



2020 Annual Budget

Approved

December 17, 2019

Objective

The purpose of the 2020 Budget is to ensure that Mason Transit Authority (MTA) continues to meet the needs of its community and operate effectively with its available financial resources.

Goals

1. Maintain a 4-month Operating reserve fund
2. Focus on long-term sustainability within current funding limits
3. Ensure fiscal responsibility
4. Review current service levels and community needs
5. Adjust wages to remain competitive and retain staff
6. Progress towards 80% State of Good Repair
7. Cut unnecessary spending

2020 Budget Overview

A lot of uncertainty has been created due to I-976 passing. However, we have planned accordingly going into 2020 and expect to run our operations without any cuts and with the high-level of current operations. The main concern with the passing of I-976 is that we could lose our state grant funding which translates to roughly 25% of our annual operating revenue. We anticipate receiving all of our state funding for 2020, but in case a situation occurs where we lose it before we anticipate, we have reserves built up to maintain operations through the remainder of 2020. A goal of the 2020 budget was to budget for essential services, cutting non-essential spending to help mitigate the impact of the potential loss of funding. Although there is the possibility of state funding being cut, we also invested funding into our staff. After completing a wage analysis on some positions within the agency, this budget year we plan on realigning wages to be more competitive and comparable to other agencies within the industry and local employers.

2020 Budget Highlights

1. Both Operating and Non-Operating Revenue are budgeted for a slight decrease, with a slight infusion of reserves to break-even.
2. Budgeted expenses are anticipated to increase by 2% almost solely attributable to wage adjustments. However, costs have been minimized elsewhere within the budget to accommodate for the increased wages. This 2% increase is within the goal to maintain expense growth to no more than 4% year over year.
3. Minimal changes are anticipated to occur within each department in 2020: an increase of Full Time Employees (FTEs) from 80.5 budgeted for 2019 to 81.75

budgeted in 2020. The change is due to moving the half-time IT Analyst to full time and reducing the Outreach/Transit Planner to ¾ time as requested.

4. In addition to the continued work on the Park & Ride Project, the bulk of the capital budgeted for 2020 is for vehicle replacement: 2 Worker/Driver Coaches, 2 40' Coaches, 9 Cutaways, 1 Mini Cutaway, and the hope of securing an additional grant to fund one more coach.
5. T-CC's separate operating budget's net deficit is projected to be smaller than 2019's as its revenue is budgeted at full-capacity going into 2020 which helps offset wages and maintenance costs to the facility.

2020 Proposed Operating Budget

The Operating Budget does not include Capital expenditures (see Capital Budget on page 10).

Consolidated 2020 Budget	2019					Budget %	
	2017 Actual	2018 Actual	Projection	2019 Budget	2020 Budget	Change YoY	
Operating Revenue (Fares)							
Passenger Fares	98,224	101,791	97,578	103,500	105,000	1%	1
WD/VP	265,129	254,753	244,236	265,000	260,000	-2%	2
	363,353	356,544	341,814	368,500	365,000	-1%	
Non-Operating Revenue							
Sales Tax	4,258,175	4,807,028	5,078,401	3,936,179	4,054,264	3%	3
Operating Grants	2,913,315	3,378,164	3,769,161	3,189,554	3,049,288	-4%	4
Rental Income	181,205	180,439	183,250	143,227	179,520	25%	5
Investment Income	44,156	106,978	174,688	45,000	50,000	11%	6
Other income	277,418	350,089	221,053	199,233	61,510	-69%	7
	7,674,269	8,822,698	9,426,553	7,513,193	7,394,582	-2%	
Operating Reserves Allocation					130,406		17
Total Revenue	8,037,622	9,179,242	9,768,367	7,881,693	7,889,988	0%	
Expenses							
Wages & Benefits	5,127,618	4,975,696	5,234,286	5,919,743	6,223,621	5%	8
Contracted Services	254,849	353,117	222,941	208,223	180,475	-13%	9
Fuel	331,502	389,011	372,062	400,250	377,450	-6%	10
Vehicle/Facility Repair & Maintenance	268,631	319,553	337,120	351,750	325,354	-8%	11
Insurance Premium	238,034	238,506	228,367	235,477	242,605	3%	12
Intergovernmental - Audit Fees	26,604	29,411	33,484	31,000	33,000	6%	13
Facility Rent and Park & Ride	27,662	28,930	30,396	32,000	32,500	2%	
Utilities	117,810	124,471	129,668	139,781	137,508	-2%	
Supplies	93,803	109,087	264,596	132,220	123,801	-6%	14
Training & Meetings	26,433	29,439	38,711	74,705	47,035	-37%	15
Other Operating Expenses	131,735	253,846	119,424	174,363	166,639	-4%	16
Total Expense	6,644,681	6,851,067	7,011,055	7,699,512	7,889,988	2%	
Net Income (Loss)	1,392,941	2,328,175	2,757,312	182,181	-		
Operating Reserves Allocation		(699,494)		(120,000)			17
Net Income (Loss) Net Reserves Allocated	1,392,941	1,628,681	2,757,312	62,181	-		

2020 Budget Notes

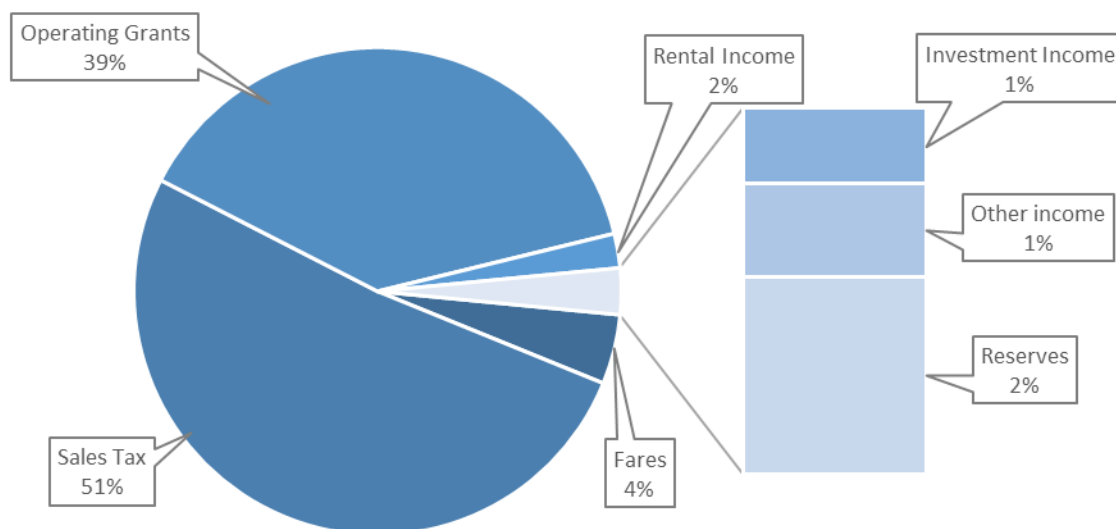
1. Fares are anticipated to remain consistent with 2019, with some minimal growth to be captured from pass price increases that occurred in Q4 of 2019.
2. Vanpool service has declined so we realigned our expectation going into 2020. However, Worker/Driver fares have remained healthy and we expect them to perform at the same level of 2019 with some minimal growth.
3. Sales Tax has shown high levels of growth through the past few years, but to remain conservative we applied a 3% growth rate from 2019's budget. Excess sales tax revenue received over what is budgeted will be set aside in reserves to allocate to assist with operations, if necessary, or additional capital expenditures.
4. Operating grant revenue is based off the 2019-2021 biennium contract awards. We anticipate receiving state funding in 2020. However, should state grant funding be lost in 2020, the impact of the loss would be approximately \$1.4m at most.
5. The rental income is based upon current fixed leases through the majority of 2020. The increase of 25% over 2019's budget is due to Telecare's intent to renew their lease at the TCC, which was omitted from the 2019 budget due to the uncertainty of them renewing.
6. The treasury pool investment account continues to grow as well as interest rates. Budgeted amount for 2020 remained conservative, as interest rates may fluctuate.
7. The Regional Mobility Grant is no longer in effect resulting in a significant decrease to other income. The expectation is that LMTAAA will continue providing \$38k of funding for 2020 and MTA will continue to commit an additional \$10k of our funds to support the program and its demand. In addition to the RMG funding halting, we are no longer accepting bus ads on our vehicles, further reducing this revenue line.
8. Salary and wages have been under an agency-wide wage analysis as reflected with the high growth level. Health benefit premiums had minimal increases. Of the two medical plans offered, only Kaiser had an increase of 1.9% and of the two dental plans offered, only Willamette had an increase in premium of 9%. No other insurance changes were quoted for 2020. L&I rates decreased significantly from the prior year, resulting in \$60k in cost savings. In addition to these items, employee recognition has a budgeted increase to accommodate for the newly created annual driver safety award.
9. No large contracted projects are intended to occur in 2020 so this account remains lean, accommodating for those contracts and services that have already been established and are necessary.
10. Fuel is projected to come in under budget. As such we have adjusted our fuel expectations in 2020 as no major changes in service hours are expected. We continue to carry a fuel reserves should fuel trend upward unexpectedly.
11. A decrease in the budget for Repairs and Maintenance has been made as many major projects on the JP Facility have been completed recently. However, the account remains significant to accommodate for repairs and maintenance for both the facilities and fleet.
12. WSTIP Insurance coverage is quoted to increase by 3% due to premium rate increases.
13. Audit fees have historically increased by roughly 6% annually, as such we have budgeted this increase accordingly.

14. The decrease from supplies largely comes from the reduction in spending on IT related items. 2019 was a year where we replaced all desktop computers, and monitors, and made additional IT-related purchases to aid operations and service.
15. Trainings and meetings expense have decreased from prior year as only meetings and trainings that are necessary to maintain an educated staff have been budgeted.
16. Other Operating expenses are anticipated to decrease as we reduce advertisement and dues/subscription spending.
17. The budget shows an allocation from reserves that was specifically established for future revenue needs. The allocation could potentially be larger should a loss of state grant funding occur sooner than anticipated due to the passage of I-976.

Operating Revenues

Total operating revenue budgeted is projected to slightly increase from \$7,881,693 in 2019 to \$7,889,988 in 2020; which includes reserves allocated in the amount of \$130,406 to break-even. The two major revenue sources making up 90% of our revenue are sales taxes collected in Mason County and grant funding from WSDOT.

Funding Source Breakdown



Sales Tax

Sales tax revenue continues to remain the largest source of funding - projected to be 51% of revenue for 2020. Sales tax revenues were approximately \$4.80m in 2018 compared to 2017's \$4.25m showing a growth of 13%. The current projections for sales tax in 2019 come in just above the \$5m mark.

Historical and Projected Sales Tax Revenue

The following table shows actual sales tax revenue for 2016 through September 2019, the remainder of the year is at the 2019 budgeted amount (in gray).

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2019 Budget	2020 Budget
January	246,415	279,777	310,547	377,689	243,216	250,512
February	262,925	276,310	292,604	354,467	259,512	267,297
March	328,665	356,214	394,293	459,822	324,400	334,132
April	312,635	320,241	350,586	445,171	308,577	317,834
May	332,428	357,049	391,052	461,236	328,114	337,957
June	391,485	435,445	440,606	525,839	386,404	397,996
July	360,375	386,531	449,080	498,248	355,698	366,369
August	389,222	397,061	462,622	489,291	384,171	395,696
September	426,039	388,845	443,327	504,696	384,146	395,670
October	324,125	319,477	431,530	325,184	325,184	334,940
November	314,996	325,586	379,605	274,104	274,104	282,327
December	381,623	416,254	467,961	362,653	362,653	373,534
	4,070,933	4,258,790	4,813,813	5,078,401	3,936,179	4,054,264

Grant Revenues

Operating grants comprise 39% of operating revenues. Grant funding comes entirely from the 2019-2021 consolidated grant award, which includes both state and federal funds. Additionally, \$1.3m of sales tax equalization dollars have been allocated to the consolidated grant for operations.

Fares

Fares consist of three sources: out-of-county fares, Worker/Driver fares, and Vanpool fares. The out-of-county fares make up nearly 30% of total budgeted fares while Worker/Driver makes up roughly 55% and Vanpool the remaining 15%. Additionally, adult passes and reduced passes have had a slight bump from \$28 to \$30 and \$9 to \$10, respectively.

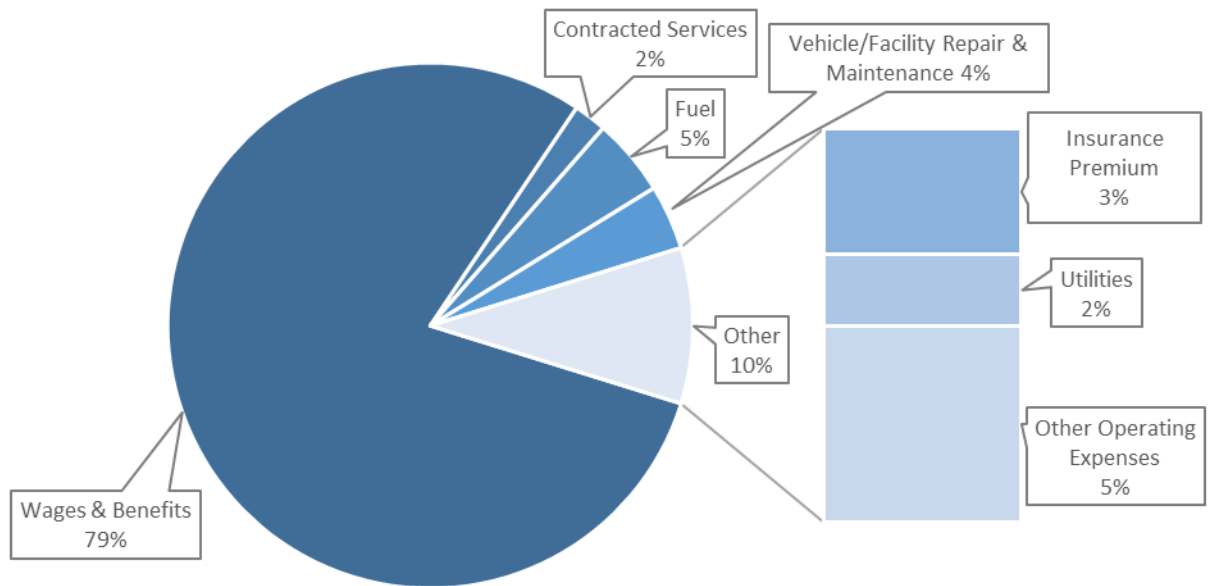
Transit-Community Center Revenues

The T-CC provides revenue through leases and providing event space in the gym, conference room, kitchen, and atrium. The revenues generated from the Transit-Community Center are roughly 80% from active leases, and the remaining 20% is attributed to event use throughout the year. It is anticipated going into 2020 that all leasable space will be at full capacity through the year and there are no signs of event revenues declining.

Operating Expenses

Total operating expense budgeted is projected to increase from \$7,699,512 in 2019 to \$7,889,988 in 2020; which is roughly a 2% increase from 2019. The largest operating expense is employee wages and benefits, accounting for 79% of total operating expense, with the second highest expense category being fuel at about 5%.

Expense Source Breakdown



Salaries and Wages

A significant amount of time and effort went into a wage analysis of a majority of the positions. The goal of this analysis was to realign wages to better match the value of each position as well as make wages more competitive. External sources were used to help determine all the wage adjustments that were decided. In addition to using regional comparatives, the Washington State Transit Association Salary Repository was also used which details wages by position of affiliated members throughout the state.

The most notable increase going into 2020 will be that the current driver wage matrix will receive a 5% bump. This means all drivers on 1/1/2020 will receive a 5% increase on their wages instead of the annual GWI bump they have been receiving since their contract went into effect. Since the entire wage matrix is receiving a bump, any anticipated step increases between 1/1/2020 and 6/1/2020 (date when the new driver contract will go into effect) will still be honored.

The Maintenance and Facilities team's new contract has gone into effect, the wages agreed upon within the new contract were also a product of the wage analysis.

No wage adjustments were determined for the Comm Center team at this time but will be analyzed when their current contract is negotiated in 2020. As such their wages will remain in-line with their current contract.

Non-represented employees were also reviewed individually and adjusted to remain competitive with the metrics that were used to conduct the analysis.

Below is a listing of percent increases for positions that were considered undervalued and were adjusted accordingly to remain competitive:

Position	Increase
Operations Manager	8%
Maintenance Manager	5%
Administrative Services Manager	8%
Accounting Supervisor	4%
Drivers	5%
Facilities Technician	25%
Custodian/Detailer	7%
Fueler/Detailer	12%
T-CC Assistant/Custodian	13%

Also included in the budgeted wage request is a 1.5% general wage increase for the General Manager.

Benefits

No significant changes are anticipated for 2020; rates have been quoted by AWC and were minimal.

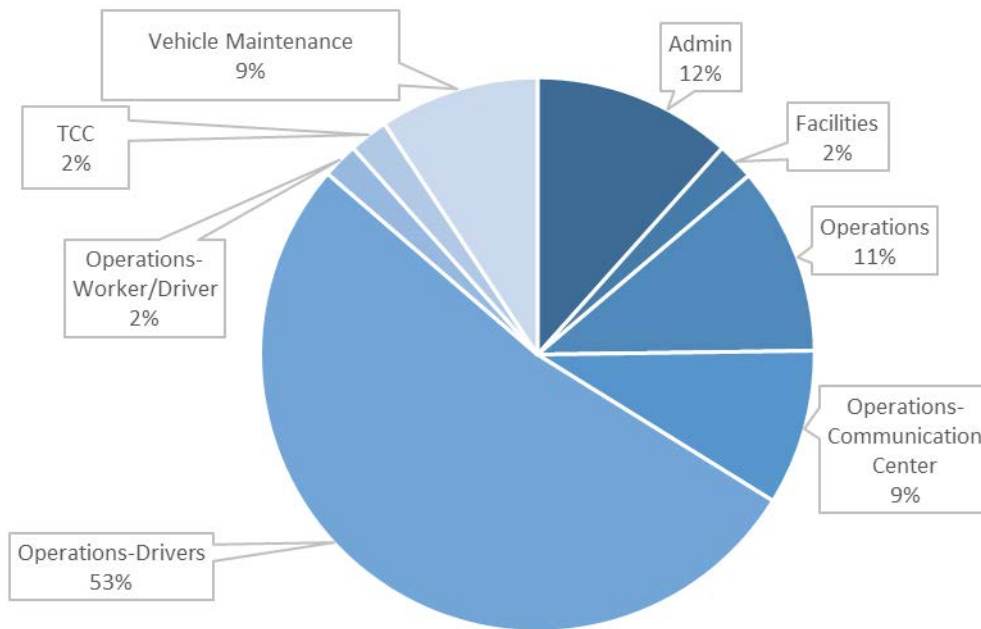
Although the changes noted above will increase the wages and benefit expense line on our financial statements by roughly 5%, this increase is an investment. We are choosing to invest in our people for their continued public service, experience and value as MTA employees.

Wages and Benefits by Department

The following table below breaks out budgeted FTEs, wages, and benefits for each department for 2020.

Department	FTEs	Wages	Benefits	2020 Budget	
				Total	2019 Budget
Admin	8	483,650	226,581	710,231	670,825
Admin-Board		4,320	330	4,650	4,650
Facilities	2	85,755	48,783	134,538	125,323
Operations	6.8	436,033	239,876	675,909	564,078
Operations-Communication Center	7	358,997	201,911	560,908	549,973
Operations-Drivers	42	1,989,438	1,227,360	3,216,798	3,103,575
Operations-Worker/Driver	8	98,110	28,525	126,635	126,804
Transit Community Center	2	90,243	49,722	139,965	132,343
Vehicles/Maintenance	6	362,405	210,285	572,690	565,848
Volunteer Driver		14,072	7,917	21,989	28,121
Vanpool		4,198	2,450	6,648	12,323
Total	81.8	3,927,221	2,243,740	6,170,961	5,883,863

The following chart shows each department's % of total wages and benefit expense.



Budgeted Positions and Full-Time Equivalents

The following chart shows the staff position and Full-Time Equivalent (FTE) changes with explanations describing each change.

Department	2019 Budget - Positions	Change	2020 Budget - Positions	2019 Budget FTEs	Change	2020 Budget FTEs
Administration						
General Manager	1.0	0.0	1.0	1.0	0.0	1.0
Administrative Services Manager	1.0	0.0	1.0	1.0	0.0	1.0
Executive Assistant	1.0	0.0	1.0	1.0	0.0	1.0
Accounting Assistant	2.0	0.0	2.0	2.0	0.0	2.0
Staff Accountant	1.0	0.0	1.0	1.0	0.0	1.0
Systems Administrator	1.0	0.0	1.0	1.0	0.0	1.0
IT Analyst ¹	1.0	0.0	1.0	0.5	0.5	1.0
<i>Total Administration</i>	8.0	0.0	8.0	7.5	0.5	8.0
Maintenance/Facilities						
Maintenance Manager	1.0	0.0	1.0	1.0	0.0	1.0
Lead Mechanic	1.0	0.0	1.0	1.0	0.0	1.0
Service Mechanics	3.0	0.0	3.0	3.0	0.0	3.0
Fueler/Detailer	1.0	0.0	1.0	1.0	0.0	1.0
Facilities Technician	1.0	0.0	1.0	1.0	0.0	1.0
Custodian/Detailer	1.0	0.0	1.0	1.0	0.0	1.0
<i>Total Maintenance/Facilities</i>	8.0	0.0	8.0	8.0	0.0	8.0
Operations						
Operations Manager	1.0	0.0	1.0	1.0	0.0	1.0
Assistant Operations Manager	1.0	0.0	1.0	1.0	0.0	1.0
Operations Supervisor ²	3.0	1.0	4.0	3.0	1.0	4.0
Dispatcher/CSR/Lead	7.0	0.0	7.0	7.0	0.0	7.0
Drivers	42.0	0.0	42.0	42.0	0.0	42.0
Worker/Drivers	8.0	0.0	8.0	8.0	0.0	8.0
Outreach/Transit Planner ³	1.0	0.0	1.0	1.0	-0.2	0.8
<i>Total Operations</i>	63.0	1.0	64.0	63.0	0.8	63.8
Transit-Community Center						
T-CC Assistant/Custodian	1.0	0.0	1.0	1.0	0.0	1.0
T-CC Building Superintendent	1.0	0.0	1.0	1.0	0.0	1.0
<i>Total Transit-Community Center</i>	2.0	0.0	2.0	2.0	0.0	2.0
TOTAL	81.0	1.0	82.0	80.5	1.3	81.8

FTE Notes

- After review of the initial year of this position, it has been determined that having two staff in IT will be necessary going forward. However, the intern position will be moved to full-time which will allow the IT team additional time and resources to provide support and implement new technology as it becomes available.

2. To allow both the Operations Manager and Assistant Operations Manager additional time for higher-level tasks, an additional Operations Supervisor position was added.
3. The Outreach/Transit Planner position will have its hours dropped from 40 hours a week to 32 hours a week going into 2020 with a more focused effort on outreach than planning.

CAPITAL BUDGET

Project	Budget	Grants	Capital Projects		Project Costs to Date	Purpose
			MTA Funding	Contingent Projects		
T-CC Parking Lot	\$ 302,500	\$ 250,000	\$ 102,500		\$ 5,615	Parking lot behind T-CC
Park & Ride Development - 2015-2019 RMG Funds	6,371,134	5,617,000	950,000		2,098,365	Construct or improve 5 park & rides throughout county including base in North Mason and roundabout at SR3 & Log yard road. Purchase land for North Mason Park & Ride Facility (\$687,059)
JP Copy Machine	7,000		7,000			Purchase new copy machine rather than leasing over 5-year term.
JP Exterior Paint	85,000			85,000		
Radich building roof repair	35,000			35,000		
Scissor lift for T-CC	15,000			15,000		
HVAC Units at JP	50,000			50,000		
Bus Technology	30,915		30,915			Final Payment for incorporated bus technology.
Coach Repairs	116,500	116,500				Rebuild engines and transmissions in 3 coaches to extend life. Funded by Sales Tax Equalization.
TOTAL CAPITAL PROJECTS	7,013,049	5,983,500	1,090,415	185,000	2,103,980	

Vehicle	Budget	Grants	Vehicle Replacement		Project Costs to Date	Purpose
			MTA Funding	Contingent Projects		
2 Worker Driver Coaches	1,779,228	1,482,690	296,538			Replacement inventory.
2 40' Coaches, 9 Cutaways	1,972,468	1,427,052	545,416			Replacement inventory.
Mini Cutaway	80,000	80,000				Expansion vehicle; funded through Sales Tax Equalization.
1 Coach	510,000			510,000		Need to replace a coach and will seek grant opportunity. Purchase will be contingent on successful grant application.
TOTAL VEHICLE REPLACEMENT	4,341,696	2,989,742	841,954	510,000		
GRAND TOTAL	\$11,354,745	\$ 8,973,242	\$ 1,932,369	\$ 695,000	\$ 2,103,980	

Contingent Projects will only be funded if grant opportunities are presented and successful or Sales Tax Equalization is available.

State of Good Repair

The State of Good repair is a measurement used to determine in what condition an agency's fleet is in. Our current goal is to have our fleet be at 80% state of good repair. Once the vehicles budgeted for above are received, our fleet will be in the following condition: Cutaways – 70%, Fixed Route – 77%, Worker Driver – 100%, Medium Duty – 100%. The condition of our fleet continues to improve and will continue to do so as we continue budgeting for replacement vehicles.

Transit – Community Center

2020 Proposed T-CC Operating Budget

The on-going operating costs for the T-CC are allocated between Transit-related functions and Community Center-related functions based upon the square footage associated with each.

	2019 Budget			2020 Budget				
	TCC	Ops	Total	TCC	Ops	Total		
Revenue								
T-CC Rental	125,630	-	125,630	158,020	-	158,020	1	26%
Expenses								
Wages and Benefits	132,383	-	132,383	140,365	-	140,365		6%
Contracted Services	9,315	1,885	11,200	20,400	423	20,823	2	86%
Repair & Maintenance	10,500	4,000	14,500	11,354	4,000	15,354		6%
Insurance	15,673	-	15,673	16,161	-	16,161		3%
Utilities	35,120	13,250	48,370	36,092	13,592	49,684		3%
Supplies & Small Equipment	11,400	2,895	14,295	5,050	2,960	8,010	3	-44%
Training & Meetings	450	-	450	-	-	-		-100%
Other Operating Expenses	3,400	-	3,400	2,112	-	2,112	4	-38%
Total Operating Expenses	218,241	22,030	240,271	231,534	20,975	252,509		
Net Income (Deficit) from Operations	(92,611)	(22,030)	(114,641)	(73,514)	(20,975)	(94,489)		

T-CC Budget Notes

1. As noted in the consolidated budget notes, the 2019 budget did not include Telecare's lease within the T-CC's Revenue Rental number, however they have confirmed they will renew. Telecare's lease makes up roughly 20% of the TCC rental income.
2. The significant increase in Contracted Services can be attributed to multiple 5-year inspections anticipated for 2020.
3. The decrease in Supplies & Small Equipment is due to cuts in purchasing pieces of equipment as well as a lower volume of supply purchases planned.
4. Other Operating Expenses have been tightened-up a bit removing those items not deemed necessary.

TEAM GOALS FOR 2019

Administrative Services

Team Mission Statement

Provide administrative support in Finance and Human Resource to all MTA teams, ensuring internal controls, financial stability, and compliance in all financial and human resource related regulations.

Significant Changes from 2019 to 2020

- Establish a procedures document outlining considerations for key financial policies.
- Provide department heads with timely spending trends to ensure budget optimization.
- Continue refinement of long-term financial projections in a post I-976 funding environment ensuring sustainability and alignment with the strategic plan.
- Continue streamlining administrative processes to promote efficiency and keep costs down.

Information Technology (IT)

Team Mission Statement

Provide excellent customer service through prompt and efficient response to technology needs. Keep MTA safe from cyber vulnerabilities.

Significant Changes from 2019 to 2020

- Explore grant opportunities for Technology modernization.
- Transitioning our part-time IT position to a full-time position.
- Ensure the smooth operation of MTA's IT infrastructure through proactive monitoring, and modernization of our systems and processes.
- Due to the passage of I-976 no major projects have been planned.
- Capital request to purchase a support contract of the phone system is still requested.

Maintenance Team

Team Mission Statement

The Maintenance Team's mission is to effectively and efficiently provide safe, clean, reliable and comfortable vehicles, facilities and amenities for use by its customers and to ensure that such resources are available to deliver on the agency vision of Driving our Community Forward.

Significant Changes from 2019 to 2020

- With the procurement of 4 coaches and 9 cutaways we will experience reduced maintenance cost and increased reliability in our worker driver and paratransit fleets for 2020.
- Our fixed route coach bus fleet currently averages 320,000 miles, we are experiencing major component failures that significantly increase parts costs. Examples of these components include: starters, alternators, air-compressors, injectors and diesel emission systems. It is anticipated that at least 50 percent (7) of the coach bus fleet will require some or all these components requiring

replacement within the next year. Repair and maintenance costs continue to rise. We are in the process of replacing engines and transmissions in our oldest coaches to extend their life cycles which is being funded with sales tax equalization dollars.

- Facility repair and maintenance is stabilizing. With continued predictive maintenance the Johns Prairie Facility is beginning to become less labor and material intensive. Items of continued concern are plumbing and HVAC issue. Electrical systems are another; we are not equipped or certified to repair high voltage circuitry.
- We project receiving \$5,000 for sales of contracted maintenance services in 2020.
- Significant cost issues for both vehicle and facility maintenance remain the same. They include labor, fuel, parts and tires. Facility expenses include electricity and natural gas.

Operations Team

Team Mission Statement

The mission of the Operations team is to provide a range of safe, courteous and on-time transit services to best meet the needs of the riding public in Mason County.

Significant Changes from 2019 to 2020

- Conduct one major Service change in February 2020.
- Optimize the newly installed technology on our fleet to improve fleet operations and customers accessibility.
- Provide quarterly refresher training to all regular drivers and dispatcher/schedulers.
- Hire and train new drivers as needed (3 classes).
- Keep our preventable accident rating below WSTIPs goal of 1.25 per 100,000 miles, annualized.
- Provide nearly 70,000 hours of directly operated service in 2020, including fixed route, dial-a-ride, and regional express

Transit-Community Center (T-CC)

Team Mission Statement

The T-CC team works to continually go beyond expectations to serve our customers and public through ridership and event support and information. The T-CC remains an excellent choice as a venue for all types of events due to our knowledgeable staff, downtown location, amenities, and overall cleanliness. We are continually striving to provide our tenants, patrons, passengers, and visitors with a safe, clean, functional community center.

Significant Changes from 2019 to 2020

- Slight reduction of revenue from absorbing the S.S.D. Family Resource Center office space for MTA Operations Department at the T-CC. However, Telecare's continued lease through 2020 plus additional kitchen usage agreements will offset this loss, thus why T-CC revenues are projected much higher than 2019.

- Income from T-CC event rentals is expected to increase slightly in 2020 due to new weekly programs (Special Olympics Basketball, additional CHOICE classes, 4-H Archery, etc.).

Strategic Objectives and 2020 Work Items

The following details 2020's work items as related Strategic Objectives:

Objective 1: Safe and Secure

Quarterly Driver training and refresher training as required
Complete CAD/AVL/GPS installation
Change from flag stop to fixed stop in urban area of Shelton
Curbs or bollards at Johns Prairie
Purchase rain jackets
Manager or supervisor on-duty during service - Move Ops office
Ensure L & I safety compliance through training
Review WSTIP Best Practices for Safety
Define Safety Committee's purpose and direction

Objective 2: Effective Transportation Services

Review DAR services and hours for efficiency and availability
Expand Zipper route time to 8:00am-5:00pm
Seek Pilot opportunities and funding
Continue review of Comp Service Review
Conduct outreach for all service changes
Improve passenger amenities
Plan for 2021 service adjustments due to impact of funding
Benchmark route performance and monitor low-performing routes

Objective 3: Financial Stewardship

Procurement training for Public Works projects
Prepare for I-976 impacts
Create needed financial policies or manual
Ensure compliance of grant contracts
Review 5-year sustainability plan
Prepare for Paid Family Medical Leave rollout
Maintain Fair Labor Standard Act compliance through updated training
Records Management - Network reorganization

Objective 4: Community Partnerships and Responsibility

Conduct Community Conversations to solicit input
Participate in community events
Promote City and County partnerships
Participate in outside committees, RTPO and boards
Participate in mentorship programs
Promote Volunteer Driver Program
Park & Ride project (through 2023)
Brand vehicles
Progression toward inclusion of electric vehicles

Objective 5: Workplace Culture

Improve communications through established methods
Incorporate wellness program and encourage participation
Promote skills and job knowledge
Bargain contracts for drivers and Comm Center
Employee Engagement committee
Enhance meaningful employee recognition
Provide more Belfair interaction and oversight
Prepare a policy review schedule