

# **2017-2022 Transit Development Plan**

Mason Transit Authority  
790 E. Johns Prairie Road, Shelton, WA 98584  
Public Hearings: August 1 and 2, 2017  
Pursuant to RCW 35.58.2795

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## **Section I: Organization**

Mason County Public Transportation Benefit Area, doing business as Mason Transit Authority (MTA), is a Public Transportation Benefit Area (PTBA) Authority, authorized in Chapter 36.57A RCW, located in Mason County, Washington. The service was approved by Mason County voters in November 1991 and began providing public transportation in December 1992. The service area is all of Mason County if road access is available, with connections to adjacent counties.

The Mason County Public Transportation Benefit Authority (MTA) Board of Directors is composed of ten members as follows:

- Three (3) elected members representing Mason County Commissioners,
- One (1) elected member representing the City of Shelton Commissioners,
- One (1) elected member representing the Hood Canal School District,
- One (1) elected member of the Shelton School District,
- One (1) elected member representing the Mary M. Knight School District or Southside School District serving alternating two year terms, starting with Mary M. Knight School District in 2014-2015,
- One (1) elected member representing the Grapeview School District or Pioneer School District serving alternating two year terms, starting with Pioneer School District in 2014-2015,
- One (1) elected member representing the North Mason School District.
- One (1) non-voting/non-elected member acting as a Bargaining Unit Business Representative from IAM and AW District 160

Mason County Public Transportation Benefit Authority (MTA) Board Members at time of publication are:

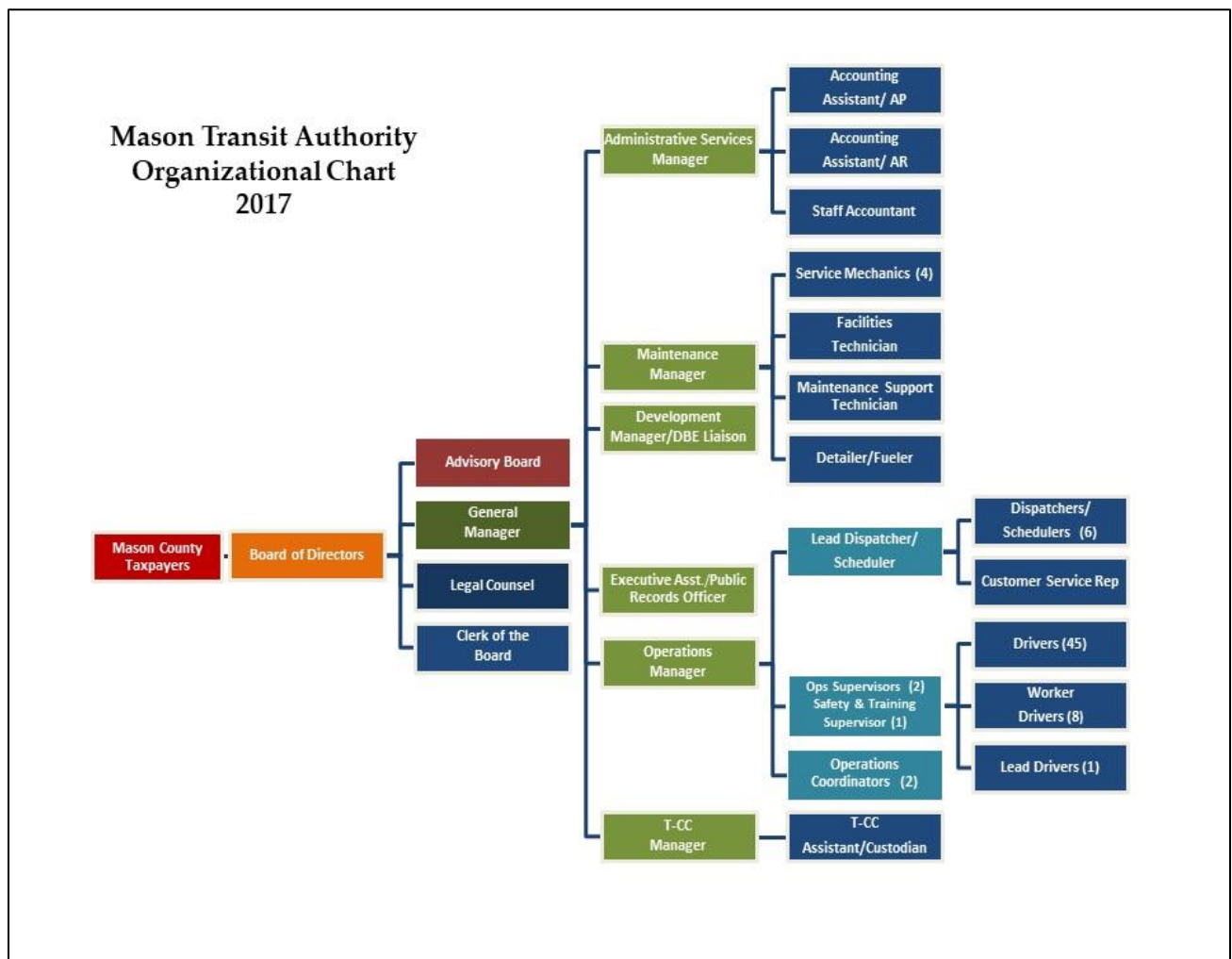
- Terri Drexler, Mason County Commissioner (Chair)
- John Campbell, North Mason School District (Vice Chair)
- Wes Martin, Grapeview School District
- Tracy Moore, City of Shelton Commissioner
- Randy Neatherlin, Mason County Commissioner
- Deborah Petersen, Hood Canal School District
- Kevin Shutty, Mason County Commissioner
- Sandy Tarzwell, Shelton School District
- Don Progreba, Southside School District
- Bobby Joe Murray, Bargaining Unit Representative

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The Mason County Transit Advisory Board (MCTAB) is an advisory group composed of people residing within the boundaries of the Authority. Advisory Board members are appointed by the MTA Board to serve a two-year term and are selected to achieve diversity and geographical representation and to provide policy and technical advice. MCTAB members at time of publication are:

- Glen Fourre
- Pamela Hillstrom
- John Piety
- John Calabrese
- Charles Orthman

MTA Organizational structure is as follows:



At time of publication, MTA employed:

General Manager	1 FTE
Administrative Services	7 FTE
Operations – Administration	5 FTE
Operations – Van Pool Coordinator	1 FTE
Operations – Scheduling/Dispatch/CSR	8 FTE
Operations – Full-Time Operators	42 FTE
Operations – Worker/Driver Operators	8 FTE
Maintenance - Administration	1 FTE
Maintenance – Facilities Maintenance	1 FTE
Maintenance - Vehicle Maintenance	6 FTE
T-CC – Administration & Facilities	2 FTE

## **Section II: Physical Plant**

MTA operations, maintenance and administrative facilities are located at 790 E. Johns Prairie Road in Shelton, Washington. A rented satellite operations facility is located at 23780 NE State Hwy 3 in Belfair, Washington. MTA also leases space at the All Star Boat, RV & Self Storage commercial storage facility on SR 106 in Belfair to park one coach and five cutaway vans used to provide services in the northern part of Mason County.

MTA owns the Transit-Community Center, formerly the Shelton Armory, located at 601 W. Franklin St. in Shelton, Washington. The facility was renovated with additional new construction transforming the original armory built in the 1950's to a modern, ADA accessible and LEED Silver certified Transit-Community Center (T-CC). The T-CC opened in April 2015.

## **Section III: Service Characteristics**

MTA continues to provide transportation services consisting of local and regional deviated fixed routes, Worker/Driver commuter service to Puget Sound Naval Shipyard (PSNS) and public commuter services on high demand regional routes, Demand Response (general dial-a-ride), Vanpools and volunteers using private cars.

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Hours of operation of the transportation service are 4:00 a.m. to 8:30 p.m., Monday through Friday, and 6:00 a.m. to 8:30 p.m. on Saturday. There is no service on Sunday, and either no service or reduced service on observed holidays. MTA operates ten (10) Fixed Routes on weekdays and nine (9) routes on Saturdays that allow minimal deviated service to persons traveling off designated routes. Dial-A-Ride service operates in rural areas where there is no fixed route service or where deviations are not possible as well as in populated areas of Mason County for people who have difficulty using the routed service. All Dial-A-Ride service is open to the general public. Riders using Dial-A-Ride can make a trip request from two (2) hours before to two (2) weeks prior to the preferred pick-up time. All vehicles in MTA scheduled service are equipped with bike racks and are accessible to persons with disabilities.

### **Cash**

#### **Fares:**

<b><i>Travel within Mason County</i></b>	<b><i>All riders</i></b>	<b><i>Fare Free</i></b>
Out of County Travel:		
Cash Fares	Adults and Youth one way	\$1.50
	Seniors and Persons with Disabilities	\$.50
	Children six and under	No Charge
Monthly Pass	Adults	\$28.00
	Seniors and Persons with Disabilities	\$9.00
	Youth (ages 7-17 years)	\$18.00
	Summer Youth Adventure Pass	\$18.00

### **Coordinated Service**

MTA coordinates all service requests with other local and regional area transportation providers. Squaxin Transit coordinates local service with MTA regional service. MTA partners with local and regional Human and Social Services Providers in order to provide the best service possible on a regular basis.

### **Volunteer Service**

MTA administers a Volunteer Driver Program (VDP) that is possible through partnership with the Lewis, Mason, and Thurston County Area Agency on Aging and funding from the Federal Older Americans Act and the Washington State Senior Citizens Act, as well as donations from recipients. The VDP provides essential transportation for seniors (60+) who are unable to drive or use public transit to their out-of-county medical appointments and other essential errands. To provide this service, MTA utilizes volunteers that donate their time and drive their own vehicles. In 2016 the Volunteer

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Driver Program served 97 clients, driving 54,640 miles and logging 2,300 volunteer hours.

### **Vanpools**

MTA's vanpool program started in 2005. At time of publication MTA has a fleet of 24 vanpool vans to promote statewide ridesharing goals and benefits to commuters living or working in Mason County. This successful program complements Mason Transit Authority's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by Fixed Route services. In 2016 Mason Transit Authority Vanpools provided over 34,000 rides, 9 percent of the agency's fixed route ridership. 2016 ended with 16 active vanpools.

### **Park and Ride Lots**

MTA supports a network of Park and Ride facilities that are located throughout Mason County. At time of publication, 154 parking spaces are provided at facilities owned and operated by Washington State Department of Transportation, Mason County and the City of Shelton. While MTA manages and provides routine light maintenance to these locations, the agency does not own the properties. On average, 39 percent of the Park and Ride lot capacity is occupied on any given weekday.

In November of 2015, MTA was formerly awarded funding through the Washington State Regional Mobility Grant Program and the Connecting Washington Transit Project List for a major retro-fit and improvement project of current Park and Ride lots located within Mason County. The project will add needed upgrades to existing locations including enhanced security, paving, and electric car charging stations at high use lots. The project also includes the building of one new Park and Ride facility in North Mason County. The funding provides over nine million dollars and includes local matching funds from MTA. The state funding is apportioned over the current and next two biennium budget periods. In April of 2016, MTA selected SCJ Alliance of Lacey, Washington to guide the project through to completion. MTA expects completion of the project in early 2023.

## **Section IV: Service Connections**

Regional connections with other transit systems occur Monday through Saturday with Intercity Transit, Sound Transit and Grays Harbor Transit in Olympia; Kitsap Transit and the Washington State Ferry system in Bremerton; and Jefferson Transit near Brinnon, WA. Regional connection with Squaxin Transit occurs Monday through Friday at the Squaxin Island Tribe Park and Ride Facility near the intersection of SR-101 and SR-108.

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The majority of MTA's connecting services are at transfer facilities located near services that allow connections to other ground transportation including Washington State Ferries in Bremerton and Greyhound and Amtrak in Olympia.

Service is available to persons traveling to and from area schools including Olympic College, South Puget Sound Community College, Evergreen State College, and Grays Harbor College by using MTA to transfer to Intercity, Grays Harbor and Kitsap Transit systems at respective transit centers.

<http://www.masontransit.org/>

### **Section V: Activities in 2016**

In 2016, MTA addressed RCW 47.04.280 Transportation System Policy Goals through the following action strategies:

**1. Preservation:** *"To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services"*

#### **Schedule Changes:**

During 2016 there were no substantial changes to service inventory.

#### **Vehicles and Equipment:**

In 2016 the following capital improvements were completed:

- Performed roof replacement including new gutters on buildings one and two at the MTA Johns Prairie base at 790 E. Johns Prairie Road
- Replaced destination signs on nine cutaway (small bus) vehicles
- Purchased a self-contained mobile pressure washer system for field maintenance of bus shelters
- Completed install of surplus "Emergency Generator"
- Performed an upgrade on the base's security camera system
- Began procurement of three 35' Gillig coach buses
- Ordered six new bus stop shelters

#### **Vanpool:**

Staff continues to present benefits of the Vanpool program to community groups and have a presence at various events in order to inform the public of the options for ridesharing MTA offers. Scheduled replacement of existing vanpool vehicles will be reviewed and implemented only as vehicles meet the extended life commitment determined by the agency. MTA will



continue to aggressively pursue investment in the Washington State Ride Share Program as funding opportunities become available through the Vanpool Investment Program (VIP).

**Special Events:**

Special Event Service requests are being processed in compliance with Charter Regulations and guidelines under 49 CFR Part 604.

**2. Safety:** *“To provide for and improve the safety and security of transportation customers and the transportation system”*

MTA purchased Custom Hi-Vis Safety Vests for the entire staff through the Annual Washington State Transit Insurance Pool (WSTIP) Risk Management Grant award. These vests were designed and custom made by the Department of Corrections, Correctional Industries Division. The need to easily identify MTA Staff, meet ANSI Standards, and be durable and comfortable was of great importance. MTA now has a means in place to continue a long partnership with yet another agency for purchasing needed equipment and supplies.

MTA has continued the practice of contacting Washington State Labor and Industries to schedule a “Volunteer Safety Audit” each year. During each audit, MTA facilities, systems and safety management methods are reviewed with recommendations from the inspectors. This process has proven invaluable to the agency in the prevention of work-related accidents.

In conjunction with WSTIP Best Practice and Safety Audit performed back in 2010, MTA staff continues to generate new and revised policies and procedures related to the safety of staff, customers and the public.

The Safety Committee provides insight and recommendations for the agency on a regular basis through a regular review of safety policies and procedures as well as seeking opportunities to improve safety through increased awareness.

New bus shelters at six major locations were installed with additional lighting. The Solar powered LED Systems provide an elevated degree of safety and comfort for our users. Additional improved shelters will be installed in 2017.

**3. Mobility:** *“To improve the predictable movement of goods and people throughout Washington State”*

The agency has implemented a capital purchase plan for future installation of Computer Aided Dispatch (CAD) and Automatic Vehicle Location (AVL) software and equipment into revenue vehicles. Implementation should occur in the 2017-2018 timeframe.

**4. Environment:** *“To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment”*

MTA created an intensive Greenhouse Gas Reduction Policy early in 2014 in concurrence with the State and Federal requirements and the Washington State Clean Air Act. The policy provides guidance in all areas including vehicle procurement, use of carbon based fuels, recycling and construction projects undertaken by the agency.

<http://apps.leg.wa.gov/rcw/default.aspx?cite=70.94>

The design and architecture of the new North Mason Park & Ride and upgrades to existing lots will include green technologies such as impervious paving, low emission systems, energy efficiency, and other environmental, security, lighting and landscape enhancements.

MTA completed a change to Bio Diesel (B5) for those vehicles using diesel fuel including both small and large revenue vehicles.

**5. Stewardship:** *“To continuously improve the quality, effectiveness and efficiency of the transportation system”*

As part of good stewardship, MTA underwent a restructuring of the agency with a focus on succession planning for key positions and staff providing front-line services. The result netted a decrease in non-operational staff so that resources could be focused on providing opportunities that would improve the quality of MTA’s services to the public.

MTA maintained its comprehensive Driver Recruitment and Training Program. In this highly competitive process, all new drivers must meet the highest standards of the organization and the training they receive is of the highest quality. To this end, MTA continues to have a high safety record and receive compliments and positive feedback from the users of the service.

Union contracts were successfully negotiated with wages being the focus to bring MTA staff into a comparable range with other neighboring transits and jobs in Mason County. Higher wages created a necessity to establish long-range sustainability goals and projections to ensure MTA could continue to meet and maintain current service levels and plan for future service development.

The agency continues to participate in transportation planning with local, regional, state and federal transportation planning organizations by maintaining technical and executive appointments. Staffers in these various positions provide Transit Oriented Development (TOD) input, long- and short-range planning assistance, assistance with inside and outside comprehensive plan updates and ridership need input.

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In the process, the agency benefits greatly by maintaining partnership, communications and coordination efforts on all fronts, providing an extremely high level of stewardship.

In 2016, MTA worked closely with city of Shelton to route service to better maintain road infrastructure, install new shelters and provide future planning. The on-going relationship with the City and other local agencies in Mason County promotes beneficial stewardship of resources to serve the citizens and enhance the quality of life in Mason County.

MTA continues to seek opportunities to partner with the Skokomish and Squaxin Indian Tribes. The long-existing relationships with these two agencies are paramount to the success of MTA and part of MTA's developing Strategic Plan to cultivate partnerships that will foster collaborative relationships as the agency continues to grow and serve Mason County.

MTA continues to maintain a three-year replacement plan for technology infrastructure such as servers, printers and LAN equipment (routers, firewalls and switches).

MTA staff is committed to public engagement and transparency through robust public interaction that informs, involves, and empowers people and communities. Staff participated in several opportunities to promote and educate citizens through the following methods:

- Transit Advisory Board Emphasis
- Public Meetings
- Media – Outreach
- Weekly Radio Spot
- Community Events and Meetings
- Website Improvements
- Newsletters; Fact Sheets; Agency Updates

These key elements, along with sound public communication and engagement principles will assist the agency in long-range planning and achievement of common goals.

In November 2016, an Advisory Board Principles Policy was adopted by the Authority Board for the Mason County Transit Advisory Board (MCTAB). The purpose of the policy is to provide a formal mechanism for the Authority Board to obtain advice on MTA policies or issues from selected groups of individuals with particular expertise, interests or backgrounds through the use of an advisory board. MCTAB began meeting again on a quarterly basis and as needed in 2017. The recruitment of new members for MCTAB continues as well as engaging others in an advisory role regarding MTA business and service.

MTA will continue efforts in Strategic Planning and Implementation of goals, objectives and work plans. In 2015 MTA began an exhaustive Strategic Planning effort including development of goals in concurrence with oversight guidance. The effort continued in 2016 with an emphasis

on long-range strategic planning and goals. The process will continue with constant adherence to guidance provided through Local, State and Federal oversight implementing all service planning and effective/efficient changes, fleet replacement standards, facility upgrade and modernization planning and implementation, policy development and modification, and procedural standards.

## **Section VI: Proposed Action Strategies for 2017-2022**

Section VI below describes action strategies that reflect upon the following of state Transportation Service Objectives.

**1. Preservation:** *“To maintain, preserve and extend the life and utility of prior investments in transportation systems and services”*

Continue a long-range service planning process with local and regional agencies, focusing heavily on partnerships with other Mason County jurisdictions to include transit planning ensuring transit and transportation alternatives are included in their work on the comprehensive plan updates published in the future.

Continue exploration of funding opportunities to ensure continuation of fleet replacements per the MTA vehicle replacement program with facility additions.

The following annual “Capital/Operational Improvement” schedule is provided for informational purposes. MTA reserves the right to change this schedule as funding opportunities and agency needs may arise. The list contains funded and unfunded capital and operational investment projects listed by the desired procurement year. Any of the following “capital” projects, to be procured with federal funding assistance, are included in the Washington Statewide Transportation Improvement Plan (STIP) previously submitted to WSDOT in June of 2017.

- 2017 Take delivery of three 35’ Coach Buses (Completed)
- Procure four Dodge Caravan Vanpool Replacement vehicles (Completed)
- Convert all revenue fleet vehicles to Digital Communications Systems (Completed)
- Take delivery of new bus shelters for future install (Completed)
- Complete upgrade to automated fueling system with fall of 2017 completion
- Procure five cutaway revenue vehicle replacements
- Add Computer Aided Dispatch (CAD) and Automated Vehicle Locator systems to revenue vehicles and upgrade integrated scheduling and communication software programs

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- 2018 Replace one 35' Coach (Bus)  
Thorough Review of MTA Services through procurement of outside consultant  
Replace four agency Van Pool vehicles  
Replace two agency staff vehicles
- 2019 Replace Maintenance Service vehicle
- 2020 Allyn, WA - Transit Center Planning  
Replace one 30' Coach (Bus)
- 2021 Replace four 35' Coach (Bus)
- 2022 Hoodspport, WA – Transit Center Planning  
Replace four agency Van Pool Vehicles
- 2022 ADA Retrofit and Remodel of MTA Operations Base Building  
Construct a bus wash/wet maintenance facility at MTA Operations Base

Continue 100 percent adherence to scheduled maintenance requirements for vehicles and facilities per established Asset Management Plan (AMP).

Continue advocacy with emphasis on the recruitment of new members for the Mason County Transit Advisory Board (MCTAB) and advisory board engagement.

Continue to meet the requirements of the adopted Title VI Plan as required.

**2. Safety:** *“To provide for and improve the safety and security of transportation customers and the transportation system”*

Implement the emergency management upgrade to the current scheduling system so that it is easier to re-route buses during an emergency.

Maintain current security standards and update information to be included in both the City of Shelton and Mason County Hazard Mitigation Plan.

Perform yearly emergency drills at all facilities with appropriate staff training.

Order new buses equipped with on-board recording devices and other improvements as technology develops.

**3. Mobility:** *“To improve the predictable movement of goods and people throughout Washington State”*

Implement of a full range of Automatic Vehicle Locator (AVL) and Automatic Passenger Counter (APC) technology, including voice annunciation for bus stops and security systems in all Fixed Route and Demand Response vehicles.

Continue to seek guidance from the agency Authority and Advisory Board for all MTA programs and for special needs issues and discussions.

Continue connection standards, at 2016 levels, with regional agencies, including Kitsap, Jefferson and Intercity Transit systems.

Construct the Belfair Park and Ride and North Mason County satellite base of operations currently funded the WSDOT Regional Mobility Program (RMG).

Enhance all Park and Ride locations within Mason County Funded through RMG.

Include state of the art systems and ADA improvements in all construction projects, facility improvements and rolling stock procurement undertaken by the agency.

To greater improve MTA services, an intensive study of fixed route, Dial-a-Ride and LINK services is planned to begin in late 2017. MTA has received feedback from users wanting additional and more frequent service to rural areas currently served by LINK. Staff also desires to reach citizens who are not using MTA services to increase ridership and exposure. This led to the decision to seek a professional service analysis consultant to provide assistance with public outreach, review efficiency, find underserved areas and assist staff with route planning.

**4. Environment:** *“To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment”*

Maintain development in strict accordance with adopted policies and procedures and state and federal requirements.

**5. Stewardship:** *“To continuously improve the quality, effectiveness and efficiency of the transportation system”*

Implement established strategic planning elements:

- Complete shelter replacement and upgrade project

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- Purchase highly visible safety vest with MTA logo
- Complete LED headlamp Retrofit Campaign
- Upgrade Automated Fueling Software
- Re-train all drivers on a regular basis in order to provide consistent service and safety
- Research Software and equipment costs for CAD and AVL Systems
- Establish “NEAR MISS” Driver Awareness and Training Program
- Implement National Incident Management Systems (NIMS) staff training
- Continue to explore new options in hiring practices, positions, organizational structure
- Prepare for the alternative fuel mandate
- Design Rider's Guide and Schedule Book with include Spanish translation
- Invest in technical training for staff specific to route planning and development
- Create Financial Management Manual
- Begin to formalize shift from flag-stop to fixed-stop service in Shelton’s urban area
- Install bus stop signs through Mason County
- Develop a route deviation policy
- Develop a work plan for parking lot upgrade at Johns Prairie facility
- Develop bridging activities, such as a job shadow program and internships
- Continue to work with City and County on fostering collaborative relationships
- Increase public relations activities and involvement on boards of local and non-profits
- T-CC parking lot construction

**Section VII: Operating Data, 2016 (Actual) – 2017-2022 (Projected)**

<b>Ridership</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Fixed Route	380,290	379,968	383,768	387,605	391,481	395,396	399,350
Worker/Driver	50,320	50,390	50,894	51,403	51,917	52,436	52,960
Dial A Ride	46,262	45,174	45,626	46,082	46,543	47,008	47,478
Volunteer Driver	1,394	1,394	1,408	1,422	1,436	1,451	1,465
Vanpool	29,167	29,112	29,403	29,697	29,994	30,294	30,597
Special Events	1,398	1,395	1,409	1,423	1,437	1,452	1,466
<b>Total</b>	<b>508,831</b>	<b>507,433</b>	<b>512,507</b>	<b>517,632</b>	<b>522,809</b>	<b>528,037</b>	<b>533,317</b>
<b>Service Hours</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Fixed Route	34,054	33,900	34,239	34,581	34,927	35,276	35,629
Worker/Driver	2,518	2,518	2,543	2,569	2,594	2,620	2,646
Dial A Ride	28,419	27,142	27,413	27,688	27,964	28,244	28,527
Volunteer Driver	2,322	2,322	2,345	2,369	2,392	2,416	2,440
Vanpool (N/A)	0	0	0	0	0	0	0
Special Events	44	44	44	45	45	46	46
<b>Total</b>	<b>67,357</b>	<b>65,926</b>	<b>66,585</b>	<b>67,251</b>	<b>67,924</b>	<b>68,603</b>	<b>69,289</b>
<b>Mileage</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Fixed Route	685,105	685,900	692,759	699,687	706,683	713,750	720,888
Worker/Driver	60,365	60,365	60,969	61,578	62,194	62,816	63,444
Dial A Ride	325,593	319,500	322,695	325,922	329,181	332,473	335,798
Volunteer Driver	54,640	54,640	55,186	55,738	56,296	56,859	57,427
Vanpool	187,696	186,696	188,563	190,449	192,353	194,277	196,219
Special Events	217	217	219	221	224	226	228
<b>Total</b>	<b>1,313,616</b>	<b>1,307,318</b>	<b>1,320,391</b>	<b>1,333,595</b>	<b>1,346,931</b>	<b>1,360,400</b>	<b>1,374,004</b>

Consumption of fuel for 2016:

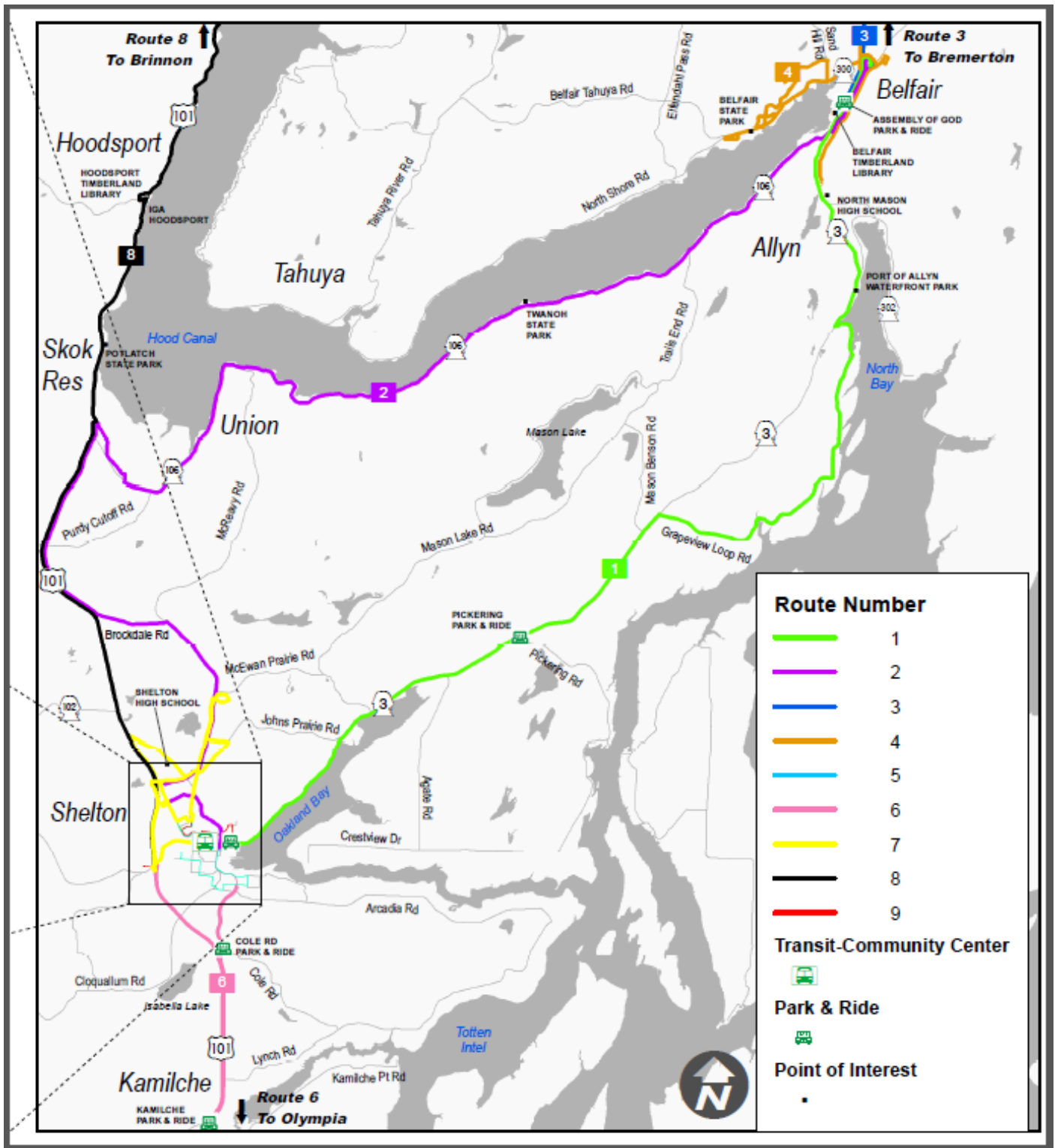
Diesel fuel consumed (gal) 155,423  
 Gasoline consumed (gal) 14, 492



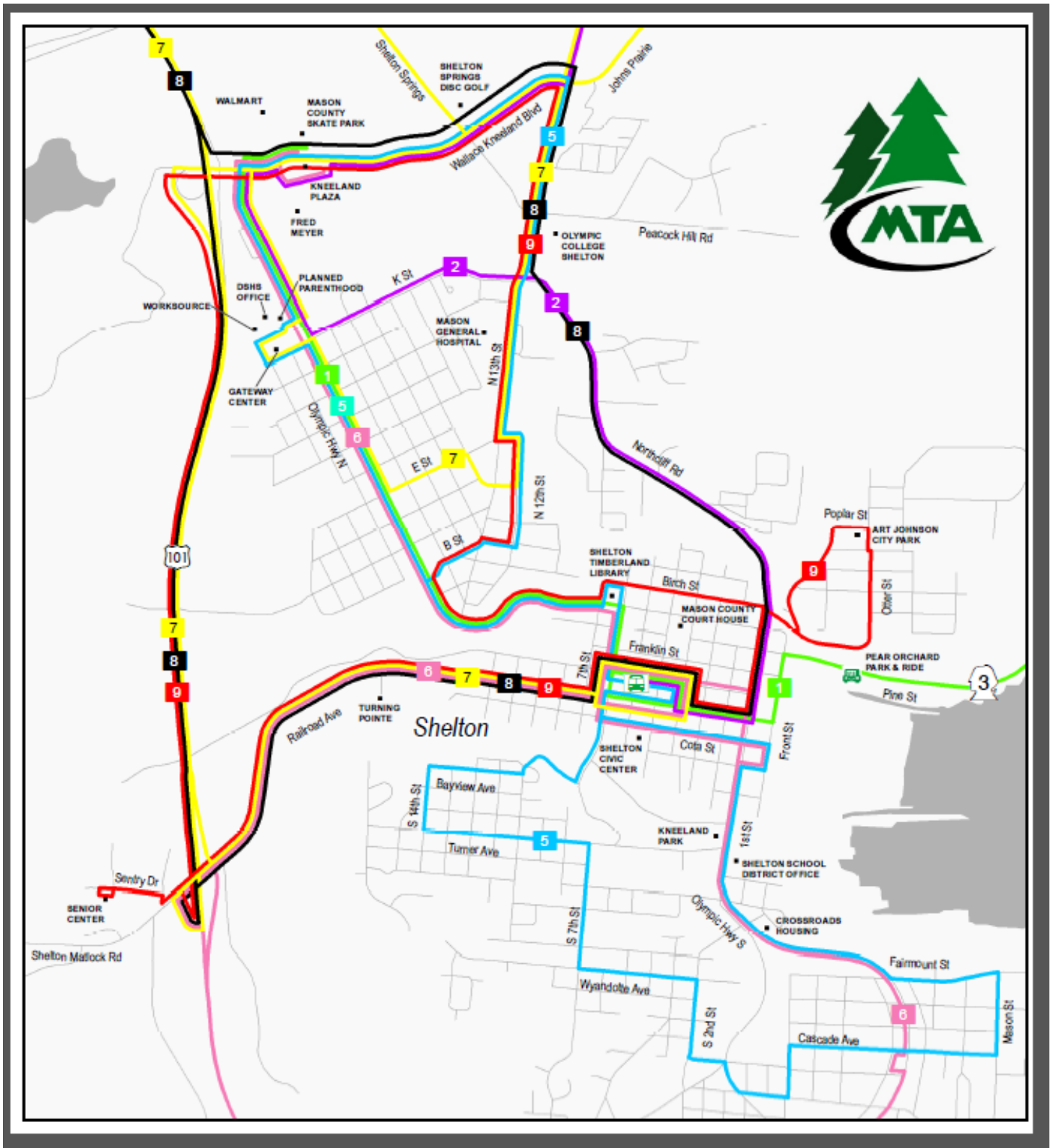
Section VIII – Operating Revenues, Expenditures and Capital Budget Plan 2016-2022

	2016	2017	2018	2019	2020	2021	2022
<b>ANNUAL FINANCIAL INFORMATION</b>	Actual	Projected	Projected	Projected	Projected	Projected	Projected
<b>Operating</b>							
Revenue							
Local Sales Tax	\$4,070,657	\$4,070,657	\$4,172,430	\$4,276,750	\$4,383,670	\$4,493,270	\$4,605,610
Investment Interest	16,218	13,800	13,870	13,940	14,010	\$14,090	\$14,170
Operating Grants	2,787,014	3,000,418	3,030,430	3,060,740	3,091,350	\$3,122,270	\$3,153,500
Fares	492,813	393,300	397,240	401,220	405,240	\$409,300	\$413,400
TCC - Related	121,447	141,920	197,000	204,880	230,000	\$250,000	\$270,000
Miscellaneous	247,794	225,477	227,740	230,020	232,330	\$234,660	\$237,010
<b>Total Operating Revenue</b>	<b>\$7,735,943</b>	<b>\$7,845,572</b>	<b>\$8,038,710</b>	<b>\$8,187,550</b>	<b>\$8,356,600</b>	<b>\$8,523,590</b>	<b>\$8,693,690</b>
Expenses							
Salaries and Benefits	\$5,384,451	\$5,573,085	\$5,846,932	\$5,981,420	\$6,080,868	\$6,263,300	\$6,451,200
Fuel	279,867	\$350,000	353,500	357,040	360,620	\$364,230	\$367,880
Insurance	194,978	\$237,338	239,720	242,120	244,550	\$247,000	\$249,470
TCC	266,443	\$250,290	255,300	257,860	263,020	\$268,290	\$273,660
Debt Payment and Interest	0	\$0	0	0	0	\$0	
Other Goods and Services (Excludes Deprec	775,996	\$879,981	897,590	915,550	938,440	\$961,910	\$985,960
<b>Total Operating Expenses</b>	<b>6,901,735</b>	<b>7,290,694</b>	<b>7,593,042</b>	<b>7,753,990</b>	<b>7,887,498</b>	<b>8,104,730</b>	<b>\$8,328,170</b>
<b>Net Operating Income (Loss)</b>	<b>\$834,208</b>	<b>\$554,878</b>	<b>\$445,668</b>	<b>\$433,560</b>	<b>\$469,102</b>	<b>\$418,860</b>	<b>\$365,520</b>
<b>Capital</b>	2016	2017	2018	2019	2020	2021	2022
Revenue	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Capital Revenue	385,907	2,679,184	3,468,697	1,306,250	747,700	2,534,300	2,256,100
Local Funds	73,527	769,556	597,733	186,250	107,800	409,200	178,400
<b>Total Capital Revenue</b>	<b>459,434</b>	<b>3,448,740</b>	<b>4,066,430</b>	<b>1,492,500</b>	<b>855,500</b>	<b>2,943,500</b>	<b>2,434,500</b>
Expenses							
Vehicle Replacement	44,464	1,564,150	997,930	0	489,000	1,956,000	
Facilities/Equipment	218,555	62,187	0	0	50,000	58,000	892,000
Park n Ride Development	196,415	1,822,403	2,668,500	1,492,500	316,500	929,500	1,542,500
Technology			400,000				
<b>Total Capital Expenses</b>	<b>\$459,434</b>	<b>\$3,448,740</b>	<b>\$4,066,430</b>	<b>\$1,492,500</b>	<b>\$855,500</b>	<b>\$2,943,500</b>	<b>\$2,434,500</b>

Appendix I - Mason Transit Authority Route Map/Service Area



2016 – 2021 Transit Development Plan



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