	660,000	516,000	-21.82%
Total Revenue Hours	9,340	12,000	9,340	-22.17%
Passengers Per Hour	6.75	7.08	6.75	-4.77%
Passengers Per Mile	0.12	0.13	0.12	-5.20%



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