

**2018-2023**

# ***TRANSIT DEVELOPMENT PLAN***

**and**

**2017 Annual Report**

**Mason Transit Authority  
790 E Johns Prairie Rd  
Shelton, WA 98584**



Date of Public Hearings:

July 10, 2018 and July 11, 2018

Adopted on: July 17, 2018

**Prepared by Mason Transit Authority Staff**

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# Section 1: Organization

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

The proposition imposing a sales and use tax of two-tenths of one percent (0.2%) to fund public transportation was also passed in 1991, creating a prepaid fare system service. In the aftermath of Initiative 695 and the elimination of Motor Vehicle Excise Tax that was available to transits, the voters were asked to approve an additional four-tenths of one percent increase (0.4%) in 1999. The first attempt failed but was successful when County residents responded with an approval of the additional sales tax increase on September 18, 2001. This raised the taxing base to six-tenths of one percent (0.6%) or \$.06 on every \$10 of retail sales, effective January 1, 2002. MTA then began to charge a fare, but only for routes going out-of-county.

## **Board of Directors:**

The Mason County Public Transportation Benefit Authority 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 Council;
- Five (5) members who shall be elected officials selected by the Mason County Commissioners with the goal of seeking equal voting representation among the County Commissioner Districts. The recommendation was approved by Mason County and the City of Shelton pursuant to Resolutions Nos. 71-17 and 1112-1217, respectively; and
- In accordance with revisions made to RCW 36.57A.050, there shall be one (1) non-voting labor representative recommended by the labor organization representing the public transportation employees.

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

- Kevin Shutty, Mason County Commissioner (Chair)
- Wes Martin, Grapeview School District (Vice Chair)

- Terri Drexler, Mason County Commissioner
- Kevin Dorcy, City of Shelton Council Member
- Randy Neatherlin, Mason County Commissioner
- John Campbell, North Mason School District
- Deborah Petersen, Hood Canal School District
- Sandy Tarzwell, Shelton School District
- Don Pogreba, Southside School District
- Bobby Joe Murray, Bargaining Unit Representative

### **Advisory Board:**

Mason Transit Authority advisory boards exist to enable the Authority Board to obtain advice on policies or issues from a specially selected group of citizens who have relevant expertise, interest or background to provide advice that is well reasoned, credible and/or appropriately represents opinions held by the broader community or relevant segments of the broader community.

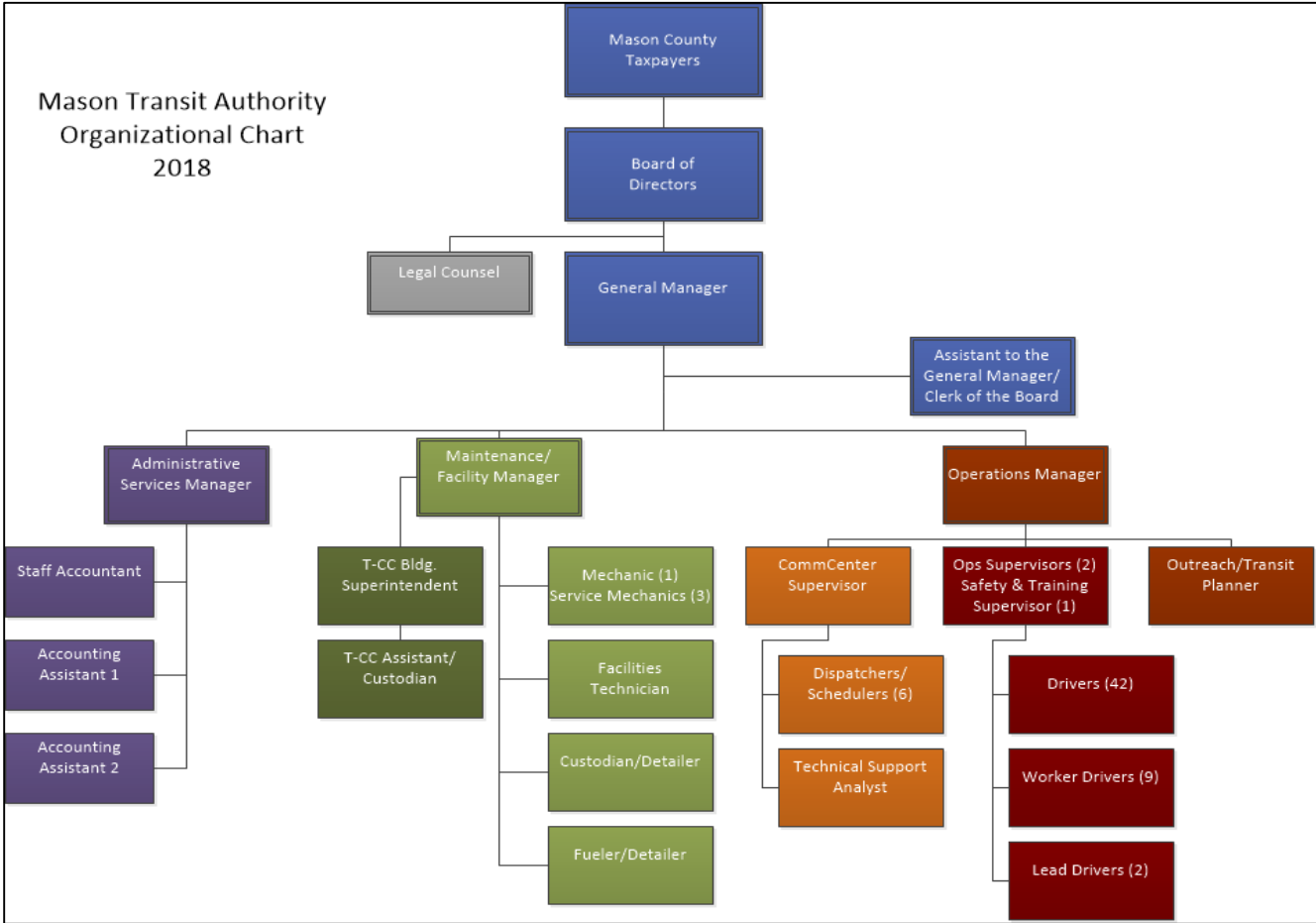
The role of advisory boards is generally limited to providing advice to the Authority Board on policies or issues.

### **Employees:**

MTA employs 69 full-time employees, 2 seasonal drivers and 9 Worker/Drivers. The International Association of Machinist and Aerospace Workers (IAMAW) Lodge #160 represents 57 employees as denoted in the below table with an asterisk (\*). The following charts detail employee count by department and MTA's organizational structure.



Department	Employee Count	Full-Time Equivalent (based on 40 hr. week)
General Manager	1	1.00
Administrative Services	5	5.00
Maintenance – Administration	1	1.00
Maintenance – Facilities *	2	2.00
Maintenance – Vehicle *	5	5.00
Operations – Administration	5	5.00
Operations – Scheduling/Dispatch *	6	6.00
Operations – Operators *	44	42.83
Operations – Worker/Drivers	9	0.55
T-CC – Administration and Facilities	2	2.00
<b>Total</b>	<b>80</b>	<b>70.38</b>



## Section 2: 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 two coaches 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).

Recently, a seven acre parcel was purchased north of Belfair for a Park and Ride lot. The lot will contain 100 parking stalls and a building consisting of office space, a meeting room, bathrooms, a kitchen and breakroom. The Park and Ride is slated to open in late summer of 2019.

## Section 3: 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.

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.

**Fares:**

*Travel within Mason County and Active Military* *Fare Free*

Out of County Travel:

**Cash Fares**

Adults and Youth (one way) .....	\$1.50
Seniors and Persons with Disabilities .....	\$ .50
Transportation Incentive Program (PSNS) .....	\$2.50
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
Transportation Incentive Program (PSNS).....	\$110.00

To qualify for reduced fare due to a disability, riders are required to show a Regional Reduced Fare Permit (RRFP) card. RRFP eligibility is based on age, disability or possession of a Medicare card. Personal care attendants ride free when accompanying a person with a RRFP. Transportation Incentive Program (TIP) passes are available for Worker/Driver routes to and from Puget Sound Naval Shipyard for day shift employees. Routes originate in Belfair and Shelton. Active-duty military personnel with current military ID are not charged fare if ID is shown.

Beginning in July 2018, MTA will recognize the STAR pass for State of Washington employees. STAR pass holders are not charged a fare.

**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 2017, the Volunteer Driver Program served 123 clients and covered 1,597 rides, 66,122 miles and 2,909 volunteer hours.

### **Vanpools**

MTA's vanpool program started in 2005. At time of publication, MTA has a fleet of 16 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 2017, Mason Transit Authority Vanpools provided over 25,743 rides, 5 percent of the agency's fixed route ridership. 2017 ended with 9 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, 223 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, 37 percent of the Park and Ride lot capacity is occupied on any given weekday.

In November of 2015, MTA was formally 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.



(Pictured - Belfair Park and Ride location at the intersection of SR3 and Log Yard Road.)



## Section 4: 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 at Triton Cove State Park. 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.

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.

Route schedules can be found on MTA's website at <http://www.masontransit.org/>

## Section 5: Activities and Accomplishments in 2017

### Activities

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:

- Public meetings
- Media – outreach
- Radio spots
- Community events and meetings
- Website improvements
- Newsletters; fact sheets; agency updates

In 2017, major events included Forest Festival, Allyn Days, Taste of Hood Canal, Business Expos, Career Days, Oysterfest and the Christmas Parade. MTA sponsored events for the Economic Development Council and the Shelton-Mason County Chamber of Commerce.

An Outreach/Transit Planner position was added as part of the organizational restructuring. This position's primary responsibility is to promote MTA services to the community and to explore new options for service.

MTA continued efforts in strategic planning and implementation of goals, objectives and work plans. In 2016, MTA began an exhaustive strategic planning effort including development of goals in concurrence with oversight guidance. The effort continued through 2017 with an emphasis on long-range strategic planning and goals with performance measurements. 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.

MTA incorporates the Transportation System Policy Goals throughout all strategies. These goals as addressed in RCW 14.04.280 include preservation, safety, mobility, environment, and stewardship.

In 2017, Mason Transit Authority accomplished the following, aligning with each goal:

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

- No substantial service changes to system
  - MTA preserved current service levels.
- In-serviced three Gillig coaches
  - Three Gillig coaches were placed in service to enhance and preserve routed services, specifically on routes used by commuters and those connecting with other services.
- Procured a portable self-propelled bus washer
  - To provide efficient maintenance of the vehicles, a portable self-propelled bus washer was purchased. The washer gives Maintenance the opportunity to service and clean more vehicles throughout the week, providing better efficiencies.
- Upgraded all vehicle and base radios to digital technology
- Procured and installed a Gasboy automated fueling station
  - Installing Gasboy allowed for better tracking of fuel usage by vehicle as well as ensuring security at the fueling dock.
- Began procurement of five Champion cutaway buses
  - The replacement of five cutaways was secured through a grant from the Washington State Department of Transportation. This will replace cutaways beyond usual life.
- Purchased four mini-vans
  - The purchase of four mini-vans through Vanpool Investment Program replaced vans that were beyond useful life.

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

- Training
  - MTA continues to have a rigorous training program for new drivers. Refresher training and retraining of all drivers occurred throughout 2017 to ensure and improve safety.
- Volunteer Safety Audit
  - Through the Washington State Department of Labor and Industries, MTA schedules a Volunteer Safety Audit annually. MTA facilities, systems and safety management methods are reviewed by an L&I inspector. The

inspector gives recommendations that are either incorporated into daily practices, or immediately corrected. This process has proven invaluable to the agency in the prevention of work-related accidents.

- Best Practices
  - MTA generated new and revised policies and procedures related to safety of staff, customers and the public as part of an annual review by the Washington State Transit Insurance Pool regarding Best Practices.
- Safety Committee
  - The Safety Committee continued to provide insight and recommendation for the agency on a regular basis by reviewing safety policies and procedures as well as seeking opportunities to improve safety through increased awareness. The Committee recently reviewed and updated the Health and Safety Manual.
- Personal Protection Equipment
  - Staff reviewed personal protection equipment requirements. MTA purchased highly visible safety vests with MTA logo as a result of the review.
- New Shelters
  - Four new bus shelters with solar lighting were installed as part of the SR3 improvements in Belfair. All new shelters ordered will be installed with solar lighting to provide more visibility and safety of users.
- LED Headlamps
  - Maintenance completed installation of LED headlamps on fleet to improve safety.
- AVL
  - Automatic Vehicle Location is in the process of being installed. This will allow Operations to know where service vehicles are at a given time.

**Mobility:** *"To improve the predictable movement of goods and people throughout Washington State"*

- CAD/AVL
  - Computer Aided Dispatch (CAD) and Automatic Vehicle Location (AVL) software and equipment is in the process of being installed on coaches and cutaway buses. Through a competitive process, MTA issued a Request for Proposals to install CAD/AVL and provide new scheduling software. The ability to track movement of buses will help with predictability for riders and dispatch as well as provide safety awareness.
- Routing Software
  - Invested in software to assist with route building and changes.
- Comprehensive Service Review
  - To improve the mobility of Mason County residents, a Comprehensive Service Review is being conducted.

**Environment:** *"To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment"*

- Greenhouse Gas Reduction
  - 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. See <http://apps.leg.wa.gov/rcw/default.aspx?cite=70.94> for more information.
- Park & Ride Lots
  - ✓ 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.
- Bio Diesel
  - ✓ MTA completed a change to Bio Diesel (B5) for those vehicles using diesel fuel including both small and large revenue vehicles. At this time, MTA has not been successful in grant awards for electric buses but opportunities are explored when they arise.

**Stewardship:** *"To continuously improve the quality, effectiveness and efficiency of the transportation system"*

- Created rider materials in Spanish and staffed the T-CC with a bi-lingual Scheduler/Dispatcher to provide quality service to the Spanish-speaking community.
- Organizational Restructure
  - ✓ As part of good stewardship, MTA underwent a restructuring of the agency with a focus on meeting the upcoming technology needs, the needs of riders and the community alike ensuring long-range sustainability. The result netted a decrease in Full-Time Equivalent (FTE) employees so that resources could be focused on providing opportunities that would improve the quality of MTA's services to the public. Five positions were eliminated with three new positions created to better serve the needs of the agency and customers.
- Staff
  - ✓ 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. A review plan was implemented for exempt and non-represented staff salaries and benefits.

- ✓ 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.
- ✓ Providing effective communication to staff through a variety of tools such as Report of Performance Counseling, regular evaluations, memos and face-to-face communication was a top priority to ensure employees knew expectations, especially in the area of safety and customer service.
- Long-range Planning and Projecting
  - ✓ MTA continued efforts in strategic planning and implementation of goals, objectives and work plans. Staff completed performance measurement standards in the area of finance and maintenance with operations still determining measurements as part of the Comprehensive Service Review process. In 2017, Finance incorporated projecting tools into the 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.
- Partnerships
  - ✓ MTA continued to participate in transportation planning with local, regional, state and federal transportation planning organizations by maintaining technical and executive appointments. Staff 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 the input regarding the needs of the ridership.
  - ✓ In the process, MTA benefits greatly by maintaining partnership, communications and coordination efforts on all fronts, providing an extremely high level of stewardship. Partnerships with local agencies in Mason County promote beneficial stewardship of resources to serve the citizens and enhance the quality of life in Mason County.

## Section 6: Proposed Action Strategies for 2018-2023

Through its mission, Mason Transit Authority strives to provide transportation choices that connect people, jobs and community; increasing the quality of life in Mason County. To that end, MTA's proposed project and action strategies line up with the mission statement and the state's public transportation objectives.

Implementation of projects and strategies may depend on available funding. Any of the following capital projects to be procured with federal funding assistance are included in the Washington Statewide Transportation Improvement Plan (STIP).

Below describes projects and action strategies planned for 2018 and beyond.

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

### 2018

- Service Review
  - Throughout 2018, MTA will be undergoing a comprehensive service review with the help of an outside consultant. The review includes an Existing Conditions Report, public outreach to riders and non-riders, stakeholder interviews and recommendations for service improvements.
- Vehicle Replacement
  - Replace one 35' coach (bus) and two Worker/Driver buses. Replace one staff vehicle.
- Transit Asset Management (TAM) Plan
  - Prepare TAM as required by WSDOT and the Federal Transit Administration.
- Outline work plan for parking lot upgrade at Johns Prairie facility.
- Transit-Community Center (T-CC) Parking Lot
  - Complete design of T-CC parking lot and begin construction. Project is funded by Department of Ecology and local funds.
- Funding Opportunities
  - MTA will explore funding opportunities for vehicle replacement to maintain and preserve service with safe, reliable vehicles.

### 2019

- Replace Maintenance Service vehicle

2020

- Allyn, WA - Transit Center Planning
- Replace one 30' coach (bus)

2021

- Replace four 35' coaches (buses)

2022

- Hoodspport, WA – Transit Center Planning
- Replace four agency Van Pool vehicles
- Construct a bus wash/wet maintenance facility at MTA Operations

2023

- ADA Retrofit and Remodel of MTA Operations Base Building or replacement of facility.

### **Strategies**

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

Ensure strategic plans enhance service to the community.

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

2018

- Rear Destination Signs
  - Install rear destination signs on coaches for passenger safety and security improvement.
- Determine current need for safety equipment and apply for Risk Management Grant from WSTIP.
- Operations Policies
  - Develop policies for better safety such as for strollers, carry-on packages and animals (non-service) on board.
- Implement National Incident Management Systems (NIMS) staff training.
- Emergency Preparedness
  - Create procedures and training for lockdown and active shooter situation.

### **Strategies**

Retrain all drivers on a regular basis in order to provide consistent, safe service.

Maintain goal through training and education of zero preventable accidents and zero on-the-job injuries.



Install improvements as needed to vehicles that enhance safety such as Passive Restraint for mobility devices.

Improve shelters and bus stops with lighting and other amenities to improve safety and security for transit users.

**Mobility:** *"To improve the predictable movement of goods and people throughout Washington State"*

2018

- Implementation 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 current connection standards with regional agencies, including Kitsap, Jefferson and Intercity Transit systems.
- Explore predictability improvements of MTA system through the comprehensive service review and use of rider tools such as phone apps.

2019

- Construct the Belfair Park and Ride and North Mason County satellite base of operations currently funded by the WSDOT Regional Mobility Program (RMG) and Connecting Washington Transit Project list.
- Install bus stop signs throughout Mason County for designated stops.
- Shift from flag-stop to fixed-stop service in Shelton city limits.

2019-2023

- Enhance all Park and Ride locations within Mason County funded through RMG and Connecting Washington.

### **Strategies**

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

Provide reliable, on-time service to users.

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

Implement service recommendations from the Comprehensive Service Analysis.

Explore partnerships that provide greater opportunities for transporting people in Mason County.

**Environment:** *"To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment"*

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

### **Strategies**

Seek opportunities through a NoLo grant to replace one to three diesel vehicles with electric vehicles.

Assess impact to environment and energy conservation on MTA projects so that the project will enhance the quality of life in Mason County and Washington State to the most feasibility possible.

**Stewardship:** *"To continuously improve the quality, effectiveness and efficiency of the transportation system"*

2018

- Continue to incorporate performance measures for improving effectiveness and efficiency.
- Invest in technical training for staff specific to route planning.
- Create a Financial Management Manual to ensure policies are in place for ensuring long-term stability of the transit system.
- Create needed policies for efficiency and effectiveness of the transit system.
- Explore new accounting software for improved efficiency.

### **Strategies**

Explore new options in hiring practices, benefits, wages and positions to attract and retain quality employees that desire to serve the public through safety and exceptional customer service.

Improve transit system through collaborative relationships.

Ensure increasing costs in wages, benefits, fuel and other significant costs are accounted for in long-range projections. Control costs to the best of the agency's ability while being mindful of meeting strategic goals as a top priority.

Continue to increase public relation opportunities and involvement on boards of local and non-profits as appropriate to public transportation and overall benefit to the community.

Have a robust public outreach program that includes:

- Developing an awareness of MTA services with non-riders through presentations, media and community events.
- Engage riders and the general public by soliciting feedback through active seeking of information by face-to-face interaction and surveys.
- Seek opportunities to increase ridership amongst riders of choice.
- Visit businesses to discover way to assist their employees with transportation, either by using vanpool, fixed-route or Dial-a-Ride.
- Promote positive public image in the community and build relationships throughout.
- Conduct Community Conversations throughout the year to give the public opportunity to give input, suggestions and ask questions about MTA.

## Section 7: Operating Data; 2017 (actual) – 2018-2023 (projected)

<b>Ridership</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Fixed Route	385,811	389,669	393,566	397,501	401,476	405,491	409,546
Worker/Driver	48,801	49,289	49,782	50,280	50,783	51,290	51,803
Dial A Ride	44,113	44,554	45,000	45,450	45,904	46,363	46,827
Volunteer	1,597	1,613	1,629	1,645	1,662	1,678	1,695
Vanpool	25,743	26,000	26,260	26,523	26,788	27,056	27,327
Special Events	1,680	1,697	1,714	1,731	1,748	1,766	1,783
<b>Total</b>	<b>507,745</b>	<b>512,822</b>	<b>517,951</b>	<b>523,130</b>	<b>528,361</b>	<b>533,645</b>	<b>538,982</b>
<b>Service Hours</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Fixed Route	33,285	33,618	33,954	34,294	34,637	34,983	35,333
Worker/Driver	2,447	2,472	2,496	2,521	2,546	2,572	2,598
Dial A Ride	26,461	26,725	26,993	27,263	27,535	27,811	28,089
Volunteer	2,909	2,938	2,967	2,997	3,027	3,057	3,088
Vanpool (N/A)	0	0	0	0	0	0	0
Special Events	25	25	25	25	25	26	26
<b>Total</b>	<b>65,126</b>	<b>65,778</b>	<b>66,435</b>	<b>67,100</b>	<b>67,771</b>	<b>68,449</b>	<b>69,133</b>
<b>Mileage</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Fixed Route	689,594	696,490	703,455	710,489	717,594	724,770	732,018
Worker/Driver	59,636	60,232	60,835	61,443	62,057	62,678	63,305
Dial A Ride	323,818	327,056	330,327	333,630	336,966	340,336	343,739
Volunteer	66,122	66,783	67,451	68,126	68,807	69,495	70,190
Vanpool	152,542	154,067	155,608	157,164	158,736	160,323	161,926
Special Events	175	177	179	180	182	184	186
<b>Total</b>	<b>1,291,887</b>	<b>1,304,806</b>	<b>1,317,854</b>	<b>1,331,032</b>	<b>1,344,343</b>	<b>1,357,786</b>	<b>1,371,364</b>

### Consumption of fuel for 2017:

Diesel fuel consumed (gal)	155,619
Gasoline consumed (gal)	11,774

# Section 8: Operating Revenue, Expenditures and Capital Budget Plan 2017 (actual) – 2018-2023 (projected)

ANNUAL FINANCIAL INFORMATION	2017	2018	2019	2020	2021	2022	2023
	Actual	Projected	Projected	Projected	Projected	Projected	Projected
<b>Operating</b>							
<b>Revenue</b>							
Local Sales Tax	\$ 4,258,175	\$ 4,075,713	\$ 4,320,005	\$ 4,509,215	\$ 4,599,399	\$ 4,691,387	\$ 4,785,215
Investment Interest	44,156	83,178	84,842	86,539	88,270	90,035	88,234
Operating Grants	2,913,315	3,046,116	3,167,961	3,294,679	3,426,466	3,563,525	3,706,066
Fares	363,353	362,335	369,582	376,974	384,513	392,203	400,047
TCC - Related	170,809	167,324	170,670	174,083	177,565	181,116	184,738
Miscellaneous	316,017	314,065	298,478	315,710	315,606	316,130	322,132
Expended Reserves	-	-	-	-	-	-	266,470
<b>Total Operating Revenue</b>	<b>8,065,825</b>	<b>8,048,731</b>	<b>8,411,538</b>	<b>8,757,200</b>	<b>8,991,819</b>	<b>9,234,396</b>	<b>9,752,902</b>
<b>Expenses</b>							
Salaries and Benefits	5,127,618	5,430,209	5,566,591	5,729,014	6,101,400	6,497,991	6,920,360
Fuel	331,502	360,161	395,745	402,146	442,361	486,597	535,257
Insurance	238,034	238,506	260,745	282,520	302,295	316,181	339,119
TCC	191,725	198,148	202,764	207,243	227,967	250,764	275,840
Other Goods and Services (Excludes Depreciation)	755,802	1,194,592	1,149,051	1,263,956	1,390,352	1,529,387	1,682,326
Reserves Allocation	-	486,333	505,786	526,017	527,444	153,476	-
<b>Total Operating Expenses</b>	<b>6,644,681</b>	<b>7,907,949</b>	<b>8,080,682</b>	<b>8,410,896</b>	<b>8,991,819</b>	<b>9,234,396</b>	<b>9,752,902</b>
<b>Net Operating Income (Deficit)</b>	<b>\$ 1,421,144</b>	<b>\$ 140,782</b>	<b>\$ 330,856</b>	<b>\$ 346,304</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital</b>							
<b>Revenue</b>							
Capital Revenue	\$ 2,018,598	\$ 3,591,234	\$ 1,059,011	\$ 747,700	\$ 2,534,300	\$ 1,942,500	\$ 2,771,250
Local Funds	726,626	620,184	205,378	107,800	401,200	100,000	500,000
<b>Total Capital Revenue</b>	<b>2,745,224</b>	<b>4,211,418</b>	<b>1,264,389</b>	<b>855,500</b>	<b>2,935,500</b>	<b>2,042,500</b>	<b>3,271,250</b>
<b>Expenses</b>							
Vehicle Replacement	1,466,524	493,000	-	489,000	1,956,000	-	-
Facilities/Equipment	205,967	-	-	50,000	50,000	500,000	2,500,000
Park & Ride Development	1,072,733	3,318,418	1,264,389	316,500	929,500	1,542,500	771,250
Technology	-	400,000	-	-	-	-	-
<b>Total Capital Expenses</b>	<b>\$ 2,745,224</b>	<b>\$ 4,211,418</b>	<b>\$ 1,264,389</b>	<b>\$ 855,500</b>	<b>\$ 2,935,500</b>	<b>\$ 2,042,500</b>	<b>\$ 3,271,250</b>

## **Budget Assumptions through 2023:**

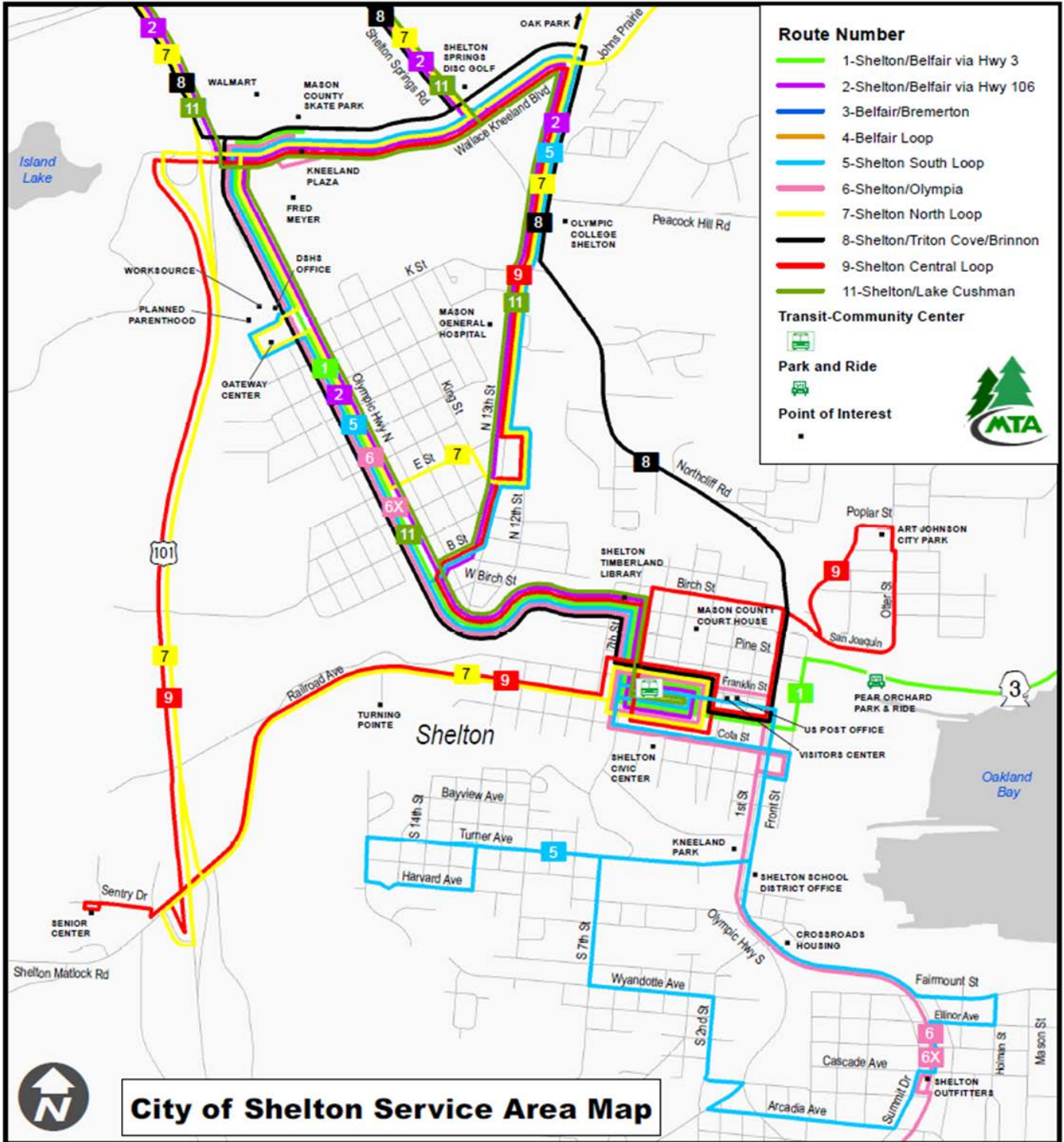
### Operating:

- ❖ Local Sales Tax – Through 2020 is based on 10 year trend, thereafter is assumed 2% growth to be conservative since trend growth was roughly 6% year-over-year.
- ❖ Investment Interest – Used growth rate of 2% through 2022, then in 2023 used a growth rate of -2% since our balance will start decreasing assuming reserves will be expended to meet operating expenses.
- ❖ Grant revenue – Assumed 4% growth.
- ❖ Fares – Assumed 2% growth.
- ❖ T-CC – Assumed 2% growth since T-CC is at max capacity and inflation rate is roughly 2%; also expectation of increased event rentals.
- ❖ Miscellaneous – Based on 3-year prior average plus 2% growth for inflation.
- ❖ Expended Reserves – Expect to expend reserves beginning in 2023 to continue operations.
- ❖ Salaries and Benefits – Based on union contracts through 2020 and non-represented compensation assumptions, then assumed 6.5% growth (4% for benefits and 2.5% for wages.)
- ❖ Fuel – Used 10-year average for fuel through 2020, then assumed 10% growth.
- ❖ Insurance – Used 5-year trend.
- ❖ T-CC Expenses – Used T-CC wages based on actual pay, then 2% growth for all other expenses through 2020, 10% thereafter due to potential repairs and maintenance.
- ❖ Other Goods and Services – Assumed 10% growth.
- ❖ Reserves Allocation – Since reserve allocation is based on excess sales tax received, assumed 4% growth in reserves through 2022 where projected excess sales tax will be needed to balance revenue to expenses.

### Capital:

- ❖ The Park and Ride Development Project is expected to be completed in the 2021-2023 Biennium.
- ❖ Vehicle replacement is expected to be funded at 80% with a 20% match from local funds.
- ❖ Facility improvements, preservation and expansion that extend the life of the building according to MTA's capitalization standards are expected to be funded by grants with local funds used as match. Building repairs or replacement to such equipment like HVAC will be funded by reserves and appropriated through the capital budget presented annually.

# Section 9: Mason Transit Authority Route Map and Service Area



# Mason County Service Area Map

