

RESOLUTION NO. 2015-25

**A RESOLUTION ADOPTING A BUDGET FOR THE MASON COUNTY PUBLIC
TRANSPORTATION BENEFIT AREA FOR THE CALENDAR YEAR
BEGINNING JANUARY 1, 2016**

WHEREAS, the Mason County Public Transportation Benefit Area dba Mason Transit Authority has prepared a budget for the 2016 Calendar Year; and

WHEREAS, the Governing Authority of Mason County Public Transportation Benefit Area did hold pursuant to law, three duly advertised public hearings on the preliminary budget; and

WHEREAS, management has recommended a compensation plan, a copy of which is attached hereto and incorporated by this reference.

**NOW THEREFORE, BE IT RESOLVED BY THE MASON COUNTY PUBLIC
TRANSPORTATION AREA AUTHORITY BOARD** that the following budget for Mason Transit for the year 2016 is hereby adopted:

Estimated Resources

2016 Beginning Cash and Investments		\$ 5,923,574
Revenues		
Operating	\$7,418,019	
Capital	<u>1,680,350</u>	
Total Revenues		<u>9,098,369</u>
Total Estimated Resources		<u>\$15,021,943</u>

Estimated Utilization of Resources

2016 Expenses		
Operating	\$7,364,783	
Capital	<u>920,783</u>	
Total Expenses		8,285,566
Year End Cash and Investments		<u>6,736,377</u>
Total Estimated Utilization of Resources		<u>\$15,021,943</u>


BE IT FURTHER RESOLVED that the compensation plan as proposed is adopted and approved by the board.

ADOPTED: Dated this 17th day of November, 2015.



Mike Olsen, Chair

Ginny Beech, Authority Member



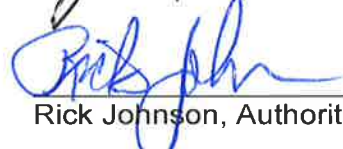
Terri Jeffreys, Authority Member



Deborah Petersen, Vice-Chair



John Campbell, Authority Member



Rick Johnson, Authority Member

Randy Neatherlin, Authority Member

Tim Sheldon, Authority Member

Cheryl Williams
Cheryl Williams, Authority Member

APPROVED AS TO CONTENT: Brad Patterson
Brad Patterson, General Manager

APPROVED AS TO FORM: Robert W. Johnson
Robert W. Johnson, Legal Counsel

ATTEST: Michele Rosendale DATE: Nov 17, 2015
Michele Rosendale, Clerk of the Board



2016 Annual Budget

Proposed

November 17, 2015

INTRODUCTION

Consistent with other years, the goals of the 2016 Budget are to ensure that Mason Transit Authority (MTA) continues to meet the needs of the community and operate within its available financial resources. MTA has a positive economic outlook for 2016, with a projection of 3% growth in sales tax revenue and an expectation of the Transit-Community Center (T-CC) generating new revenue sources through its occupancies and events. Total operating expenses for 2016 are expected to increase moderately to accommodate the service increase and operations at the T-CC; fuel expense estimates are to remain at the 2015 budget level which will accommodate for price fluctuations.

2016 BUDGET ASSUMPTIONS

The following assumptions are incorporated into the preliminary budget.

Operating Revenue

- Fare revenue is expected to remain static. Ridership has been down in 2015, though it is anticipated the new service changes and the express routes will improve ridership in 2016. The Worker/Driver program is at capacity and focus will be placed to improve vanpool ridership that has been down in 2015.
- Sales tax revenues collected to date in 2015 have been on average 12.7% higher than 2014. It is assumed 2015 will have an average of 8% growth over 2014 for the year. The 2016 budget assumed growth of 3% over projected 2015 collected sales tax revenues.
- Operating grant revenues increased for the 2015-2017 Biennium.
- T-CC revenue stream will improve in 2016 with long-term leases and event rentals.
- Investment rate will remain low, providing minimal returns.
- Revenue is not assumed to be collected for the pilot run in 2016.

Operating Expenses

- An increase of 4.10 full-time equivalents (FTE's): 1.00 Executive Assistant (hired in 2015); .50 Dispatch/Scheduler; 3.1 FTE additional drivers to cover increased service, and .3 net change at the T-CC (T-CC Assistant position remain vacant and replaced with full-time custodian that was part-time); .3 for annualization of Operations Supervisor hired in 2015; and decrease in 1.00 FTE IT Specialist (now outsourced).
- Completion of remaining wage-gap closure for exempt employees (\$35,380).
- Medical and dental premiums increasing 3.1% and 4.45% respectively.
- Cost annualization for Public Employee Retirement System (PERS) increasing from 9.21% to 11.18% as of July 1, 2015.
- General base wage increase of up to 1% for employees not at the top of their matrix to be given in January 1, 2016 (\$36,939 for wages and other employee costs) and an average of 1% for all employees in April 2016 to be given in lump sum (base wages will not increase) for 2015 Performance Development Plan (PDP) review. (\$33,097)
- Fuel prices forecasted to remain at 2015 levels.

Service

The 2016 budget includes the annualization of all service increases that occurred in 2015, including the service hours associated with the Regional Mobility Grant. There are no service increases anticipated in 2016, except minor running time adjustments.

Mason Transit Authority
2016 Preliminary Budget - Operating

	2014 Actual	2015 Budget	2015 Year-end Projection	2016 Budget	Notes	2015 vs 2016 % Change- Budget
REVENUE						
Passenger Fares	\$98,175	\$104,500	\$91,000	\$93,500		-11.8%
PSNS Worker/Driver & Vanpool Fares	396,622	394,600	380,525	388,000		-1.7%
Special Contract Fares - Local Govt.	128,248	83,000	7,292	-		0.0%
Operating Revenue (Fares)	623,045	\$582,100	478,817	\$481,500	(1)	-20.9%
Sales Tax	3,480,456	3,440,000	3,730,391	3,871,659	(2)	11.1%
Operating Grants	3,068,064	2,442,210	2,169,273	2,819,236	(3)	13.4%
Rental Income	18,577	135,110	50,150	172,724	(4)	21.8%
Investment Income	6,113	6,200	4,817	4,800	(5)	-29.2%
Other Non-operating Revenue	167,404	48,500	79,347	68,100	(6)	28.8%
Non-Operating Revenue	6,740,613	6,072,020	6,033,977	6,936,519		12.5%
Total Revenue	7,363,658	6,654,120	6,512,795	7,418,019		10.3%
EXPENSES						
Wages and Benefits	4,550,769	\$5,042,990	4,782,982	5,483,991	(7)	8.04%
Contracted services	151,536	185,410	182,588	310,926	(8)	40.37%
Purchased Transportation	71,872	65,200	67,502	66,000	(9)	1.21%
Fuel	483,001	453,000	344,466	440,202	(10)	-2.91%
Vehicle/Facility Repair & Maintenance	178,986	162,790	234,270	275,259	(11)	40.86%
Insurance	174,283	202,000	207,697	196,750		-2.67%
Intergovernmental - Audit Fees	23,184	17,850	25,000	25,000	(12)	28.60%
Facility Rent and Park & Ride	11,050	6,030	9,868	9,625		37.35%
Utilities	88,799	109,250	160,189	133,159	(8)	17.96%
Supplies	149,636	252,240	302,574	181,615	(8)	-38.89%
Training & Meetings	42,483	62,260	57,094	70,555	(13)	11.76%
CTAA Loan Interest	25,793	-	-	-	(14)	
Other operating expenses	99,146	136,860	164,716	171,702	(8)	20.29%
Total OPERATING EXPENSES	6,050,538	6,695,880	6,538,945	7,364,783		9.08%
Net Income (Loss) from Operations	\$1,313,119	(\$41,760)	(\$26,151)	\$53,236		178.44%

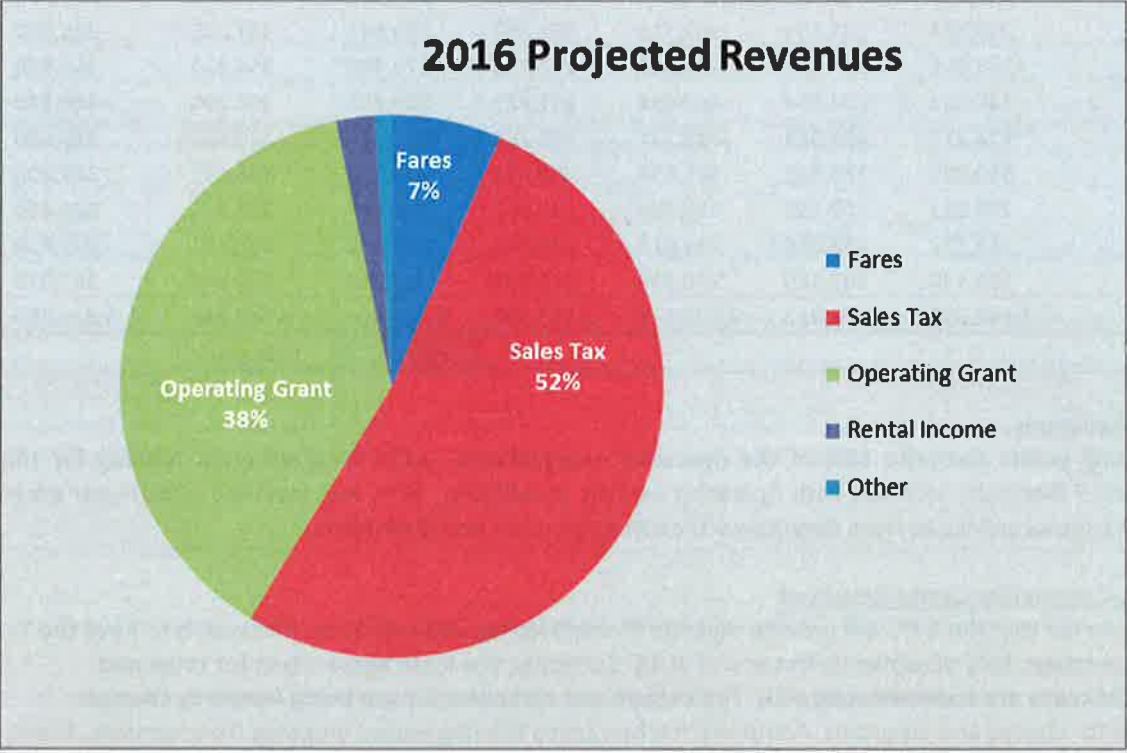
The Operating Budget does not include Capital expenditures (see Capital Budget below).

COMPARISON OF 2016 VS 2015 BUDGET

(1)	Due to change in ridership and possible funding changes from the pilot project, the budget reflects a decrease in fares by 20.9%. It is anticipated ridership will begin to increase with the express service. Funding for the pilot project is still undetermined so it is expected no revenue will be generated from the project.
(2)	Sales tax revenue collected for 2015 through July is at an average of 12.7% higher than 2014. It is anticipated that the average will be approximately 8%. An assumption of 3% growth from 2015 to 2016 is included.
(3)	A slight increase in Operating grant funding is anticipated due to receiving the Regional Mobility Grant for express service.
(4)	Rental income is expected to increase with the T-CC now open.
(5)	Investment income reflects continued minimal interest rates, which are not expected to change greatly in 2016.
(6)	The change in Other Revenue is due to reclassing the LMTAAA revenue from Operating Grants; Maintenance Services (filter cleaning, etc.), is projected to decrease by 53.9% in 2016 because of decreasing services offered to outside agencies.
(7)	The Wages and Benefits increase is due to a variety of factors: <ul style="list-style-type: none"> • An increase in the PERS rate from 9.21% to 11.18% as of 7/1/2015 • A 3.1% increase in medical benefit • A 4.45% increase in dental premiums • A 4.10 increase in FTE's (explanation below) • Annualization of wage gap adjustments • Closing remaining 50% of the wage gap for exempt employees (\$35,380) • General Wage Increases (1%) for those not at top of matrix; Average of 1% lump sum payments for PDP review. (Total \$70,036)
(8)	Increase in contracted services for outsourcing IT to Hood Canal Communication. Contract Services, supplies, utilities, and other expenses also reflect increases for the T-CC in full operation.
(9)	After School Activities program.
(10)	Reflects projected market conditions.
(11)	Vehicle and Facility Repair & Maintenance is expected to increase with an aging fleet and needed repairs to the Johns Prairie facility.
(12)	Under budgeted for 2015. Estimate for 2016 is from the State Auditor's exit conference.
(13)	Travel & Meeting expense increase includes some staff & board members attending the annual CTAA conference in Portland, OR in May.
(14)	Johns Prairie property loan retired as of 10/31/2014.

OPERATING REVENUES

Total operating revenue budget of \$7,418,019 is projected to increase from 2015 budget levels by \$763,899 or 10.3%. Major revenue sources include sales taxes collected in Mason County and grant funding.



Sales Taxes

Sales taxes are the single largest operating revenue source, and have had positive growth beginning with a 0.9% increase in May 2013 to a current high of 14.9% average year-to-date as of July 2015.

Estimated 2015 sales tax revenue is projected to be approximately 8% higher than budgeted.

For 2016, the level of sales tax collection is projected to increase approximately 3% over the 2015 revised projection and estimated at \$3.74 million.

The following chart shows actual sales tax revenue for 2010 through July 2015, along with the 2015 projections for August through December (based on 2015 budget).

Historical and Projected Sales Tax Revenue

	2010	2011	2012	2013	2014 Actual	2015 Actual	2016 Budget
JAN	223,403	220,895	223,999	219,231	237,528	279,122	264,230
FEB	220,311	213,228	241,132	217,929	227,815	281,559	253,430
MAR	263,166	271,661	257,893	260,652	278,053	307,482	309,310
APR	247,785	239,498	240,541	236,931	260,396	286,903	289,670
MAY	238,633	283,554	262,716	265,167	274,641	347,236	305,520
JUN	283,691	297,471	280,801	282,753	323,498	354,920	359,860
JUL	280,582	265,454	280,429	291,925	329,201	350,290	366,210
AUG	278,377	298,329	282,521	292,782	323,336	316,400	359,680
SEP	310,007	286,873	301,658	306,051	349,872	336,612	389,200
OCT	260,011	260,452	252,888	285,612	296,170	299,140	329,460
NOV	258,127	259,066	234,915	243,571	249,648	253,661	277,710
DEC	304,470	302,470	290,378	312,900	330,297	330,602	367,379
Total	3,168,563	3,198,952	3,149,871	3,215,506	3,480,456	3,743,926	3,871,659
					Actual	Estimated	

Grant Revenues

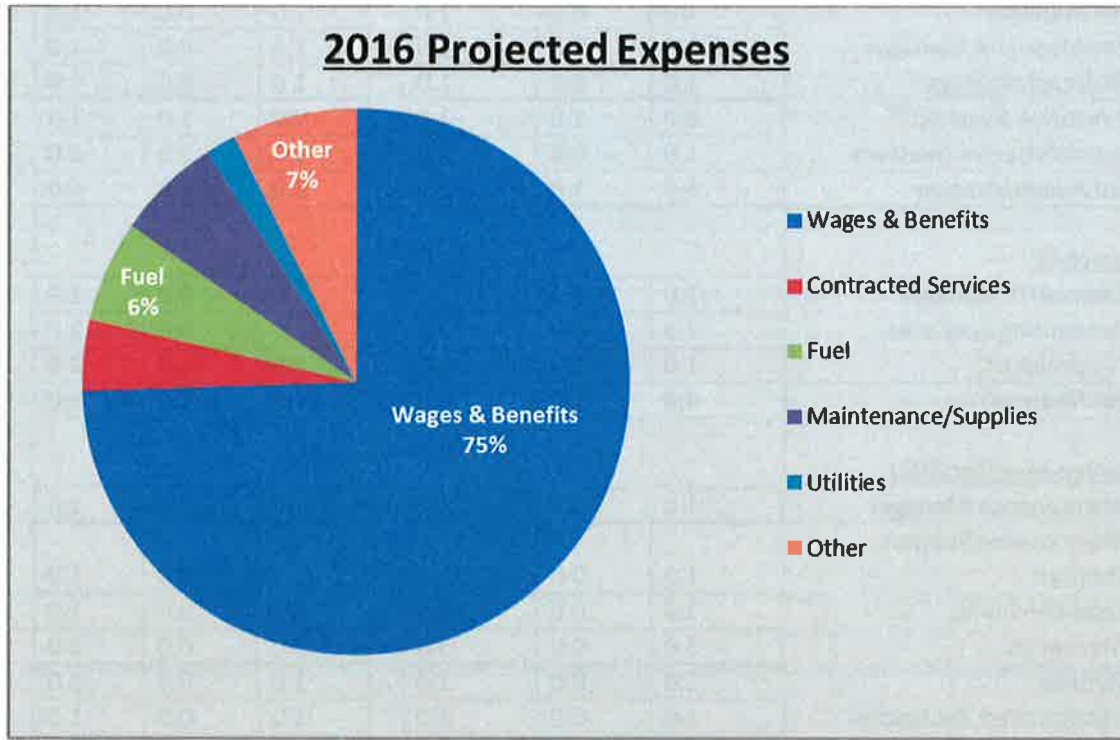
Operating grants comprise 38% of the operating expenditures. MTA received grant funding for the 2015-2017 Biennium to assist with operating service. In addition, MTA was awarded a four-year grant for the express service to from downtown Shelton to Olympia and Bremerton.

Transit-Community Center Revenues

It is expected that the T-CC will provide revenue through leases and event use. The goal is to have the T-CC lease spaces fully occupied by the end of 2016. Currently, the lease agreements for retail and program space are approximately 50%. The kitchen and computer lab are being leased by Olympic College for classes and programs. Additional kitchen space is being leased on-going from vendors. Event use is expected to increase through promotion of the T-CC as an event venue.

OPERATING EXPENSES

Total operating expenses for 2016 are projected at \$7,364,783, an increase of 9.08 % or \$668,903. The increased expenses are due to a number of factors including final step in wage gap closures, increased staff, increased costs for insurance and employee health and welfare benefits, new operations at the T-CC, and an increase in service level.



Salaries, Wages, and Benefits

The salaries, wages and benefits increase in the 2016 preliminary budget is due to a variety of factors:

- An increase in the PERS rate from 9.21% to 11.18% as of 7/1/2015
- A 3.1% increase in medical benefit and vision care premiums
- A 4.45% increase in dental premiums
- A 4.1 increase in FTE's
- Closing remainder 50% of the wage gap for exempt employees (\$35,380)
- General Wage Increase and Performance-based pay Incentive average of 2% (1% base wage increase for employees not at the top of their pay scale; average of 1% for PDP increases)

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

Mason Transit Authority
Staff Positions and Full-Time Equivalent (FTE) Position Detail - 2015 & 2016 Budgets

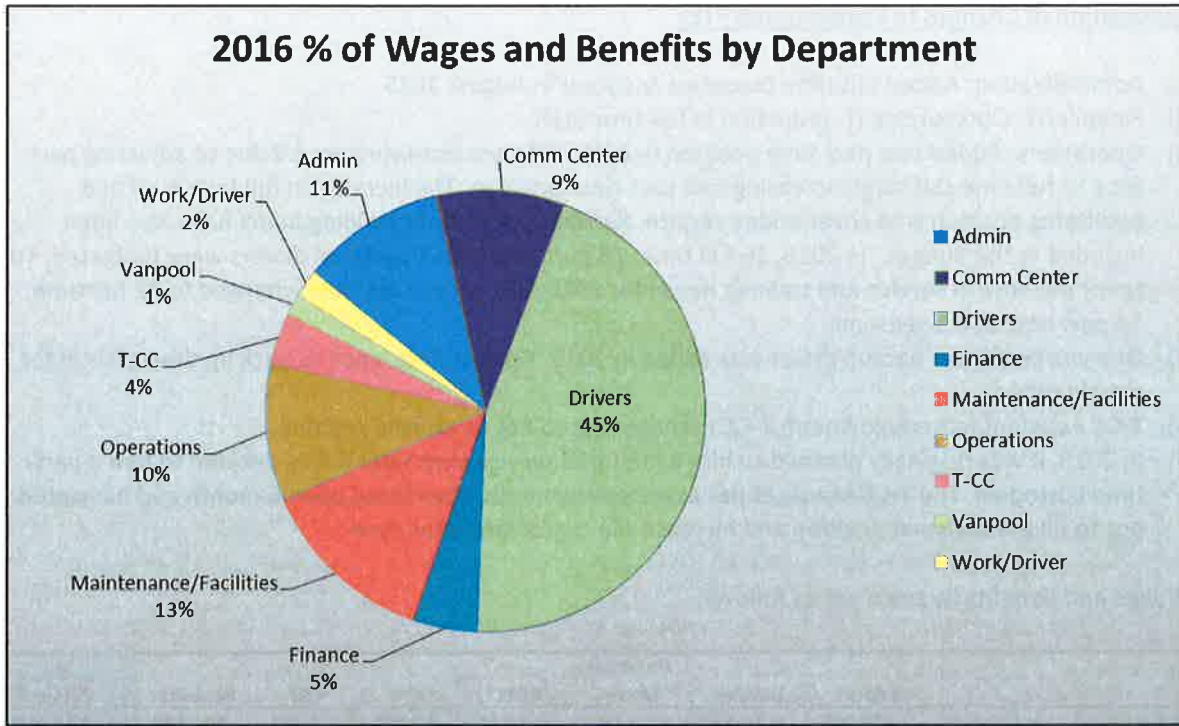
Department	2015 Budget - Positions	Change	2016 Budget - Positions	2015 Budget - FTEs	Change	2016 Budget - FTEs
<u>Administration</u>						
General Manager	1.0	0.0	1.0	1.0	0.0	1.0
HR Manager	1.0	0.0	1.0	1.0	0.0	1.0
Development Manager	1.0	0.0	1.0	1.0	0.0	1.0
Outreach Manager	1.0	0.0	1.0	1.0	0.0	1.0
Executive Assistant ⁽¹⁾	0.0	1.0	1.0	0.0	1.0	1.0
Administrative Assistant	1.0	0.0	1.0	1.0	0.0	1.0
Total Administration	5.0	1.0	6.0	5.0	1.0	6.0
<u>Finance/IT</u>						
Finance/IT Manager	1.0	0.0	1.0	1.0	0.0	1.0
Accounting Specialist	2.0	0.0	2.0	2.0	0.0	2.0
IT Specialist ⁽²⁾	1.0	-1.0	0.0	1.0	-1.0	0.0
Total Finance/IT	4.0	-1.0	3.0	4.0	-1.0	3.0
<u>Maintenance/Facilities</u>						
Maintenance Manager	1.0	0.0	1.0	1.0	0.0	1.0
Maintenance Support Technician	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
Mechanics	3.0	0.0	3.0	3.0	0.0	3.0
Detailer	1.0	0.0	1.0	1.0	0.0	1.0
Maintenance Technician	1.0	0.0	1.0	1.0	0.0	1.0
Custodian	1.0	0.0	1.0	1.0	0.0	1.0
Total Maintenance/Facilities	9.0	0.0	9.0	9.0	0.0	9.0
<u>Operations</u>						
Operations Manager	1.0	0.0	1.0	1.0	0.0	1.0
Operations Supervisor	5.0	0.0	5.0	4.8	0.3	5.0
Operations Coordinator	1.0	0.0	1.0	1.0	0.0	1.0
Dispatcher/Scheduler	8.0	0.0	8.0	7.0	0.5	7.5
Drivers ⁽³⁾	45.0	1.0	46.0	37.3	3.1	40.4
Worker/Drivers ⁽⁴⁾	10.0	1.0	11.0	2.5	0.0	2.5
Total Operations	70.0	2.0	72.0	53.5	3.9	57.4
<u>Transit-Community Center</u>						
T-CC Manager	1.0	0.0	1.0	1.0	0.0	1.0
T-CC Assistant ⁽⁵⁾	1.0	-1.0	0.0	0.8	-0.8	0.0
Customer Service Reps	2.0	0.0	2.0	1.0	0.0	1.0
Custodian ⁽⁶⁾	0.0	1.0	1.0	0.0	1.0	1.0
Total Transit-Community Center	4.0	0.0	4.0	2.8	0.3	3.0
TOTAL	92.0	2.0	94.0	74.3	4.1	78.4

Explanation of Changes to Positions and FTEs

- 1) Administration: Added full-time Executive Assistant in August 2015
- 2) Finance/IT: Outsourcing IT; reduction in full-time staff
- 3) Operations: Added one part-time position in 2016. FTEs are increasing by 3.9 due to adjusting part time to full time staff and increasing one part-time position. The increase in full time staff and additional position is to cover added service. Refresher and other training hours have also been included in the budget. In 2015, 26 full time, 16 part time and 3 seasonal drivers were budgeted. To cover increase in service and training needs for 2016, the budget has been changed to 32 full time, 13 part time and 1 seasonal.
- 4) One worker/driver backup driver was added in 2015. No cost difference as back up driver fills in for a main driver.
- 5) T-CC Assistant left employment; T-CC manager opted not to replace position.
- 6) In 2015, it was originally planned to hire a janitorial service then later it was decided to hire a part-time custodian. The T-CC Manager has assessed the needs after being open 6 month and has opted not to fill the assistant position and increase the custodian to full time.

Wages and benefits by team are as follows:

	Salary	Holiday	Personal Leave	PERS	FICA	L&I	Benefits	Total
Admin	375,295	15,127	3,027	44,027	30,099	2,761	103,359	573,694
Board	5,880	-	-	-	450	-	-	6,330
Comm Center	302,262	12,188	2,438	35,460	24,242	3,451	122,929	502,969
Drivers	1,405,797	53,960	10,792	164,554	112,497	160,992	524,306	2,432,898
Finance	155,581	6,273	1,255	18,252	12,478	1,380	62,483	257,701
Maintenance/Facilities	398,293	16,060	3,212	46,726	31,944	35,815	180,183	712,233
Operations	339,888	13,705	2,741	39,874	27,260	20,357	99,847	543,672
T-CC	133,314	4,910	982	15,577	10,649	1,540	38,463	205,435
Vanpool	45,432	1,832	366	5,330	3,644	460	26,403	83,467
Work/Driver	83,070	3,040	-	9,186	6,587	8,724	-	110,609
Total	3,244,811	127,096	24,812	378,985	259,849	235,480	1,157,974	5,429,008
	Salary	Holiday	Personal Lv	PERS	FICA	L&I	Benefits	Total
2015 Budgeted Amounts	2,880,579	111,737	21,751	303,729	230,576	181,315	1,062,041	4,791,728
2016 Projections	3,244,811	127,096	24,812	378,985	259,849	235,480	1,157,974	5,429,008
Increase %	(364,233)	(15,359)	(3,061)	(75,256)	(29,273)	(54,165)	(95,933)	(637,279)
	12.64%	13.75%	14.07%	24.78%	12.70%	29.87%	9.03%	13.30%



2016 COMPENSATION PLAN

MTA seeks to continue being fiscally responsible and sustainable, completing the transition to a performance-based management and compensation system, and take the final step in closing the base wage gap that exists between MTA and comparable employers in our service area.

To improve MTA’s opportunities to recruit outstanding talent and retain them, \$35,380 is being budgeted in 2016 to close the base wage gap MTA has for exempt positions.

For 2016, MTA will finalize the transition to performance-based compensation. Based upon employee feedback, agency performance awards are being discontinued, as they were found by many to be too confusing or complicated, and many staff did not like that their performance awards were dependent upon the performance of their co-workers and not strictly on their own performance.

Effective January 1, 2016, all employees that are under the maximum of their position's wage range will receive a general wage increase of 1% of their base salary, not to exceed the maximum of their position's wage range. Effective April 1, 2016, all employees, except Worker/Drivers, will be eligible for a performance award averaging 1% of their base wage (minimum is 0; maximum is 2%) as determined by their individual Performance Development Plan (PDP) outcome, to be paid in a lump sum. The performance awards will not change base wages. The General Manager will have responsibility for approving annual individual Performance Development Plan awards. The total amount being budgeted in 2016 for general wage increases and performance awards, not including closing base wage gaps for exempt employees, is \$70,036.

TRANSIT – COMMUNITY CENTER

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, except for salaries and benefits. The T-CC's operating costs projected for 2016 are as follows:

Mason Transit Authority			
Transit-Community Center Budget Breakout			
	2016 Community Center Budget	2016 Transit Budget	2016 Total Budget
Revenue			
T-CC Event Rental	\$ 12,000		\$ 12,000
T-CC Tenant Rental	148,527		148,527
T-CC Paver	1,000		1,000
Local Funds (Transit)	0	143,788	143,788
Total Projected Revenue	\$ 161,527	\$ 143,788	\$ 305,315
EXPENSES	Community Center (71%)^	Transit (29%)^	Total Cost
Salaries and Benefits*	\$ 74,366	\$ 131,069	\$ 205,435
Repair/Maintenance by Other	710	290	1,000
Contract Services	4,743	1,937	6,680
Printing	355	145	500
Incidental Expense	462	189	650
Facility Repair/Maintenance	710	290	1,000
Office Supplies	710	290	1,000
Cleaning/Sanitation Supplies	7,100	2,900	10,000
IT Equipment	710	290	1,000
Water and Sewer	6,035	2,465	8,500
Garbage	1,420	580	2,000
Gas	14,200	5,800	20,000
Electric	10,650	4,350	15,000
Telephone Service	1,562	638	2,200
Internet Services	710	290	1,000
Insurance Premium	13,490	5,510	19,000
Dues, Memberships, Subscriptions	355	145	500
Travel & Meeting Expense MTA	1,243	508	1,750
Conference Registration	426	174	600
Training / Seminars	710	290	1,000
Advertising/Promotion Media	3,550	1,450	5,000
Other Misc Expenses	355	145	500
Office Equipment Lease	710	290	1,000
Total Expenses	\$ 145,281	\$ 160,034	\$ 305,315
Net Revenue (Loss)+	\$ 16,246	\$ (16,246)	\$ -

^Split 71%/29% unless noted

*Salaries and Benefits are split 36.39% Community Center and 63.61% Transit

+Excess revenue earned by the community center will offset local funds contribution

CAPITAL BUDGET

- Capital budget for facility, technology and security is estimated at approximately \$3,726,133, with grant funding of \$2,805,350 (remaining \$920,783 provided by reserves).
- Projects will be completed as funding becomes available.
- Vehicle replacement and future projects are listed as a reference.

The capital budget for 2016 includes several projects being carried over from earlier budgets at the same dollar amount, annotated as Note 1, or at a reduced amount (Note 3).

2016 CAPITAL PROJECT BUDGET					
Project	Budget	Grants	MTA Funding	Encumbered in Reserves	Purpose
Floor Scrubber	8,000		8,000		For T-CC
Bus Shelters	(1) 150,000	120,000	30,000	Yes	Replace bus shelters
Pressure Washer, Tank and trailer for shelter cleaning	(1) 7,500		7,500		To spend up efficiency and clean shelters better
Voice Recording System	(3) 30,000		30,000		Install voice recording system on phones and radios
IT Items	(1) 26,000		26,000		Network Area Storage solutions @ \$15,000; Bldg 2 Switch @\$5,600
Exterior security cameras at Johns Prairie	13,000		13,000		Cameras and video server upgrade (\$5,400) for security cameras
Generator hookup	(1) 12,000		12,000		Provide back up power
Bus parking lot mtnc.	(1) 10,000		10,000		Bus lot striping and sealing
Roofing repairs/replacement	(2) 247,133	185,350	61,783	Yes	Repair & replace roof
Radios	25,000		25,000		Replace outdated analog radios in buses
T-CC Parking Lot	302,500	250,000	52,500	Yes	Parking lot behind T-CC
Park & Ride Development	(4) 2,812,500	2,250,000	562,500	95% encumbered for 2015-2017	Purchase property in North Mason for P&R; upgrade other P&R
T-CC drinking fountain	10,000		10,000		
Destination sign replacement on cutaways	37,500		37,500		Existing sign software no longer supported
Accounting Software	35,000		35,000		Upgrade existing software for more efficiency
TOTAL CAPITAL PROJECTS	\$ 3,726,133	\$ 2,805,350	\$ 920,783		

(1) Carry-forward from 2014/2015.

(2) Updated to include grant received in December 2014

(3) Project carried-forward from 2014/2015 at a reduced cost.

(4) Projected reimbursement for 2016 -\$1,125,000; 2017-\$1,125,000

VEHICLE REPLACEMENT					
Vehicle	Budget	Grants	MTA Funding	Year	Purpose
Three commuter 35' coaches	1,468,278	1,174,622	293,656	2017	RMG for express service
5 Cutaways			-	2017	
1 Coach				2017	
23 Vanpool vehicles			-	2017	Fleet still has life but will be nearing 125k miles
TOTAL VEHICLE REPLACEMENT	\$ 1,468,278	\$ 1,174,622	\$ 293,656		

FUTURE PROJECTS				
Project	Budget	Grants	MTA Funding	Purpose
Diagnostic Scanner (maintenance)	8,000		8,000	
Entry way cover (Building 2)	20,000		20,000	Develop vision, RFP, construction
Trash Cans and schedule holders in all bus shelters	20,000		20,000	Decorative, rubbermaid style trash cans w/lids
Facility Exterior Paint	100,000		100,000	
Automatic gate openers for 2 gates	30,000		30,000	
Elevator to 2nd floor - Johns Prairie	20,000		20,000	
Bus Wash	400,000		400,000	
Smart Bus Technology (AVI, Call-stop Annunciators, passenger counters)	TBD		TBD	
TOTAL FUTURE PROJECTS	\$ 598,000	\$ -	\$ 598,000	



TEAM GOALS FOR 2016

Development Team Mission Statement

The Development Team's mission is to secure funding assistance for MTA's capital and operational programs and lead major capital project implementation.

Development Team Goals for 2016

- Continue aggressive funding assistance research and application development.
- Continue to explore opportunities to develop new partnerships and enhance existing ones at local, state and federal levels.
- Continue long range planning efforts with local, regional, state and federal agencies.
- Continue to include partners in all aspects of Transit Oriented Development (TOD) regarding construction and capital procurement, operational commitments and environmental responsibility.

Revenue Sources and Cost Drivers

- See Operational and Capital Grant Spreadsheets.
- Cost drivers are labor, training and travel

Significant Changes from 2015 to 2016

- Add \$20K for preliminary project support

Finance Team Mission Statement

Provide financial support to all MTA teams, ensure internal controls and compliance, and keep agency financially stable and sustainable.

Finance Team Goals for 2016

- Prepare a financial policy manual
- Prepare a long-term projection of MTA's financial sustainability and align with strategic plan
- Assist human resources with healthcare options
- Continue streamlining processes to promote efficiency and keep costs down
- Begin process of reviewing accounting software for potential change

Revenue Sources and Cost Drivers

- No revenue sources
- Wages/benefits
- Audit costs

Budget Changes from 2015 to 2016

- No changes

Human Resource (HR) Mission Statement

It is the mission of the Human Resources Team to find, support and retain MTA's most valuable resource – its PEOPLE!

HR Goals for 2016

- Promote and enhance our benefits package
- Promote the wellness in our employee community
- Input all employee records into PayChex to enable MTA to track and analyze information such as employee turnover, employee longevity, etc.
- Create, gain approval and educate MTA employees on the following policies, procedures, and tasks:
 - Anti-Harassment & Discrimination
 - Affirmative Action Plan
 - Title VI

Revenue Sources and Cost Drivers

- Labor, training

Significant Changes from 2015 to 2016

- None

Information Technology (IT) Team Mission Statement

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

IT Team Goals for 2016

- Establish customer service protocol that ensures technology needs for MTA staff are met timely.
- Analyze current subscriptions and evaluate whether MTA continues out-sourcing or bring in-house (this will be done with Hood Canal Communications).
- Review "best practices" for IT from WSTIP, review any necessary changes.

Revenue Sources and Cost Drivers

- Costs: Contract services will go up. Salaries/benefits will go down.
- Scheduled computer replacement.

Budget Changes from 2015 to 2016

- No changes

Maintenance 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 meet World-Class service goals.

Maintenance Team Goals for 2016

- Continue with the Quality Assurance Program and establishing standard repair times for routine repairs.
- Explore maintenance processes & parts purchasing to increase cost savings without sacrificing quality.
- Partnering with other transit systems and the training coalition to looking for low-cost or no-cost training opportunities.
- Sharing resources with the City of Shelton and Mason County Maintenance Departments to reduce costs and better utilize our equipment.
- Continue with bus stop and shelter installation and amenities.

Revenue & Cost Drivers

- We project receiving \$13,000 for sales of contracted maintenance services in 2016.
- Significant cost issues for both vehicle and facility maintenance remain the same. They include labor, fuel, parts and tire. Facility expenses include electricity and gas.

Significant Changes from 2015 to 2016

- None.
- Following are maintenance challenges:
 - With our coach bus fleet currently averaging 280,000 miles, we are experiencing major component failures that significantly increase our parts costs. Some of these components are: starters, alternators, air-compressors, injectors and diesel particulate filters. We anticipate at least 50 percent (9) of our coach bus fleet will require some or all of the components requiring replacement within the next year. Repair and maintenance costs continue to rise. With an emphasis on improved fleet appearance and more accurate body damage reporting we have experienced an increase in body shop repairs. When possible we will repair in-house; however, we are not equipped to repair or paint body panels.
 - Facility repair and maintenance costs continue to increase. The Johns Prairie Facility is approximately 30 years old requiring in-depth maintenance. Items of concern are continued

plumbing issues, especially waste. Electrical systems are another; we are not equipped or certified to repair high voltage circuitry. On a positive note, we are continuing to establish predictive maintenance programs that will reduce catastrophic failures.

Operations 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.

Goals for 2016

- Provide refresher training to 2/3 of the driver workforce
- Hire and train new drivers as needed (3 classes)
- Complete rewrite and update of the Drivers' Manual
- Provide refresher training to dispatcher/schedulers
- Reduce overall preventable accidents rate to 1.25 per 100,000 miles, annualized.
- Monitor service as it is being provided, to ensure service quality
- Provide nearly 70,000 hours of directly operated service in 2016, including fixed route, dial-a-ride, and regional express.

Major Revenue and Cost Drivers

- Fare box recovery: Out-of-county fixed route fares, vanpool and worker/driver programs
- Labor, uniforms

Significant Budget Changes from 2015 to 2016:

Impact on wages and benefits as a result of the:

- Annualization of the service added throughout 2015.
- Annualization of hours associated with third operations supervisor that was added in 2015.
- Increase of .5 FTE in dispatch in 2016.

Outreach Team Mission Statement

The Outreach Team develops and implements methods and processes that will inform and seek input from the communities, residents, and the traveling public.

Goals for 2016

- Promotion of new Regional Express Commuter services
- Advertising Program generating revenue
- Increase Social Media followers/exposure
 - Launch Facebook Page
 - Launch MTA Blog
- Promotion of Volunteer Driver Program & Volunteer Recruitment

Major Revenue and Cost Drivers

- Revenue:
 - Volunteer Driver Program Grant Funding
 - Advertising Revenue
- Cost Drivers:
 - Labor, printing, and advertising

Projected Significant Budget Changes from 2015 to 2016

- Need to increase printing budget, approximately by \$5,000
- Need to purchase social media record retention software, estimate \$1,200 annually

Transit-Community Center (T-CC) Team Mission Statement

The mission of the Transit-Community Center Team is to provide a welcoming, clean and friendly community facility, event service, and information that supports our transit riders, program users and facility tenants.

T-CC Team Goals for 2016

- Maximize event uses at the T-CC
- 100% Occupancy of lease spaces at the T-CC by the end of 2016
- Continue to promote an engaged “hang-in” (as compared to “hang-out”) culture of community at the T-CC

Revenue & Cost Drivers

- Tenant leases, event & user fees
- Labor & utilities

Budget Changes from 2015 to 2016

- Income from space and event leases will increase in 2016

