

2015-2020 Transit Development Plan

Mason Transit Authority

790 E. Johns Prairie Road, Shelton, WA 98584

Dates of Public Hearings: September 4 and 15, 2015

Pursuant to RCW 35.58.2795

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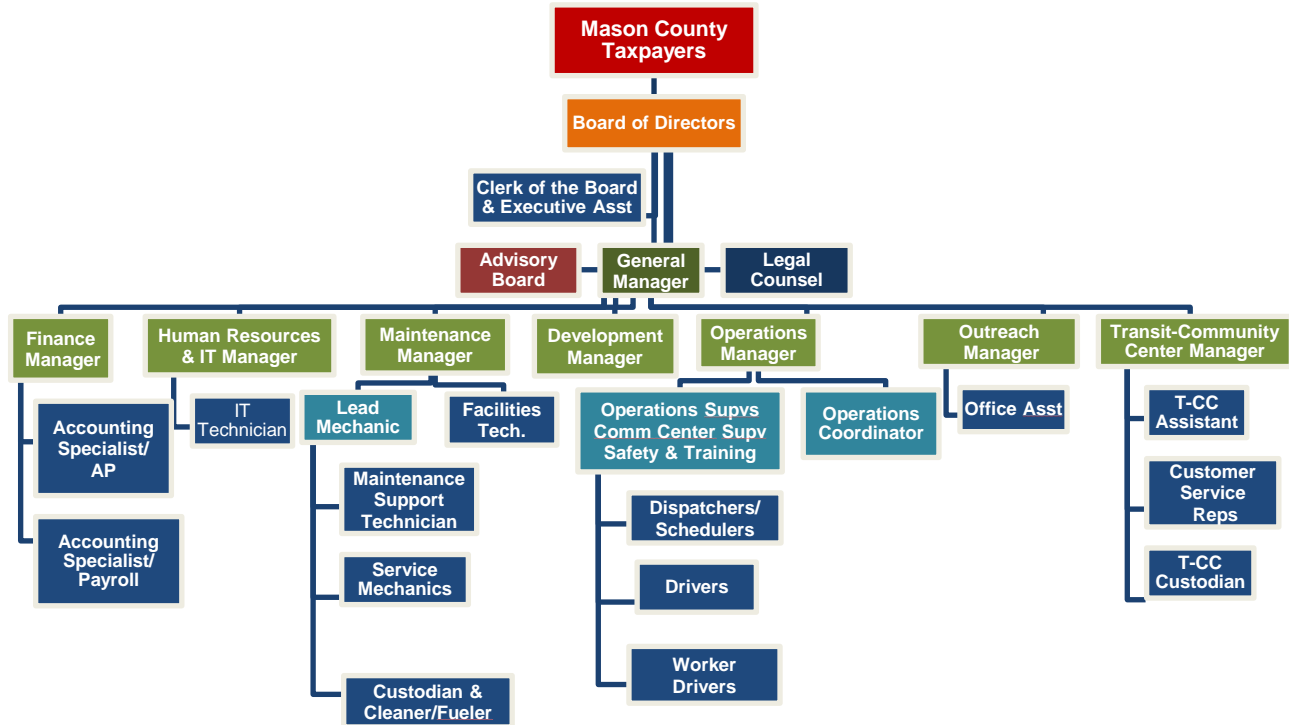
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Section I: Organization

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.

Page 4 displays the 2015 organizational chart for Mason Transit.

Mason Transit Authority Organizational Chart 2015



The Mason County Public Transportation Benefit Authority (MTA) Board of Directors is composed of nine 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.

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

- Mike Olsen, Chair, Shelton School District
- Deborah Petersen, Vice-Chair, Hood Canal School District
- Ginny Beech, Pioneer School District
- John Campbell, North Mason School District
- Terri Jeffreys, Mason County Commissioner
- Rick Johnson, Mary M. Knight School District
- Randy Neatherlin, Mason County Commissioner
- Tim Sheldon, Mason County Commissioner
- Cheryl Williams, Shelton School District

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

At time of publication, MTA employed:

General Manager	1 FTE
Administration & Technology	7 FTE
Finance	3 FTE
Operations - Administration	6 FTE
Operations – Van Pool Coordinator	1 FTE
Operations - Scheduling/Dispatching	7 FTE
Operations - Full-Time Operators	27 FTE
Operations - Part-Time Operators	20 FTE
Maintenance - Administration	1 FTE
Maintenance - Facilities Maintenance	2 FTE
Maintenance - Vehicle Maintenance	6 FTE
T-CC – Customer Svc Reps & 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.

Additionally, 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 with substantial completion of the project in the second quarter of 2015.

Section III: Service Characteristics

In 2014, MTA provided transportation services consisting of Fixed Route (local and regional deviated fixed routes, Worker/Driver commuter service to Puget Sound Naval Shipyard (PSNS) and purchased transportation services from Shelton School District), Demand Response (general dial-a-ride), Vanpools and volunteers using private cars. Additionally, MTA partners with the Skokomish Tribal Nation to provide a Pilot Transportation Project with funding secured by the Tribe through the Federal Transit Administration Tribal Transit Grant Program.

Hours of operation of the transportation service are 5:00 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 nine (9) Fixed Routes on weekdays and eight (8) 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:

<i>Travel within Mason County</i>	<i>All riders</i>	<i>Fare Free</i>
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	\$13.00

Coordinated Service

MTA coordinates all service requests with other area transportation providers. Squaxin Transit coordinates local service with MTA regional service. Shelton School District operates three afternoon general public deviated routes under contract with MTA. Mason Transit Authority provides additional transportation through an agreement with the Skokomish Tribe providing service to the Skokomish Reservation and Lake Cushman areas through Hoodspport, WA.

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.

Vanpools

Since its inception in 2005, the Vanpool program has expanded to a fleet of 29 vans to promote statewide ridesharing goals and benefits to residents commuting to and from major employment centers. 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 2014 Mason Transit Authority Vanpools provided over 46,000 rides, 8 percent of the agency's total ridership. The number of active Vanpools was seventeen.

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 were provided at the majority of facilities owned and operated by Washington State or Mason County. On average, 39 percent of the county's Park and Ride lot capacity is occupied on any given weekday. The MTA Authority Board has approved the planning effort for a new Park and Ride Facility in the north end of the county and emphasis will be placed on the project in 2015 with locating property, gathering data, promoting partnership participation and development. It is anticipated that the project would be complete toward the end of our current six year Transportation Plan during the 2017-2019 biennium.

Section IV: Service Connections

MTA provides bus connection services at the following locations:

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.

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 2014

In 2014, 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 2014 the only addition to service was the addition of one trip and the extension of service to the Lake Cushman campground, May through September, to the Skokomish Pilot Project. Planning for this service began in 2011 and service was started in April of 2012. The service is operationally funded through an FTA Tribal Grant Program administered by the Skokomish Indian Tribe. Funding for the 2014 year was provided by the FTA for continuance of this successful pilot program. This project has not been incorporated into MTA’s regular route schedule due to continued improvements and additions to the project. Should funding for the project continue to be a reality, it could eventually be incorporated into regularly routed service and the formal Mason Transit Authority System schedule.

Vehicles and Equipment:

In 2014 MTA purchased two “Asset Exchange Program” 40-foot Gillig coaches from Sound Transit. One of these two vehicles was integrated into the MTA Worker/Driver Program in 2014. MTA also purchased an ADA-compliant vanpool van. Funding for this procurement was provided by the consolidated biennium grant (WSDOT) and the vehicle was placed into service.

An extensive facility lighting retrofit project began in 2014 with an upgrade and conversion of Johns Prairie Base to energy efficient LED systems or equals. Staff has worked closely with Mason County PUD-3 and vendors on design and installation to generate the greatest savings, take advantage of rebates, and to protect the environment. MTA continues to explore opportunities to carry this concept forward to its entire asset inventory including bus stop and shelter technology and development.

In 2014, MTA applied for and subsequently received award funding for two projects under the Washington State Regional Mobility Grant (RMG) assistance program. Both of these projects incorporate use of “Green” technology in their development, design, and inclusion in MTA operations. The first of these projects is the Regional Commuter Express Service, to be launched in the fourth quarter of 2015. This service will ultimately

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include the capital purchase of three 40-foot commuter coaches through a Washington State Department of Transportation (WSDOT) contract with delivery in the fourth quarter of 2017. As required by the RMG program, Mason Transit Authority will convert 100 percent of its “Diesel Fuel Fleet” to a fuel alternative, lowering the carbon footprint per state and federal directives in accordance with the “Clean Air Act” prior to the new coaches being put into service.

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 that 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.

Transit-Community Center (Construction and Renovation):

Construction hard start for this project began in January 2014 with substantial completion reached in the second quarter of 2015. It is anticipated the MTA Authority Board will accept the closeout and “final acceptance” recommendation of staff in the fourth quarter of 2015.

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

The maintenance department began a retrofit program with new video equipment onboard MTA revenue service vehicles. The new system, “AngelTrax”, replaces the antiquated systems previously installed in a portion of MTA vehicles and will be installed in the remainder of the fleet not previously outfitted with onboard recording capability. This system greatly reduces risk for the agency and provides premium training opportunities for staff. The retrofit will be completed in 2015. All future revenue vehicle purchases will include the AngelTrax system or equal equipment as they are ordered and procured.

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The agency increased staff to include a dedicated Safety and Training Operations Supervisor. This FTE provides agency and user training and leads the Safety Team in awareness and risk identification.

The agency requested and complied with a volunteer Washington State Labor and Industries (L&I) Compliance Audit of the Johns Prairie Base Facility. The audit resulted in full compliance immediately.

The agency increased the use of safety technology by installing a comprehensive video surveillance system at the Transit-Community Center.

In conjunction with the Washington State Transit Insurance Pool Best Practice and Safety Audit performed in 2010 and the MAP 21 Federal Transportation Program, MTA staff continues to generate new and revised policies and procedures related to the safety of staff, customers and the public.

The Safety Committee continues to provide insight and recommendations for the agency on a regular basis.

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

The agency continues aggressive pursuit of grant funding assistance in the ongoing replacement and upgrades to equipment and facilities that have exceeded extended life cycles.

Early in 2014, staff ordered two medium duty cutaway vehicles with the approval of the MTA Authority Board. Funding for this procurement was received from the WSDOT Consolidated Grant Program for the 2013-2015 Biennium. It is anticipated that these vehicles will be put into service late in 2015.

MTA purchased an ADA-compliant vanpool vehicle. This vehicle was put into service early in 2014 and doubles as a Passenger Recovery Vehicle when the need arises, enabling operations staff to provide recovery services and assist riders in case of emergency, expediting services to riders.

MTA purchased two used 40-foot coaches through an “Asset Exchange Program” from Sound Transit. These vehicles have been rehabilitated and are used in conjunction with the Worker/Driver Program and other back-up needs. The cost of this procurement and

rehab was considerably less than purchase of new vehicles and has proven to be an overwhelming success.

The agency procured a new Maintenance and Facilities software program and instituted an aggressive facilities assessment and maintenance management plan to identify, schedule, and complete maintenance requirements.

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

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, to name a few.

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

MTA continues use of exhaust system retrofitted coaches throughout their useful life cycles. Currently, all MTA coaches have either been retrofitted with the Diesel Particulate Filter (DPF) Systems or were procured with onboard Clean Diesel Systems, reducing carbon emissions.

The retrofit mentioned above was the result of research with the Washington State Department of Ecology and a successful grant application for the retrofit campaign. Additionally, the grant funding enabled the agency to purchase DPF cleaning equipment which MTA uses today to clean agency-owned vehicle systems. MTA offers other governmental agencies the service at a nominal fee. This regional service to others has proven beneficial for all participants and the environment.

Through a WSDOT Regional Mobility Grant award, MTA will partner with WSDOT, Mason County and the City of Shelton to undertake a massive Park and Ride Project within Mason County. The project will encompass purchase of property and Right of Way (ROW), refurbishment and modifications to existing parking areas, and creation of an entirely new North Mason Park and Ride. The design and architecture, included in up to nine locations, will include green technologies such as impervious paving, low emission systems, energy efficiency, and other environmental enhancements. Early planning and

site identification continue, and the project timeline will stretch through the 2017-2019 biennium with a 20-year minimum life cycle upon completion.

Upon completion of construction and final acceptance of the MTA-owned Transit-Community Center, the agency received a Leadership in Energy and Environmental Design (LEED) Silver Certification. www.usgbc.org/leed

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

The agency will continue ongoing efforts to provide current information and transit oriented educational opportunities for the ridership in Mason County and beyond.

MTA has increased the number of Operations Supervisors and is committed to heavy emphasis on a 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 receive compliments, positive results and feedback from the users of the service.

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

MTA will continue partnerships with the Skokomish and Squaxin Indian Tribes. The long-existing relationships with these two agencies are paramount to the success of MTA and will continue to be of the highest priority as the agency continues to grow and serve Mason County.

Mason Transit Authority will seek out new and innovative ways to move forward in the “21st Century for Success” as evidenced by the selection of the agency as the “Community Transit Association of America – Rural Transit Service of the Year 2015”.

Public outreach has been a priority for MTA in 2014. A comprehensive “Strategic Outreach Development Plan” was developed and MTA staff is committed to public

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engagement and transparency through robust public interaction that informs, involves, and empowers people and communities.

Key elements of the Plan include:

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

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

In 2014, the Outreach Manager developed and administered the agency's first comprehensive rider survey, the results of which were used for marketing and service development with great success. Engaging non-English speaking members of the community through travel training presentations to "English for Speakers of Other Languages" (EOSL) classes and increased community outreach by attending over **55** public events were a priority for the agency.

Section VI: Proposed Action Strategies for 2015 – 2020

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 to ensure transit and transportation alternatives are included in their work on the comprehensive plan updates that are to be published in 2016.

Continue exploration of all funding opportunities to ensure continuation of fleet replacements per the Mason Transit Authority vehicle replacement program.

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Continue 100 percent adherence to scheduled maintenance requirements for vehicles and facilities.

Continue to recruit new members for the Transit Advisory Board as vacancies become available.

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

Complete base facility roof replacement of buildings one and two at the Johns Prairie Facility.

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”*

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

Continue connection standards, at 2014 levels, with all regional agencies, including Kitsap, Jefferson and Intercity Transit systems.

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Initiate the “MTA Regional Express Commuter Service”, providing additional transportation for riders traveling to and from Olympia and Bremerton via Shelton. Initiating this service during peak travel times for commuters will provide much needed relief to the current deviated fixed route systems that have been running at capacity.

Construct the Belfair Park and Ride and North Mason County satellite base of operations.

Enhance all Park and Ride locations within Mason County.

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

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

Consider achievement of ISO 14001 certification for all future construction projects undertaken by the agency.

<http://www.iso.org/iso/home/standards/management-standards/iso14000.htm>

Extend ISO 14001 principles to all Mason Transit Authority operating facilities.

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”*

Continue to pursue all funding opportunities that support needed asset inventory increases, service, and planning efforts, enhancing the efficient and effective operations of Mason Transit Authority.

Maintain emphasis on passenger amenities.

Consider Commute Trip Reduction (CTR) program in support of major employers and centers, with a focus on significantly increasing MTA’s mode share at PSNS.

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Consider planning service increases as needed for Worker/Driver service to meet new employee hire demand at PSNS.

Support the effort of the Peninsula Regional Transportation Planning Organization (PRTPO) in development of a long-range, regional, multi-modal comprehensive plan, service model development, and other tasks as requested.

Continue assisting the City of Shelton and Mason County in development activities and other densification/Transit Oriented Development projects along with Safe Routes, Parks, Pedestrian Safety and other associated programs.

Continue long-term partnerships with the Skokomish and Squaxin Indian Tribes and support their transportation needs and programs.

Public outreach continues to be a priority for MTA for the future. MTA staff is committed to public engagement and transparency through robust public interaction that informs, involves, and empowers people and communities.

Section VII: Operating Data, 2014 – 2020

Ridership	2014	2015	2016	2017	2018	2019	2020
Fixed Route	404,199	380,000	400,080	401,800	403,845	405,978	408,112
Dial-A-Ride	50,687	51,870	52,129	52,129	52,129	52,129	52,129
Worker/Driver	53,854	62,556	62,868	62,868	62,868	62,868	62,868
Vanpool	46,768	42,139	42,139	42,139	42,139	42,139	42,139
Volunteer Drivers	1,070	1,146	1,146	1,146	1,146	1,146	1,146
Contracted – ASA	10,349	8,325	8,329	8,329	8,329	8,329	8,329
Skokomish Pilot	8,677	7,152	8,296	8,296	8,296	8,296	8,296
Other – Special Events	3,011	1,183	1,183	1,183	1,183	1,183	1,183
Total Ridership	578,615	554,371	576,170	577,890	579,935	582,068	584,202

Service Hours	2014	2015	2016	2017	2018	2019	2020
Fixed Route	28,963	29,500	34,700	34,700	34,700	34,700	34,700
Dial-A-Ride	23,650	24,460	24,500	24,500	24,500	24,500	24,500
Worker/Driver	3,034	2,900	2,900	2,900	2,900	2,900	2,900
Volunteer Drivers	1,711	2,100	2,100	2,100	2,100	2,100	2,100
Contracted – ASA	1,363	1,440	1,440	1,440	1,440	1,440	1,440
Special Events	79	80	80	80	80	80	80
Skokomish Pilot	1,978	1,600	1,860	1,860	1,860	1,860	1,860
Total Service Hours	60,778	62,080	67,580	67,580	67,580	67,580	67,580

Mileage	2014	2015	2016	2017	2018	2019	2020
Fixed Route	538,079	544,400	702,500	702,500	702,500	702,500	702,500
Dial-A-Ride	306,332	311,317	312,000	312,000	312,000	312,000	312,000
Worker/Driver	67,008	65,600	67,000	67,000	67,000	67,000	67,000
Vanpool	293,437	251,084	252,254	252,254	252,254	252,254	252,254
Volunteer Drivers	43,273	62,821	62,821	62,821	62,821	62,821	62,821
Contracted – ASA	27,994	28,670	28,670	28,670	28,670	28,670	28,670
Special Events	437	437	437	437	437	437	437
Skokomish Pilot	50,605	38,804	44,892	44,892	44,892	44,892	44,892
Total Mileage	1,327,165	1,304,533	1,470,574	1,470,574	1,470,574	1,470,574	1,470,574

2014 Diesel fuel consumed (gal) 128,270
 2014 Gasoline consumed (gal) 21,168

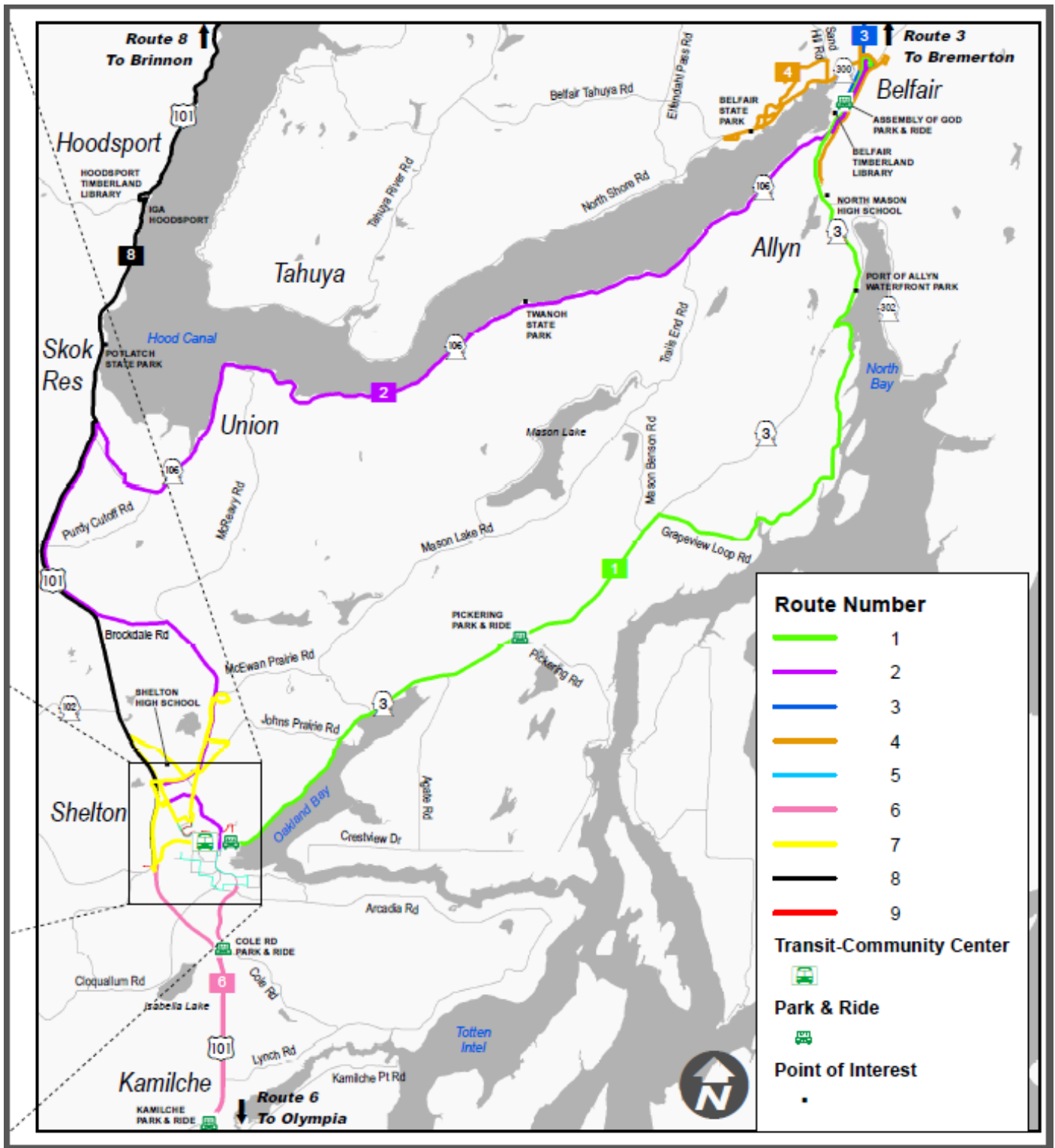
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Section VIII – Operating Revenues, Expenditures and Capital Budget Plan 2014-2020

Mason Transit Authority							
	2014	2015	2016	2017	2018	2019	2020
ANNUAL FINANCIAL INFORMATION	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Operating							
Revenue							
Local Sales Tax	\$3,480,456	\$3,440,000	\$3,543,200	\$3,578,640	\$3,614,430	\$3,650,580	\$3,687,090
Investment Interest	6,113	5,700	5,700	5,730	5,760	5,790	5,820
Operating Grants	3,068,064	2,334,824	2,346,500	2,358,240	2,370,040	2,381,900	2,417,630
Fares	623,045	582,100	587,930	593,810	599,750	605,750	611,810
TCC - Related		117,610	129,371	186,000	197,000	204,880	208,978
Miscellaneous	185,980	173,890	175,630	177,390	179,170	180,970	182,780
Total Operating Revenue	\$7,363,658	\$6,654,124	\$6,788,331	\$6,899,810	\$6,966,150	\$7,029,870	\$7,114,108
Expenses							
Salaries and Benefits	\$4,560,678	\$4,674,695	\$4,768,190	\$4,863,560	\$4,960,840	\$5,084,870	\$5,186,570
Fuel	483,001	453,000	407,700	415,860	424,180	436,910	445,650
Insurance	174,283	199,990	201,990	204,010	206,060	208,130	210,220
TCC		172,500	175,950	179,470	183,060	187,640	191,400
Debt Payment and Interest	585,000	0	0	0	0	0	0
Other Goods and Services (Excludes Depreciation)	832,576	771,305	779,020	794,610	810,510	826,730	843,270
Total Operating Expenses	6,635,538	6,677,603	6,332,850	6,457,510	6,584,650	6,744,280	6,877,110
Net Operating Income (Loss)	\$728,120	(\$23,479)	\$455,481	\$442,300	\$381,500	\$285,590	\$236,998
Capital	2014	2015	2016	2017	2018	2019	2020
Revenue	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Capital Revenue	3,686,769	1,474,999	1,537,600	6,191,500	2,400,000	800,000	0
Local Funds	1,948,689	1,771,901	950,400	1,597,900	650,000	250,000	50,000
Total Capital Revenue	5,635,458	3,246,900	2,488,000	7,789,400	3,050,000	1,050,000	50,000
Expenses							
Vehicle Replacement	30,979	1,253,000	688,000	589,400	0	0	0
Transit-Community Center	5,534,240	1,843,900	0	0	0	0	0
Facilities/Equipment	70,239	50,000	50,000	50,000	50,000	50,000	50,000
Park n Ride Development	0	100,000	1,750,000	7,150,000	3,000,000	1,000,000	
Total Capital Expenses	\$5,635,458	\$3,246,900	\$2,488,000	\$7,789,400	\$3,050,000	\$1,050,000	\$50,000

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Appendix I - Mason Transit Authority Route Map/Service Area



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