

**RESOLUTION NO. 2023-15**

**A RESOLUTION OF THE MASON TRANSIT AUTHORITY BOARD  
ADOPTING A BUDGET FOR THE MASON COUNTY PUBLIC  
TRANSPORTATION BENEFIT AREA FOR THE CALENDAR YEAR  
BEGINNING JANUARY 1, 2024.**

**WHEREAS**, the Mason County Public Transportation Benefit Area dba Mason Transit Authority (MTA) has prepared a budget for the 2024 calendar year; and

**WHEREAS**, the governing authority of Mason County Public Transportation Benefit Area has presented draft budgets at its October and November public meetings on the preliminary budget; and

**WHEREAS**, management has recommended the 2024 Budget, a copy of which is attached hereto and incorporated herein by this reference;

**NOW THEREFORE, BE IT RESOLVED BY THE MASON TRANSIT AUTHORITY BOARD** that the attached budget for Mason Transit Authority for the year 2024 is hereby adopted.

Adopted this 19<sup>th</sup> day of December, 2023.

DocuSigned by:

*John Campbell*

John Campbell, Chair

DocuSigned by:

*Eric Onisko*

Eric Onisko, Vice Chair

DocuSigned by:

*Cindy Brehmeyer*

Cindy Brehmeyer, Authority Member

DocuSigned by:

*Wes Martin*

Wes Martin, Authority Member

DocuSigned by:

*Randy Neatherlin*

Randy Neatherlin, Authority Member

DocuSigned by:

*John Sheridan*

John Sheridan, Authority Member

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*Kevin Shutty*

Kevin Shutty, Authority Member

[Vacant] Authority Member

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Sharon Trask, Authority Member

APPROVED AS TO CONTENT: DocuSigned by: *Amy Asher*  
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Amy Asher, General Manager

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

ATTEST: DocuSigned by: *Tracy Becht* DATE: 1/3/2024  
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Tracy Becht, Clerk of the Board



# 2024 Annual Budget & Compensation Plan

Approved by the MTA Board

December 19, 2023

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## Objective

The purpose of the 2024 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. Establish spending levels that contribute to a 5-year sustainability plan.
3. Ensure fiscal responsibility and stewardship of public funds.
4. Progress towards 80% State of Good Repair for vehicles and 90% for facilities.
5. Maintain facilities for optimal performance.
6. Analyze the future of service operations and fleet requirements.
7. Restore pre-pandemic service levels and expand service.
8. Remain an employer of choice in an increasingly competitive labor market.

## 2024 Budget Overview

The current economic outlook remains positive, as sales tax continues to grow. MTA has been successful securing both state and federal grant awards in 2023. These increased sources of funds provide more than enough revenue to cover increasing employee wages and benefits expenses, as well as planned capital and planning expenses. MTA has both the capacity and resolve to respond to the needs of our community. MTA will remain dedicated to our vision: Driving our Community Forward.

Ridership has steadily increased as we close 2023 and has surpassed our pre-pandemic levels. Fixed Route ridership steadily increases with each service change and route additions as we continue to hire. Dial-A-Ride has experienced a full return of pre-pandemic ridership. Management continues budgeting for the full return to pre-pandemic service levels across all modes as more frequent, convenient service is essential to attract a return of riders.

## Overall Economic Outlook

MTA begins 2024 with healthy cash balances and a projection of increased sales tax and operating grant revenues, more so than in prior years thanks to the passage of Move Ahead Washington. MTA is well positioned to grow its service to the community.

Sales tax revenue continues to outpace the budgeted amounts in recent years. MTA is increasing the budget for sales tax revenue based on prior year actuals, while remaining conservative as compared to 2023 projected receipts.

The 2024 budget reflects a 10% increase to wages and benefits. The FTE budget has increased from 78.5 to 81 positions with the addition of three driver positions and a driver

trainer and the removal of the half time Administrative Assistant position and custodian position. See the FTE table on page 10. A comprehensive wage study was conducted in 2023 to ensure MTA remains a competitive employer of choice and the Transit Driver labor agreement was also negotiated in 2023. MTA values the talent and dedication of its staff and is committing resources to ensure that wages are competitive when comparing against similar local positions and similarly sized transit agencies.

## 2024 Budget Highlights

1. Operating Revenue (Fares) is budgeted for a net 23% decrease, primarily from the implementation of a fare-free pilot program for all Dial-A-Ride and Fixed Route services. The premium Worker Driver Program fare revenue is projected to decrease slightly as shipyard workers work patterns have changed.
2. Non-Operating Revenue reflects a 25% increase for 2024. Sales Tax Revenue reflects a 3% increase over 2023 budgeted amounts. Operating Grant revenue reflects a 72% increase as we have both new grant funds in the biennium and remaining COVID relief funds through the CRRSAA grant program. MTA was awarded continuing operating funds for the Dial-A-Ride Program through the Consolidated Grant program. Investment income has been increased significantly based on 2023 results and economic factors going in to 2024. Other Income is forecasted to increase with a return of more frequent rental of the T-CC gym.
3. Budgeted expenses are anticipated to increase by 8%. Increased revenues from Sales Tax and Operating Grants have been reinvested to bring our service back to 2019 levels, provide competitive wages, prepare for increases in fuel and utility costs, plus anticipated inflation increases. Additionally, funds have been included to analyze the future of MTA service operations and fleet requirements in preparation of federal infrastructure investment, while Pooled Reserves of \$120,000 are included for unanticipated volatility.
4. 81 Full-Time Employees (FTEs) are budgeted for 2024, an increase of 2.5 FTE. 4 FTEs are from within the Operations team including 3 Transit Drivers and one Driver Trainer to facilitate more classes as we attempt to grow the staff to allow more revenue service.
5. The 2024 capital budget accounts for the grant funded vehicle replacement of ten (10) cutaways, and eight (8) 35' coaches, replacement of bus lifts, and bus stop improvements. From MTA local funding, the capital budget accounts for equipment for conversion of cutaway vehicles to propane, a repair to the Transit-Community Center roof and flooring, and maintenance at the Johns Prairie complex. Refer to the Capital Budget on page 14 for more details.

## 2024 Proposed Operating Budget

*The Operating Budget does not include Capital expenditures (see Capital Budget on page 14).*

<b>Consolidated 2024 Budget</b>								Budget %	Budg
<b>Proposed December 2023</b>		2020 Actual	2021 Actual	2022 Actual	2023 Projections	2023 Budget	2024 Budget	Change YoY	Ref#
<b>Operating Revenue (Fares)</b>									
Passenger Fares	1	39,262	36,302	47,526	334	2,000	1,500	-25%	
Worker Driver	2	130,074	104,205	79,040	75,314	110,000	85,000	-23%	
		169,336	140,507	126,566	75,648	112,000	86,500	-23%	1
<b>Non-Operating Revenue</b>									
Sales Tax	4	5,951,699	6,869,226	7,515,228	7,430,410	7,422,932	7,645,620	3%	2
Operating Grants	5	4,026,816	3,583,255	6,563,277	5,276,060	3,210,488	5,530,866	72%	3
Rental Income	6	146,846	139,786	147,942	156,979	152,000	152,361	0%	4
Investment Income	7	73,434	11,990	140,249	640,236	80,000	200,000	150%	5
Other income	8	70,804	46,152	43,931	44,764	20,070	26,050	30%	6
		10,269,599	10,650,409	14,410,627	13,548,449	10,885,490	13,554,897	25%	
Operating Reserves Allocation									
<b>Total Revenue</b>		10,438,935	10,790,916	14,537,193	13,624,097	10,997,490	13,641,397	24%	
<b>Expenses</b>									
Wages & Benefits	9	5,485,542	5,134,341	5,718,054	6,027,025	7,464,423	8,219,535	10%	7
Contracted Services	10	173,441	276,541	251,023	287,396	515,703	380,120	-26%	8
Fuel	12	212,980	310,962	475,205	507,456	550,800	647,500	18%	9
Vehicle/Facility Repair & Maintenance	13	166,884	169,454	289,046	281,722	399,450	362,200	-9%	10
Insurance Premium	14	164,864	194,632	221,159	246,102	251,812	293,583	17%	11
Intergovernmental - Audit Fees	15	31,046	29,779	22,379	3,000	38,000	40,000	5%	12
Facility Rent and Park & Ride	16	36,528	39,939	17,037	-	-	-		
Utilities	17	128,606	156,689	158,619	180,873	187,900	210,800	12%	
Supplies	18	308,430	170,043	248,415	236,370	370,736	406,150	10%	13
Training & Meetings	19	7,012	7,786	16,954	25,445	61,540	62,450	1%	14
Other Operating Expenses	20	101,769	118,988	113,517	120,128	165,436	148,009	-11%	15
Pooled Reserves					120,000	120,000	120,000	0%	16
<b>Total Expense</b>		6,817,102	6,609,154	7,531,408	8,035,517	10,125,800	10,890,347	8%	
<b>Net Income (Loss)</b>		3,621,833	4,181,762	7,005,785	5,588,580	871,690	2,751,050		
Operating Reserves Allocation									
					-				
<b>Net Income (Loss) Net Reserves Allocated</b>		3,621,833	4,181,762	7,005,785	5,588,580	871,690	2,751,050		

## 2024 Budget Notes

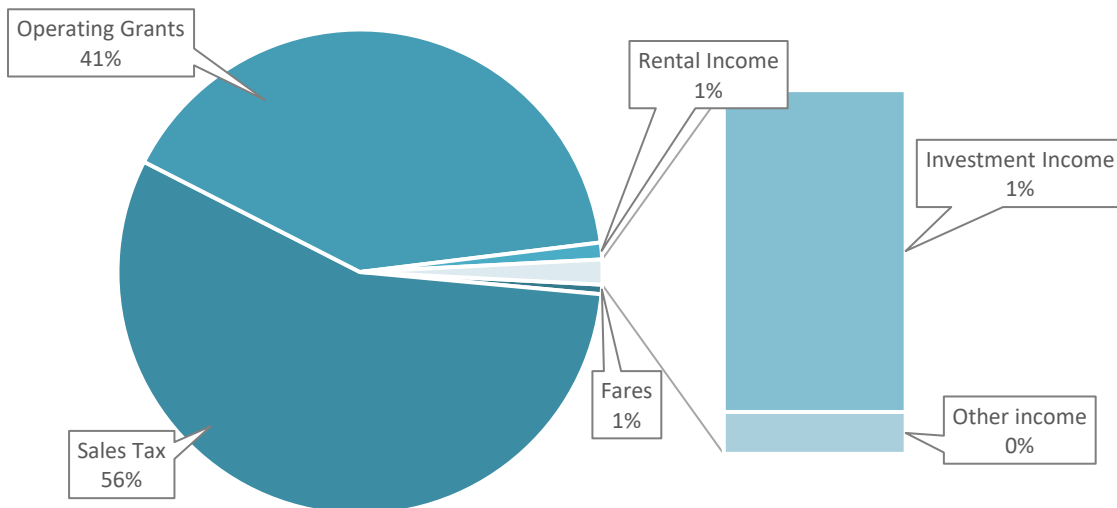
1. Operating Revenue (Fares) is budgeted for a net 23% decrease, primarily from the implementation of a fare-free pilot program for all Dial-A-Ride and Fixed Route services. The premium Worker Driver Program fare revenue is projected to decrease slightly as shipyard workers work patterns have changed.
2. Sales Tax revenue continues to come in higher than projected despite repeated suggestions of a recession. Sales tax revenue for 2023 is predicted at \$7.4 m. 2024 Sales Tax Revenue is estimated at \$7.6m. This is a 3% increase over 2023 budgeted amounts or 2.8% over 2023 projected amounts.
3. Operating grant revenue is based off the 2023-2025 biennium contracted awards and the use of some remaining COVID Relief grant funds. MTA was awarded a two-year consolidated operating grant to sustain Dial-A-Ride service with \$1,856,400 for the biennium. This is less than requested in years past as we have both CRRSAA and ARPA grant funds remaining from COVID Relief programs.
4. Budgeted Rental Income is based upon current long-term tenant leases. Occupancy remains stable. Event rental income is projected to continue to grow.
5. The Treasury Pool Investment account performed well in 2023. The budgeted amount for 2024 has been increased according to recent trends but is estimated conservatively. With interest rates climbing, we expect this to continue to grow for the beginning of 2024, but it may slow if rates drop again.
6. Other Income is projected to increase in 2024 with the addition of sales of maintenance services to outside agencies such as the Squaxin Tribe as they begin to add more service.
7. Wages and Benefits increased by 10% with annual wage increases for both represented and non-represented employees, a re-classification of one employee based on a review of job duties, the increase in wages to two positions after review of the compensation study and increases to benefit rates. Health care premiums for both medical plans increased: Regence had an increase of 4.1%, and Kaiser increased by 5.6%. No other health care coverages changed for 2024.
8. Contract Services for 2024 is decreased by 26% as we anticipate filling the finance position and do not anticipate any long term leave to fill. The contracted services consisting of additions for the annual expense of Arctic Wolf network cyber security service, charges for park and ride camera connectivity, bus technology for all service revenue fleet, and fees associated with camera monitoring on all agency staff vehicles.
9. Fuel is forecasted with an increase to account both for the resumption of broader service and the potential continued volatility in diesel and gasoline prices.
10. Vehicle/Facility Repair & Maintenance is budgeted with a 9% decrease. We expect to have 18 new buses on the lot and will retire our older fleet that has required more repair and maintenance as they have been in service longer than intended.
11. WSTIP Insurance coverage is quoted to increase by 17%. 2024 rates are set per forecasted expanded miles to be driven in 2024. The 2024 WSTIP rate increase also factors in the increased cost to purchase coverage, and the WSTIP Board of Director's commitment to capital funding goals.

- 12. Standard Intergovernmental Audit fees for 2024 are quoted to be slightly higher as we anticipate more oversight in 2024.
- 13. Supplies reflects a 10% increase. This includes an increase in shop supplies, and cleaning and sanitation supplies.
- 14. Training and Meetings are being held in-person more frequently requiring a return of travel expenses. MTA is committed to developing staff – many of whom are new to their positions. Funds ensure new and existing staff have access to learning opportunities and is provided in this budget.
- 15. Other Operating Expenses include dues, memberships, and subscriptions, leasehold tax, vehicle license and registration fees, CDL medical exams and fees. The 11% decrease in Other Operating Expenses is largely due to the elimination of CDL medical exams for reclassified employees no longer using a CDL, and a reduction in unemployment insurance.
- 16. Pooled Reserves are set aside to filter any excess funds for future operating project use if necessary to handle potential price volatility, supply chain issues, fuel increases or other unanticipated expenses.

### Operating Revenues

Total operating revenue budgeted is projected to increase from \$10,997,490 in 2023 to \$13,641,397 in 2024. The two major revenue sources making up 97% 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 56% of revenue for 2024. Sales tax revenue had been budgeted slightly over \$7.6m for 2024. Actual receipts for 2021 were \$6.8m and \$7.5m in 2022. 2023 projections through September actuals are estimated at \$7.4m. 2024 estimates include a 3% increase over the 2023 year end estimates and are budgeted conservatively.

### Historical and Projected Sales Tax Revenue

The following table shows actual sales tax revenue for 2020 through September 2023, the remainder of the year is at the 2023 budgeted amount (in gray). The 2024 budgeted amounts reflect our monthly estimates based on historical returns.

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Actual	2024 Budget
January	406,391	464,970	492,351	458,661	528,201	501,744
February	372,932	456,479	513,550	489,393	539,128	523,311
March	408,506	595,307	646,582	611,761	616,540	658,651
April	409,532	585,816	599,278	581,921	599,059	610,527
May	531,711	604,875	620,580	652,332	656,593	632,198
June	568,045	640,945	677,991	728,689	731,134	690,605
July	543,942	606,512	653,259	670,783	679,614	673,708
August	525,644	590,886	678,818	724,478	670,272	700,034
September	574,589	597,424	733,099	733,099	702,464	755,943
October	536,963	546,801	652,444	599,161	599,161	612,501
November	486,561	602,943	622,319	502,832	502,832	641,840
December	586,883	492,351	624,958	669,823	669,823	644,558
	5,951,698	6,785,309	7,515,229	7,422,932	7,494,821	7,645,620

## Grant Revenues

Operating grant revenue is comprised of state and federal funds awarded by WSDOT from the Consolidated Operating Grants Program and the COVID Relief Program. Operating grant revenue is forecasted to make up 41% of MTA's 2024 operating revenue.

## Fares

Fares consist of two sources: Worker/Driver fares and Community Van fares. 2024 will be the second year of a three-year pilot program offering free fares for out of county travel and for free fares for all youth 18 and under. The Worker/Driver fares make up over 98% of total budgeted fares for 2024.

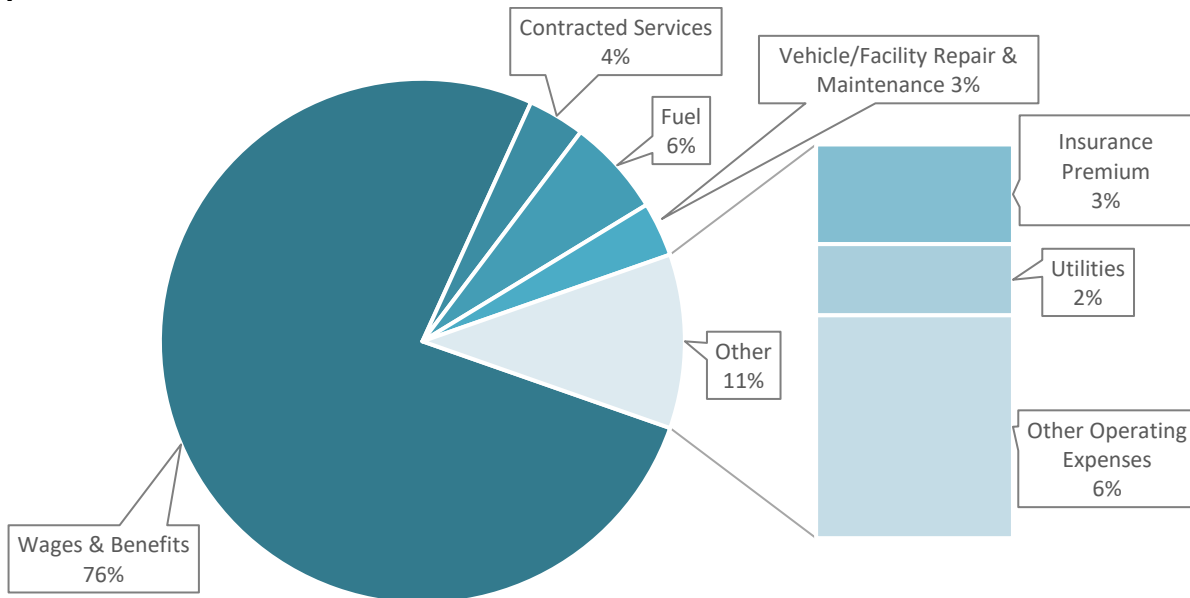
### Transit-Community Center Revenues

The T-CC provides revenue through long-term leases and providing event space rentals in the gym, conference room, kitchen, and atrium. The revenues generated from the Transit-Community Center are 84% from active long-term leases, with the remaining 16% attributed to event use throughout the year. Event rental income is anticipated to increase as we see more interest in event booking activity. Tenant rental income is updated to reflect the terms of each rental agreement and the timing of CPI rate increases. MTA will conduct an analysis of cost per square foot of its leased space in 2024 to adjust to the changing market.

### Operating Expenses

Total operating expenses are budgeted to increase from \$10,125,400 in 2023 to \$10,890,347 in 2024, which is an 8% increase. Wages and Benefits remains our largest operating expense accounting for 76% of total operating expenses. The second highest expense category is Other Expenses including insurance and utilities. \$120,000 has been set aside as Pooled Reserves for potential price volatility, supply chain issues, fuel increases or other unanticipated expenses.

### Expense Source Breakdown



### Wages and Benefits

2024 Wages and Benefits are budgeted 11% higher than 2023. The Budgeted Positions and Full-Time Equivalents Table <sup>[Page 10]</sup> outlines the staff changes between 2023 and 2024.

Contributing factors to the increased wages and benefits are increases in medical benefits, a 4% GWI for non-represented staff, and wage adjustments following the compensation study.

Details for 2024 non-represented wages and benefits by department can be found below and continuing on the following page.

### Benefits

No changes in benefits offered are anticipated for 2024. The cost of medical premiums for the two plans offered in 2024 experienced increases of 4.1% and 5.6%; the cost of all other health care benefits stayed the same for 2024.

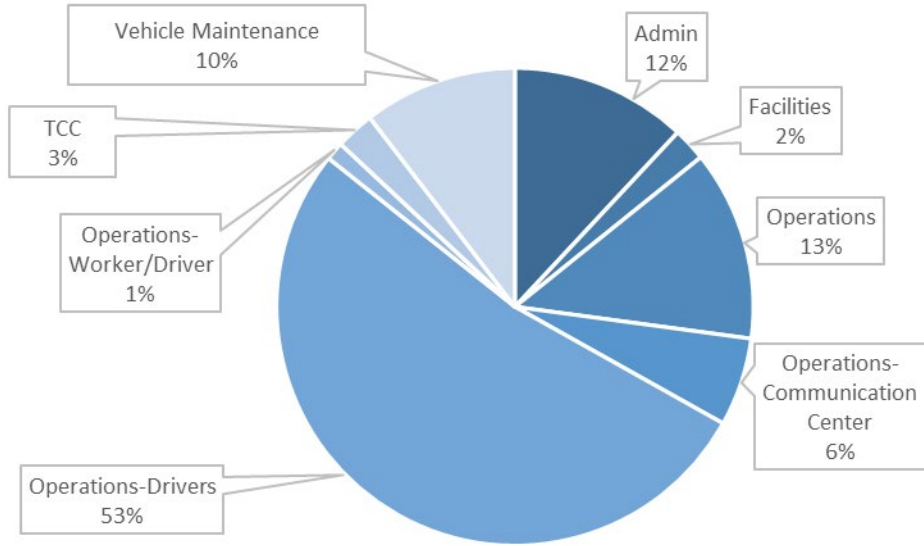
Public Employees' Retirement System (PERS) reflects reduction in rates for 2024.

### Wages and Benefits by Department

*The following table below breaks out budgeted FTEs, wages, and benefits for each department for 2024.*

Department	FTEs	Wages	Benefits	2024 Budget Total	2023 Budget
Admin	7.0	604,422	309,536	913,958	971,829
Admin-Board		5,400	424	5,824	5,825
Facilities	2	117,049	54,407	171,456	169,728
Operations	8.0	668,270	313,597	981,867	825,646
Operations-Communication Center	4	306,966	150,409	457,375	437,711
Operations-Drivers	45	2,619,861	1,369,744	3,989,605	3,888,349
Operations-Worker/Driver	6	79,149	14,707	93,856	93,757
Transit Community Center	2	141,247	58,668	199,916	188,584
Vehicles/Maintenance	7	529,173	263,827	793,000	848,561
Total	81.0	5,071,539	2,535,319	7,606,858	7,429,990

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



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## Budgeted Positions and Full-Time Equivalents

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

Department	Jan. 1, 2023		2024		Jan. 1, 2023		2024	
	Budgeted - Positions	Change	Budgeted - Positions		Budgeted FTEs	Change	Budgeted FTEs	
<b>Administration</b>								
General Manager	1.0	0.0	1.0		1.0	0.0	1.0	
Human Resources Generalist	1.0	0.0	1.0		1.0	0.0	1.0	
Finance Manager <sup>1</sup>	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	1.5	-0.5	1.0		1.5	-0.5	1.0	
Accounting Coordinator	1.0	0.0	1.0		1.0	0.0	1.0	
IT System Administrator	1.0	0.0	1.0		1.0	0.0	1.0	
<i>Total Administration</i>	<b>7.5</b>	<b>-0.5</b>	<b>7.0</b>		<b>7.5</b>	<b>-0.5</b>	<b>7.0</b>	
<b>Maintenance/Facilities</b>								
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	2.0	0.0	2.0		2.0	0.0	2.0	
Mechanic	1.0	0.0	1.0		1.0	0.0	1.0	
Fueler/Detailer	2.0	0.0	2.0		2.0	0.0	2.0	
Facilities Technician	2.0	0.0	2.0		2.0	0.0	2.0	
Custodian/Detailer	1.0	-1.0	0.0		1.0	-1.0	0.0	
<i>Total Maintenance/Facilities</i>	<b>10.0</b>	<b>-1.0</b>	<b>9.0</b>		<b>10.0</b>	<b>-1.0</b>	<b>9.0</b>	
<b>Operations</b>								
Operations Manager	1.0	0.0	1.0		1.0	0.0	1.0	
Operations Supervisor	5.0	1.0	6.0		5.0	1.0	6.0	
Operations Coordinator	1.0	0.0	1.0		1.0	0.0	1.0	
Dispatcher	4.0	0.0	4.0		4.0	0.0	4.0	
Drivers	42.0	3.0	45.0		42.0	3.0	45.0	
Worker/Drivers	6.0	0.0	6.0		6.0	0.0	6.0	
<i>Total Operations</i>	<b>59.0</b>	<b>4.0</b>	<b>63.0</b>		<b>59.0</b>	<b>4.0</b>	<b>63.0</b>	
<b>Transit-Community Center</b>								
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>	<b>2.0</b>	<b>0.0</b>	<b>2.0</b>		<b>2.0</b>	<b>0.0</b>	<b>2.0</b>	
<b>TOTAL</b>	<b>78.5</b>	<b>2.5</b>	<b>81.0</b>		<b>78.5</b>	<b>2.5</b>	<b>81.0</b>	

### FTE Notes

1. The part-time administrative assistant position was eliminated.

2. A Driver Trainer will be added to Operations to facilitate more frequent driver classes to keep pace with retirements and expansion of service.
3. Three additional driver positions were added.

## **COMPENSATION PHILOSOPHY & PLAN 2024**

In support of fulfilling our mission, Mason Transit Authority shall maintain a total compensation plan that includes salary, health benefits, life insurance, retirement, and a paid leave program directed toward attracting, retaining and rewarding a qualified and diverse workforce. Within the boundaries of financial feasibility, employee compensation and benefits shall be externally competitive and internally equitable.

### **COMPENSATION PLAN**

#### **Current Employees**

Eligible, non-represented employees will receive an annual General Wage Increase (GWI) on January 1 based on the prior 12-month average of the U.S. Department of Labor Consumer Price Index (CPI): CPI-U West Region as of August each year. Historically, the maximum GWI increase was set not to exceed 2.25% per year, but this has increased in recent years with the increasing CPI. With the 12-month CPI Average as of August 2023 at 3.9%, the 2024 proposed GWI is 4%.

An employee whose wage is above the salary matrix for their job classification will receive an increase once the salary matrix is above the employee's wage.

An eligible employee is described as an employee who has completed their probation period and is not on a Performance Improvement Plan (PIP).

An employee on a PIP who is due an increase will receive a GWI when the PIP has been successfully completed. The increase will not be retroactive to the original increase date.

#### **New Employees**

The Salary Matrix will be used as the instrument in determining the hiring range of new employees. Skills, knowledge and experience will also be a factor.

Newly hired employees and those receiving internal promotions to new job classifications will receive a 3% increase upon successful completion of their probation period (minimum of six months).

#### **Worker-Drivers**

Worker-Drivers are those employees who specifically drive coaches to and from the Puget Sound Naval Shipyard, then work at the shipyard. Wages for the Worker-Drivers will receive a minimum 1% GWI annually. This will be reviewed on a yearly basis for adjustment. The proposed 2023 GWI for worker drivers is 4%.

## **Annual Performance Evaluations and Performance Compensation**

Employees employed with MTA for a minimum of one year as of March 1, 2023 that exceed expectations and perform higher than expected will be eligible for an additional increase above CPI not to exceed 1.5%. Those with a one year anniversary date after March 1st will be eligible to receive compensation on their anniversary date till December 31, 2024. The performance compensation plan will be re-evaluated for the 2025 calendar year.

Eligibility for a performance increase will be based on annual employee performance evaluations and supported through the annual budget process.

Employee evaluations will take place each March, with potential performance compensation increases effective April 1 each year.

### Summary of Performance Scoring Criteria

- An employee must receive at least eight (8) Exceeds Expectations on the Employee Performance Appraisal (11 categories available) or five (5) Exceeds Expectations on the Leadership Performance Appraisal (7 categories available) to be eligible for a performance compensation increase.
- An employee receiving a Needs Improvement rating in any area on the performance appraisal would not qualify for a performance compensation increase.
- An employee on a PIP would not qualify for a performance compensation increase.
- The manager of the department will recommend a performance increase for an employee if applicable.
- The General Manager will review evaluations with Department Managers and approve recommended increases prior to the employee evaluation meeting.

### Examples of a Successful Employee's Performance

- Meets job expectations and job description.
- Is timely – arrives to work on time; returns from breaks and lunch on time.
- Gets along with co-workers; resolves conflicts.
- Adheres to guiding principles.
- Performs work safely.
- Is accurate in work products produced.

Examples of an Exceeds Expectations Employee's Performance includes above qualities listed plus:

- Solution oriented; brings a solution to the problem.
- Volunteers for extra duty and projects; puts in extra time.
- Seldom misses work unscheduled.
- Willing to learn and take on extra duties.
- Proactive approach; does not need a lot of guidance.
- Sets an example for others; exhibits leadership qualities regardless of position.
- Mentors others.

(The above lists are not meant to be exhaustive and are meant to provide examples of qualities an evaluator would consider when appraising an employee.)

**Personal Days**

Managers and the General Manager will continue to receive two (2) personal days per calendar year.

**General Manager**

As a non-represented, non-contracted employee, the annual salary of the General Manager will follow the same format for other non-represented staff and Managers with a suggested GWI of 4.0% and a potential performance increase of up to 1.5%. Further salary adjustments may be determined by the Mason Transit Authority Board.

**Compensation Plan Review**

A review of the entire compensation plan may be conducted annually but at a minimum of every three years. An internal wage study analysis and equity adjustments for non-represented positions was completed in the fall of 2023 prior to the creation of the draft 2024 budget to ensure positions remain competitive. Adjustments to positions that were well below the market have been adjusted and are included in the 2024 Draft Budget. A revised salary schedule is presented below with ranges adjusted to reflect the market analysis and to provide for a consistent spread between grades and address wage compression between positions.

Job Classes / Job Titles	Grade	Range 1		Range 2		Range 3		Range 4	
	1								
Accounting Assistant	Annual	\$46,183	\$49,878	\$49,878	\$53,868	\$53,868	\$58,178	\$58,178	\$62,832
T-CC Facilities Tech	Hourly	\$ 22.20	\$ 23.98	\$ 23.98	\$ 25.90	\$ 25.90	\$ 27.97	\$ 27.97	\$ 30.21
	2								
Dispatch/Scheduler	Annual	\$ 50,766	\$ 54,827	\$ 54,827	\$ 59,213	\$ 59,213	\$ 63,950	\$ 63,950	\$ 69,066
	Hourly	\$ 24.41	\$ 26.36	\$ 26.36	\$ 28.47	\$ 28.47	\$ 30.75	\$ 30.75	\$ 33.20
	3								
Executive Assistant	Annual	\$ 55,240	\$ 59,659	\$ 59,659	\$ 64,432	\$ 64,432	\$ 69,586	\$ 69,586	\$ 75,153
Technical Support Analyst	Hourly	\$26.56	\$28.68	\$28.68	\$30.98	\$30.98	\$33.46	\$33.46	\$36.13
Operations Coordinator									
Ops Supervisor, Lead Mechanic	Annual	\$60,080	\$64,886	\$64,886	\$70,077	\$70,077	\$75,683	\$75,683	\$81,738
Safety/Train Supv. - HR Generalist									
T-CC Building Superintendent	Hourly	\$ 28.88	\$ 31.20	\$ 31.20	\$ 33.69	\$ 33.69	\$ 36.39	\$ 36.39	\$ 39.30
Accounting Coordinator; System Administrator									
	5								
Finance Administrator	Annual	\$ 77,603	\$ 83,811	\$ 83,811	\$ 90,516	\$ 90,516.1	\$ 97,757.4	\$ 97,757.4	\$ 105,578
	Hourly	\$ 37.31	\$ 40.29	\$ 40.29	\$ 43.52	\$ 43.52	\$ 47.00	\$ 47.00	\$ 50.76
	6								
Finance Manager	Annual	\$87,465	\$94,462	\$94,462	\$102,019	\$102,019	\$110,181	\$110,181	\$118,995
Maintenance Manager	Hourly	\$42.05	\$45.41	\$45.41	\$49.05	\$49.05	\$52.97	\$52.97	\$57.21
Operations Manager									
	7								
General Manager	Annual	\$ 116,662	\$ 125,995	\$ 125,995	\$ 136,075	\$ 136,075	\$ 146,961	\$ 146,961	\$ 158,718
	Hourly	\$56.09	\$60.57	\$60.57	\$65.42	\$65.42	\$70.65	\$70.65	\$76.31



## CAPITAL BUDGET

Mason Transit Authority Proposed 2024 Capital Budget					
Adopted 12/19/23					
Capital Projects	Budget	Grants	MTA Funding	Contingent Projects	Purpose
Belfair Sewer Connection	17,000		17,000		Finalize Utility Connection in 2024.
TCC customer service office remodel	100,000		100,000		Carry forward from 2023. Remove ADA ramp from middle of office and re-design space.
JP Alarm System Update	42,000		42,000		We are using an alarm system that was installed in 1984. We can't get replacement parts. New enterprise system can be moved to new building.
Phone System Update	18,000		18,000		Migrating away from Mitel system to a cloud based system.
TCC Badge Access Door Locks	10,000		10,000		Operations and staff doors at TCC to be upgraded to badge access.
Bus stop improvements	100,000	100,000			Bus stop improvements to include paving ADA pads, shelters, benches, lighting and signage as we transition from flag stops. Continuing project.
Automatic Gates at JP	115,000		115,000		The automatic gate openers at JP were installed when we purchased the building in the early 1990's. They are failing more frequently and need replaced.
Capital Facilities Improvements	50,000		50,000		Carry Forward. Improve Capital Facilities
Park and Ride Parking lot seal & Repair	80,000		80,000		Park and Ride Resurfacing. Pear Orchard, Matlock.
Air Condition for Server Room JP	11,000		11,000		The air conditioner in the server room is failing and needs replaced.
HVAC for JP	36,000		36,000		Recently replaced one failed system and second system is in need of replacement.
Fuel Communication System	60,000		60,000		Veder Root system we have is no longer supported. Fuel Master Card Reader, software and training.
Propane Conversion Kits	112,000		112,000		Convert sixteen cutaways to propane. Six are carryforward from 2023. \$7,000 ea.
Bus Column Lift Replacements	75,000	75,000	-		Replace one set of vehicle lifts past useful life.
Septic Grinder Pump Replacement	10,000		10,000		Need to replace septic grinder.
Scan Tool for Fleet	5,000		5,000		100 to scan buses for diagnostics. The equipment we currently have will not read anything newer than 2018 buses.
TCC Gym Roof Repair	100,000		100,000		Gym roof has been leaking in a couple of places for a few years and staff's spot treatment has not held. Need professional help to solve problem.
Repair/replace TCC Gym floor	130,000		130,000		Parts of the floor are protruding. Many blocks of wood were replaced when TCC re-modeled, but we need either a replacement at \$130,000 and 35 year warranty, or a repair at \$60,000. Still waiting on further options from original installer.
MTA Johns Prairie Base Facility Updates	800,000		800,000		Begin design for new MTA admin and training facility. Administrative building has been in TIP since 2020.
Belfair Alarm System	11,000		11,000		Alarm system at Belfair Building.
Parts Washer	13,000		13,000		Parts washer to degrease parts.
<b>Total Misc Capital Projects</b>	<b>1,895,000</b>	<b>175,000</b>	<b>1,720,000</b>	<b>-</b>	
10 Cutaways	1,741,945	1,741,945			State Paratransit Special Needs Funded.
8 - 35' Gilligs	5,104,288	5,104,288			FY 22 FTA 5339 Grant to replace 5 buses \$2,968,727 (carry forward from 2023). Received grant funding for 3 more. All will be received in 2024 (2,135,561) Using state funds to cover match.
<b>Total Vehicle Replacements</b>	<b>\$ 6,846,233</b>	<b>\$ 6,846,233</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Proposed 2024 Capital Projects</b>	<b>\$ 8,741,233</b>	<b>\$ 7,021,233</b>	<b>\$ 1,720,000</b>	<b>\$ -</b>	

### **Disadvantaged Business Enterprise (DBE) Goal**

As a recipient of Federal Transit funds subject to the requirements of 49 CFR Part 26, MTA commits to making good faith efforts through solicitation and notice to bid for any DBE Certified Contractors that would fit the scope of work that MTA may contract for. MTA maintains a DBE goal of 1% purchases financed with FTA assistance.

### **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-100%, Fixed route-100%, worker driver-100%, medium duty-100%, staff/shop vehicles-70%. The condition of our fleet continues to improve and will continue to do so as we continue budgeting for replacement vehicles.