

Memorandum

Date: October 19, 2018

To: Gloria Boyce, General Manager

From: Matthew P. Branson, CPA, Interim Director of Administrative Services; and,
Julie Thompson, Sr. Budget/Grants Analyst

RE: Resolution 54 – 2018 – Approve the Updated Capital Improvement Plan, Adopt the FY 2019 Operating & Capital Budgets, and Authorize the General Manager to file all FY 2019 Federal and State Grants

Background

The Ben Franklin Transit (BFT) Board of Directors met on October 11, 2018 at 5:00 PM in a Special Budget Meeting to discuss the 2019 proposed operating and capital budget for BFT. At the Regular Board meeting that followed, the Board authorized the release of the proposed Fiscal Year 2019 Operating and Capital Budget for a public review and comment period. To date, BFT has not received any public comments.

The proposed Fiscal Year 2019 Operating Budget of \$42,022,300 and Capital budget of \$22,012,566 as presented are balanced with 2019 Operating Revenues, Federal/State Awards and Reserves.

In January 2015, the Board approved the BFT Strategic Plan with primary and secondary objectives consistent with BFT's Mission Statement and Core Values. The primary and secondary objectives are:

Primary

- Address Community Growth
- Maximize Community Outreach & Involvement
- Implement Succession Planning & Staff Development

Secondary

- Address Community Demographics
- Participate in Economic Development
- Plan for Para-Transit Demographic Shifts
- Integrate Technology
- Pursue Environmentally Friendly Buses

These objectives serve as the core basis in developing our agency-wide 2019 goals and major initiatives which are further developed with measurable outcomes at the department and employee level.

2019 Goals and Major Initiatives

- Safety First (Fleet / Service)
- Ridership Growth
- Strategic Planning
- Implementation of Operational Technology
- Agency Modernization
- FTA Triennial Review

Significant Contractual / Compliance Activities

Collective Bargaining Agreement (CBA) negotiations will begin in 2019 as all three CBAs are set to expire May 31, 2019. This budget does not include any increases in wages that may eventually emerge as a result of contract negotiations.

As a recipient of 5307 Urbanized Area Formula Program funds, BFT is required to participate in a program audit every three years. The FTA **Triennial Review** will be conducted by the FTA in the first half of 2019. The review will examine BFT's performance and adherence to FTA policies and administrative requirements.

Budget Assumptions

Service Levels & Ridership Assumptions

1. **Service** levels are budgeted to support the improved route system as redesigned and implemented in September 2017. Increases are budgeted to complete the evaluation processes associated with demonstration routes 63D Pasco - Tierra Vida; 68D Pasco – Argent; and River Runner – Kennewick. Taxi feeder increases are budgeted to increase utilization of and connect customers to the fixed route system. Sunday Service increases are budgeted to support our regions Sunday Service needs.

	Revenue Miles			Revenue Hours		
	2018 Forecast	2019 Proposed	Var %	2018 Forecast	2019 Proposed	Var %
Fixed Route	2,503,000	2,503,000	0.00%	166,500	166,500	0.00%
Dial-A-Ride*	2,034,900	2,039,400	0.22%	134,100	134,400	0.22%
Vanpool	3,401,500	3,401,500	0.00%	70,700	70,700	0.00%
General Demand	144,400	145,100	0.48%	6,600	6,700	1.52%
Night Service	166,800	166,800	0.00%	5,500	5,500	0.00%
Taxi Feeder	56,000	58,800	5.00%	2,200	2,300	4.55%
Sunday Service	80,000	83,200	4.00%	2,900	3,000	3.45%
Total Miles/Hours	8,386,600	8,397,800	0.13%	388,500	389,100	0.15%

*Includes Contracted Arc and Taxi Demand Response

2. **Ridership** is budgeted with slight increases over Fiscal Year 2018. We continue to evaluate ridership activities and trends following the route system redesign and implementation in September 2017. Indeed, the demonstration services that began in 2018 were developed in response to feedback provided from the community following the system changes and are increasing ridership, connectivity and mobility in our region.

	Boardings		
	2018 Forecast	2019 Proposed	Var %
Fixed Route	2,019,700	2,029,800	0.50%
Dial-A-Ride*	364,100	365,600	0.41%
Vanpool	650,500	650,500	0.00%
General Demand	27,400	27,500	0.36%
Night Service	24,400	24,400	0.00%
Taxi Feeder	15,700	16,500	5.10%
Sunday Service	13,800	14,300	3.62%
Total Boardings	3,115,600	3,128,600	0.42%

*Includes Contracted Arc and Taxi Demand Response

Revenue Assumptions

3. **Fare** revenues are expected to increase 5.8% as compared to the 2018 forecast and 6.7% as compared to the 2018 budget. The 2019 proposed budget amount is \$3,839,950.
4. **Farebox Recovery Ratio** for combined modes is projected to be 9.0%, a decrease from the 2018 budgeted rate of 9.2% which also equates to the cumulative ratio of 9.2% as of August 31, 2018.
5. **Sales Tax Revenue** is projected at \$36,950,000, a 12.0% increase from the 2018 forecast of \$32,995,400. The increase in sales tax revenue reflects consistent economic growth over the last six years and reflects projected increases with 2019 being an outage/refueling year. Economic growth is due in part to continued construction and growth in the hotel, education, medical and housing markets and is in line with regional economic growth forecasts. Sales tax revenues are programmed to fund operating activities in 2019.
6. **Miscellaneous Revenue** is projected at \$950,000 and is comprised of advertising revenues, interest income and proceeds from the sale of surplus assets.
7. **State Grants** for 2019 have not been awarded as of the date of this memorandum. Vanpool capital activity is typically funded with Washington State Vanpool Investment Program funds. An award is anticipated but is not reflective in the budget until notification is received. For the purposes of communicating capital budgetary needs, Vanpool purchases are being proposed as being funded with fleet replacement reserve funds. We anticipate notification of award prior to the adoption of the budget and will adjust funding sources accordingly.
8. **Federal Grants** are budgeted in the amount of \$4,983,828 and include 5307 and 5339 formula funding for Federal Fiscal Year 2018. Of these funds, 1,900,000 will be used for operating expenditures and \$3,083,828 will be used for capital expenditures.

Work Force Assumptions

9. **Work Force.** In 2018 the Board of Directors authorized the General Manager to increase approved headcount by 11 full-time equivalent (FTE) employees (Resolution 11-2018 and 30-2018). Those changes are reflective in the 2018 total employee (EE) figures below. The 2019 budget requests the Board of Directors authorize the General Manager to increase approved headcount by one (1) additional FTE for a Dispatcher to allow the Operations Department to more effectively manage dispatching activities between Fixed Route and Dial-A-Ride operations.

Department	Operator	Mech, SW & Maint	Supervisor	Admin	2018 Total EE	2019 Request	2019 Total EE	2019 EE by Hours
Fixed Operations	127.00	-	5.50	6.00	138.50	1.00	139.50	139.84
Dial-A-Ride	87.00	-	4.00	15.00	106.00	-	106.00	110.98
General Demand	4.00	-	0.50	-	4.50	-	4.50	5.06
Vanpool	-	-	1.00	3.00	4.00	-	4.00	4.09
Maintenance	-	31.00	3.00	2.00	36.00	-	36.00	37.69
HR, Safety, Training	-	-	4.00	5.00	9.00	-	9.00	9.50
Admin Services	-	-	4.00	11.00	15.00	-	15.00	15.11
Planning, Marketing	-	-	3.00	10.00	13.00	-	13.00	13.06
Total	218.0	31.0	25.0	52.0	326.0	1.0	327.0	335.3

10. **Salaries & Wages** costs are budgeted to increase 3.9% in 2019 as compared to the 2018 forecast. The budget has been prepared with considerations for normal step progression through the salary scale for both represented and non-represented employees but does not include any other wage increases that might be collectively bargained in 2019. In keeping with last year's budget practice, wages and benefits have been budgeted with a utilization rate of 95% allowing for a 5% vacancy rate for Fixed Route and Dial-A-Ride Operators.
11. **Employee Benefits** are budgeted to increase 8.1% in 2019 as compared to the 2018 forecast.
- Health Insurance:** This budget includes a 2% increase for 2019 health insurance or approx. \$254,000 over the prior year. A rate increase of 2% was published by the health insurance provider for non-represented employees; however, rate adjustments have not been published for employees represented by a collective bargaining agreement (CBA). To be conservative, this budget includes a 2% rate increase for all employees and will be updated.
 - Pension:** The mandated employer contribution rate for PERS increases to 12.83% of earnings for 2019, a slight increase from the 2018 average of 12.77%. The impact is approx. \$202,000.
 - Washington State Family Medical Leave (FML) Act:** Starting in 2020, Washington will offer paid family and medical leave benefits to workers. The program will be funded by premiums paid by both employees and employers. The contributions begin in 2019. This budget includes approx. \$28,000 to cover the employer portion of the 2019 contribution.
12. **Professional Services** costs are projected to increase 6.5% in 2019 as compared to the 2018 forecast and decreases 13.3% when compared to 2018 as some projects thought to be completed in 2018 were shifted to 2019.

13. **Fuel & Lubricants** costs are projected to increase 6.5% in 2019 as compared to the 2018 forecast. According to the U.S. Energy Information Administration fuel prices are expected to increase through the end of 2019, with regular gasoline retail averaging \$2.76 per gallon and diesel retail prices averaging \$3.11 per gallon. Net of bulk purchase discounts and tax exemptions on fuel purchases, BFT estimates gasoline will cost an average of \$2.41 per gallon and diesel an average of \$2.76 per gallon.
14. **Tires & Tubes** costs are projected to increase 13.0% in 2019 as compared to the 2018 forecast and increase 5.4% over 2018 budget due to tire replacement cycles. Tires for Fixed Route buses are rented and the tire lease increases 3% in 2019. A new bus comes with rented tires already installed as part of our tire rental agreement; whereas, when BFT buys new DAR and Vanpool vehicles the initial purchase price includes the first set of tires creating a break in the replacement cost cycle. Studded snow tires are usually purchased every-other-year which produces a larger variation in the year to year comparisons.
15. **Material & Supplies** are projected to increase 13.1% in 2019 as compared to the 2018 forecast and increase 11.6% when compared to the 2018 budget. In 2018, BFT implemented new technologies with most first-year software maintenance agreement costs being capitalized. In 2019, those second-year costs are properly accounted for as operating expense.
16. **Liability Insurance** premium costs are budgeted to increase 5.0% over the 2018 forecast and is pending further information from WSTIP. The base rate is subject to increases based on (1) claims paid, (2) experience factors of those in the pool and (3) progress towards meeting the WSTIP strategic commitment to attain a \$5M pool self-insurance retention by 2023.
17. **Rental** costs are budgeted to increase 16.8% in 2019 as compared to the 2018 forecast and increase 31.5% over the 2018 budget due to additional training space needs.
18. **Miscellaneous** costs are budgeted to increase 134.3% in 2019 as compared to the 2018 forecast and an increase of 23.2% when compared to the 2018 budget. The increase is in response to a commitment to training and staff development, even the development of training programs for bargaining unit employees. Also included in miscellaneous costs is a contingency amount of \$120,000 for facility maintenance.

Department Activities / Impacts

19. **Fixed Route Operations** costs are budgeted to increase 7.0% or \$1,010,800 over the 2018 forecast and 6.6% over the 2018 budget due in part to continued labor and benefit costs associated with demonstration service, a requested 2019 additional position (Dispatcher) and to other increases in compensation and benefits, expected parts usage for diesel engine replacements, fuel costs and improving operational technology. Revenue miles are budgeted at 2,503,000; revenue hours at 166,500; boardings at 2,029,800.
20. **Dial-A-Ride Operations** costs are budgeted to increase 3.3% or \$360,900 over the 2018 forecast and 3.8% over the 2018 budget due to increases in compensation and benefits, fuel cost, and cost associated with improving operational technology. Revenue miles are budgeted at 1,749,500; revenue hours at 118,200; boardings at 283,300.

21. **General Demand** costs are budgeted to decrease 7.0% or \$43,900 under the 2018 forecast and 12.8% under the 2018 budget due to a change in staffing levels in Prosser. In 2018, one FTE position was reassigned from the Prosser office to the Tri-Cities office due to changes in service levels. Instead of starting work in Prosser, that FTE position starts work in the Tri-Cities office and performs work in Prosser as needed with costs for Prosser work being charged to General Demand as incurred. This is a continuance of the practice whereby Tri-Cities operators performing Prosser work charge time to General Demand and vice versa for Prosser operators performing Tri-Cities work. Revenue miles are budgeted at 145,100; revenue hours at 6,700; boardings at 27,500.

22. **Vanpool Operations** costs are budgeted to increase 6.9% or \$128,300 over the 2018 forecast and 3.9% over the 2018 budget due to increases in compensation and benefits, fuel and maintenance costs. Revenue miles are budgeted at 3,401,500; revenue hours at 70,700; boardings at 650,500.

23. **Maintenance Department** costs are budgeted to increase 12.2% or \$223,800 over the 2018 forecast and 18.1% over the 2018 budget due to labor and benefit costs associated with adding three positions at the end of 2018 (one Facilities Maintenance Worker and two Equipment Service Workers). Also, to increases in compensation and benefits, fuel and maintenance costs, additional repairs and maintenance as identified with the 2018 Facilities Condition Assessment and a contingency of \$120,000 for facility maintenance. Maintenance Labor Allocations are as presented.

	Labor Allocation
Fixed Route	54.20%
Dial-A-Ride	29.20%
General Demand	1.50%
Contracted Paratransit	1.70%
Vanpool	11.30%
Non-Revenue	2.10%
Total	100.00%

24. **Human Resources / Safety / Training** costs are budgeted to increase 28.1% or \$446,300 over the 2018 forecast and 28.4% over the 2018 budget due to labor and benefit costs associated with adding three positions at the end of 2018 (Training Manager, Training Specialist, Administrative Assistant). Also, costs associated with the comprehensive employee program, development of employee policies and handbook; organizational design; improved training and staff development.

25. **Executive / Administrative Services** costs are budgeted to increase 9.7% or \$304,100 over the 2018 forecast and 3.0% over the 2018 budget due to a triennial review, a review of best practices, file archiving, services, increases in software maintenance agreements, training and staff development.

26. **Marketing / Customer Service** costs are budgeted to increase 28.5% or \$324,790 over the 2018 forecast and increase 29.6% over the 2018 budget due in part to vacancies in 2018 that will be filled in 2019 including the 2018 approved Community Outreach Coordinator position. Increases are also due to costs associated with internal and external marketing and communications efforts as well as customer service support for ridership outreach and retention.

27. **Planning / Service Dev / Marketing** costs are budgeted to increase 17.6% or \$134,110 over the 2018 forecast due in part to costs associated with a FTA Triennial Review, a fare study, and a fixed route efficiency analysis.

- a. **Contracted Paratransit** are budgeted at \$1,653,100 which represents a 2.7% decrease or \$45,600 under the 2018 forecast and 6.7% under the 2018 budget due to changes in service levels. Revenue miles are budgeted at 289,900; revenue hours at 16,200; boardings at 82,300.

- b. **Night Service** is budgeted at \$579,400 which represents a 4.9% increase or \$27,000 over the 2018 forecast. The budget will maintain the service level implemented as part of the system redesign and implementation in September 2017. Revenue miles are budgeted at 166,900; revenue hours at 5,500; and boardings at 24,400.
- c. **Taxi Feeder Services** is budgeted at \$312,000 which represents a 25.2% increase or \$62,700 increase over the 2018 forecast to increase utilization of and connect customers to the fixed route system. Revenue miles are budgeted at 58,800; revenue hours at 2,300; boardings at 16,500.
- d. **Sunday Service** is budgeted at \$338,000 which represents a 5.2% increase or \$16,700 increase over the 2018 forecast to support our regions Sunday Service needs. Revenue miles are budgeted at 83,200; revenue hours at 3,000; boardings at 16,500.

Capital Budget

28. The **Capital Improvement Plan (CIP)** for 2019 – 2024 was presented and approved by the Board of Directors July 11, 2018 with projects totaling \$91,277,027. Since July: two projects have updated costs; one new project has been identified; seven projects are completed.

Existing Project Revisions

FAC0009 – Transit Centers – Renovation of Knight Street increases from \$1,200,000 to \$2,400,000 based on revised scope and service costs.

FAC0020 – Facility Maintenance Building increases from \$1,000,000 to \$1,168,690 as Federal Awards are programed, and local programs matched.

New Project Approvals

FAC00021 – Fuel Island Roof Replacement totaling \$40,000. It was noted during the facility condition assessment that the membrane on the Fuel Island Roof is failing.

It is requested the Board of Directors approve the CIP with the revisions noted above show in the figure on the next page

Approved Capital Improvement Program as of 7-12-18	91,277,027
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Updated

FAC0009	Transit Centers - Renovation Knight Street	1,200,000
FAC0020	Facility Maintenance Building	168,690

New

FAC0024	Fuel Island Roof Replacement	40,000
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Closed

FAC0004	Bus Stop Upgrades: Pads/Benches/Shelters, etc.	(101,240)
EQP0008	Snow Plow	(6,700)
EQP0009	Tractor	(60,000)
EQP0010	Trailer	(20,000)
EQP0011	Gator/UTV Replacement	(100,000)
TEC0004	ADP Software - Trapeze Cert Module	(123,500)
TEC0004	ADP Software - Trapeze IVR System (Ripple)	(122,500)

Updated Capital Improvement Program as of 10-11-18	92,151,777
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29. **Capital Budget** authority is requested in the amount of \$22,015,066 as noted in Exhibits A & B.

30. **Overall Effect on Reserves from Operating and Capital Budget.** Budgeted revenues are expected to fund operating expenses and capital expenses are expected to be funded with Federal and State awards and local reserve funds.

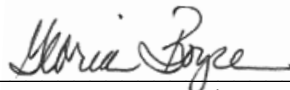
Funding

Budgeted:	No	
Funding Source:	Federal/State/Local/Reserves	
Total Budget:	Operating	\$42,022,300
	Capital	<u>\$22,015,066</u>
	Total	\$64,037,366

Recommendation

Staff recommends the Board Approve Resolution 54-2018 and accept, as updated, the Capital Projects as outlined in the Capital Improvement Plan and as presented in Exhibit A. Staff recommends the Board adopt the Fiscal Year 2019 Operating and Capital Budgets as summarized in Exhibit B to be effective for BFT January 1, 2019. Staff also recommends the Board delegate authority to the General Manager to file the Fiscal Year 2019 Federal and State grants in an amount not to exceed BFT's apportionment sufficient to claim all available current and prior year funds available to BFT.

Forwarded as presented:



Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 54-2018

RESOLUTION APPROVING THE UPDATED CAPITAL IMPROVEMENT PLAN, ADOPTING THE FISCAL YEAR 2019 OPERATING & CAPITAL BUDGETS, AND AUTHORIZING THE GENERAL MANAGER TO FILE ALL FY 2019 FEDERAL AND STATE GRANTS

- WHEREAS, the governing authority of Ben Franklin Transit is required by law to adopt a budget for FY 2019 prior to incurring expenses in FY 2019; and
- WHEREAS, the Board was presented the preliminary budget on October 11, 2018 and was subsequently open to public review and comment; and
- WHEREAS, staff has considered Board and public comments; and
- WHEREAS, Exhibit B, attached to this resolution, shows a detailed breakdown of the operating and capital budget proposals discussed.


NOW, THEREFORE, BE IT RESOLVED BY THE BEN FRANKLIN TRANSIT BOARD OF DIRECTORS:

- THAT, the Board hereby accepts, as updated, the Capital Projects as outlined in the Capital Improvement Plan (which is attached to this Resolution as Exhibit A and incorporated herein by reference); and
- THAT, the Board hereby adopts the FY 2019 Operating and Capital Budget (which is attached to this Resolution as Exhibit B and incorporated herein by reference) for Ben Franklin Transit effective January 1, 2019; and
- THAT, the Board hereby authorizes the General Manager to file the FY 2019 Federal and State grants in an amount not to exceed BFT's apportionment sufficient to claim all available current and prior year funds available for BFT.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, November 8, 2018, 1000 Columbia Park Trail, Richland, Washington.

ATTEST:


Amanda Para, Clerk of the Board


Matt Watkins, Chairman

APPROVED AS TO FORM BY:


For: Patrick T. Roach, Legal Counsel

		[A]	[B]	[A] + [B] = [C]	[D]	[E]	[D] + [E] = [F]	[G]	[G] + [F] = [H]
2019 - 2024 Capital Improvement Plan (CIP) Details Open and New Projects Oct 11, 2018		CIP Approved Project Amount 07-12-18	2019 Revised & Additional CIP Project Amounts	2019 Updated CIP Project Amounts 10-11-18	Approved Budget Authority 07-12-18	2019 Requested Additional Budget Authority	2019 Updated Budget Authority 10-11-18	Project Expenses Thru 09-11-18	Remaining Budget Authority for 2019

Fleet									
FLT0007	DAR	10	991,087		991,087	991,087		991,087	(514,825) 476,262
FLT0007	DAR - 5310 Funds	6	584,117		584,117	584,117		584,117	(303,423) 280,694
FLT0008	BUS	13	6,389,500		6,389,500	6,389,500		6,389,500	(6,186,352) 203,148
FLT0009	VAN 15 Passenger	35	1,204,000		1,204,000	1,204,000		1,204,000	(1,175,459) 28,541
FLT0010	BUS	6	3,021,000		3,021,000	3,021,000		3,021,000	(3,252) 3,017,748
FLT0011	VAN	32	1,073,600		1,073,600	1,073,600		1,073,600	(957,313) 116,287
FLT0012	DAR - State Funding	Up To 20	2,000,000		2,000,000	2,000,000		2,000,000	(1,038,911) 961,089
FLT0013	VAN - Reinvestmet of Insurance/Auction Proceeds	1	38,802		38,802	38,802		38,802	- 38,802
FLT0014	DAR - Reinvestment of Insurance/Auction Proceeds	1	101,404		101,404	101,404		101,404	(47) 101,357
FLT0015	BUS	8	4,827,200		4,827,200	4,827,200		4,827,200	- 4,827,200
FLT0016	DAR	12	1,151,400		1,151,400	1,151,400		1,151,400	- 1,151,400
FLT0017	Non-Revenue: Service Truck	1	60,000		60,000	60,000		60,000	(52,914) 7,086
FLT0018	(2019) DAR	Up To 10	969,095		969,095		969,095	969,095	
FLT0019	(2019) DAR - 5310 Funds	Up To 4	414,511		414,511		414,511	414,511	
FLT0020	(2019) VAN	Up To 22	787,380		787,380		787,380	787,380	
FLT0021	(2019) VAN	Up To 40	1,431,590		1,431,590		1,431,590	1,431,590	
FLT0022	(2019) Non-Revenue: Service Truck	1	61,800		61,800		61,800	61,800	
FLT0023	(2020) BUS	Up To 6	3,183,624		3,183,624				
FLT0024	(2020) BUS - Electric	Up To 2	1,704,880		1,704,880				
FLT0025	(2020) VAN	Up To 40	1,460,222		1,460,222				
FLT0026	(2020) Non-Revenue: OPS Supervisor Vehicles	Up To 8	360,000		360,000				
FLT0027	(2021) VAN	Up To 40	1,489,427		1,489,427				
FLT0028	(2021) Non-Revenue: Service Truck	1	63,654		63,654				
FLT0029	(2022) BUS	Up To 6	3,312,242		3,312,242				
FLT0030	(2022) BUS - Electric	Up To 2	1,756,540		1,756,540				
FLT0031	(2022) DAR	Up To 12	1,198,151		1,198,151				
FLT0032	(2022) VAN	Up To 40	1,519,215		1,519,215				
FLT0033	(2022) Non-Revenue: Service Truck	1	65,564		65,564				
FLT0034	(2023) DAR	Up To 12	1,210,133		1,210,133				
FLT0035	(2023) VAN	Up To 40	1,549,599		1,549,599				
FLT0036	(2023) Non-Revenue: Service Truck	1	67,531		67,531				
FLT0037	(2024) BUS	Up To 6	3,446,057		3,446,057				
FLT0038	(2024) BUS - Electric	Up To 2	1,791,846		1,791,846				
FLT0039	(2024) DAR	Up To 12	1,222,234		1,222,234				
FLT0040	(2024) VAN	Up To 40	1,580,591		1,580,591				
FLT0041	(2024) Non-Revenue: Service Truck	1	69,557		69,557				

Facilities									
FAC0002	Maint Facility Upgrades: Hoist, Auto Fluid Disp, DEF, Maint Bays Upgrade		1,763,235		1,763,235	538,235	200,000	738,235	(112,078) 626,157
FAC0003	Transit Centers - Renovation 22nd		89,721		89,721	89,721	-	89,721	(89,310) 411
FAC0007	Transit Centers - Renovation 3 Rivers		272,212		272,212	272,212		272,212	(55,368) 216,844
FAC0009	Transit Centers - Renovation Knight Street	Updated	1,200,000	1,200,000	2,400,000	1,200,000	1,200,000	2,400,000	(34,400) 2,365,600
FAC0005	MOA Offices Build Outs		1,690,000		1,690,000	190,000	500,000	690,000	(81,422) 608,578
FAC0014	MOA Water Diversion		597,463		597,463	597,463		597,463	(84,654) 512,809
FAC0015	Passenger Amenities Improvements/Construction		8,841,926		8,841,926	3,591,926	3,000,000	6,591,926	(70,906) 6,521,020
FAC0016	Security Plan (consulting, campus imp., equipment)		1,625,000		1,625,000	625,000	125,000	750,000	(208) 749,792
FAC0017	Operations Building Renovations		2,863,600		2,863,600	1,363,600	1,500,000	2,863,600	- 2,863,600
FAC0018	Transit Asset Management Plan / Software		500,000		500,000	500,000		500,000	(161,790) 338,210
FAC0019	Transit Hubs (Connection Points)	Up To 3	8,000,000		8,000,000	-	8,000,000	8,000,000	- 8,000,000
FAC0020	Facility Maintenance Building	Updated	1,000,000	168,690	1,168,690	-	1,168,690	1,168,690	- 1,168,690
FAC0021	Fuel Island Roof Replacement	New	-	40,000	40,000	-	40,000	40,000	- 40,000

Equipment									
EQP0012	Mobile Dispatch Retrofit/Equipment		15,000		15,000	15,000	-	15,000	- 15,000
EQP0013	Bus Equipment		192,000		192,000	-	192,000	192,000	- 192,000

Transit Technologies									
TEC0005	Onboard Integrated Technology System		3,018,826		3,018,826	3,018,826	-	3,018,826	(1,298,175) 1,720,651
TEC0006	ADP Software - Vanpool Application		233,000		233,000	233,000	-	233,000	(89,153) 143,847
TEC0007	Replace Existing Switching Network w/Cisco		150,000		150,000	150,000	-	150,000	(97,810) 52,190
TEC0008	Point of Sale System		50,000		50,000	50,000	-	50,000	- 50,000
TEC0009	Customer Comment Record (CCR) Replacement		50,000		50,000	50,000	-	50,000	- 50,000
TEC0010	IT Related Projects: (Telephone System, ITS Replacement, etc.)		1,933,551		1,933,551	-	-	-	- -
TEC0011	IT Related Projects - Records Management System		300,000		300,000	-	300,000	300,000	- 300,000
TEC0012	IT Related Projects - Operations Software		2,000,000		2,000,000	-	2,000,000	2,000,000	- 2,000,000
TEC0013	Fare Collection Program		1,000,000		1,000,000	-	125,000	125,000	- 125,000

Other									
PLN0002	Passenger Amenities Study		125,000		125,000	125,000		125,000	(30,213) 94,787
OTH0001	ERP Needs Analysis/Project Scoping		1,075,000		1,075,000	75,000		75,000	- 75,000
Contingency	For unforeseen items meeting the Capital Project definition				-	150,000		150,000	- 150,000

Totals			90,743,087	1,408,690	92,151,777	34,277,093	22,015,066	56,292,159	(12,437,982) 40,189,801
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CIP Approved Project Amount 07-12-18	2019 Revised & Additional CIP Project Amounts	2019 Updated CIP Project Amounts 10-11-18	Approved Budget Authority 07-12-18	2019 Requested Additional Budget Authority	2019 Updated Budget Authority 10-11-18	Project Expenses Thru 09-11-18	Remaining Budget Authority for 2019
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Table I 2019 Budget (\$)				
	Total	Operating	Capital	Reserves
Revenues				
Local				
Fares	3,513,000	3,513,000	-	-
Contracted Services	326,950	326,950	-	-
Sales Tax	36,950,000	35,332,350	1,617,650	-
Other	950,000	950,000	-	-
Reserve Funds	15,369,979	-	15,369,979	-
Total Local	57,109,929	40,122,300	16,987,629	-
State				
Special Needs	-	-	-	-
Vanpool Investment Program	412,000	-	412,000	-
Total State	412,000	-	412,000	-
Federal				
FFY 2016/17 5310 Mobility/Disabilities	331,609	-	331,609	-
FFY 2017 5339 (c) Bus/Facilities Competitive	1,200,000	-	1,200,000	-
FFY 2018 5307/5340 Formula	6,515,735	1,900,000	2,148,876	2,466,859
FFY 2018 5310 Mobility/Disabilities	176,938	-	-	176,938
FFY 2018 5339 Bus/Facilities Formula	934,952	-	934,952	-
Total Federal	9,159,234	1,900,000	4,615,437	2,643,797
Total Revenues	\$ 66,681,163	\$ 42,022,300	\$ 22,015,066	\$ 2,643,797
Expenditures				
Operating Expenditures				
Bus Operations	15,525,700	15,525,700	-	-
Dial-A-Ride	11,141,200	11,141,200	-	-
General Demand	586,700	586,700	-	-
Vanpool	1,996,300	1,996,300	-	-
Maintenance	2,065,600	2,065,600	-	-
HR / Safety / Training	2,036,700	2,036,700	-	-
Executive / Administrative Services	3,430,500	3,430,500	-	-
Marketing / Customer Service	1,464,260	1,464,260	-	-
Planning / Service Dev / Purchased Transportation	3,775,340	3,775,340	-	-
Total Operating Expenditures	42,022,300	42,022,300	-	-
Capital Program Expenditures				
Fleet Program	3,664,376	-	3,664,376	-
Facilities Program	15,733,690	-	15,733,690	-
Equipment Program	192,000	-	192,000	-
Transit Technologies Program	2,425,000	-	2,425,000	-
Total Operating Expenditures	22,015,066	-	22,015,066	-
Total Expenditures	\$ 64,037,366	\$ 42,022,300	\$ 22,015,066	\$ -

2019 Capital Budget - Details Funding Sources				
Source	Local	State	Federal	Total
Local				
Sales Tax	1,617,650	-	-	1,617,650
Reserves	13,259,283	-	-	13,259,283
Local	14,876,933	-	-	14,876,933
State				
Special Needs Funding	-	-	-	-
Regional Mobility Funding	-	-	-	-
Vanpool Investment Program Funding	375,380	412,000	-	787,380
State	375,380	412,000	-	787,380
Federal				
FFY 2017 5339 Bus/Facilities Competitive	300,000	-	1,200,000	1,500,000
FFY 2018 5307/5340 Formula	1,118,676	-	2,148,876	3,267,552
FFY 2018 5310 Mobility/Disabilities	82,902	-	331,609	414,511
FFY 2018 5339 Bus/Facilities Formula	233,738	-	934,952	1,168,690
Federal	1,735,316	-	4,615,437	6,350,753
Total	\$ 16,987,629	\$ 412,000	\$ 4,615,437	\$ 22,015,066

2019 Capital Budget - Details Project Details				
Capital Project	Local	State	Federal	Total
Fleet				
DAR - 10	193,819	-	775,276	969,095
DAR (5310 funds) - 4	82,902	-	331,609	414,511
Vanpool - 62	1,806,970	412,000	-	2,218,970
Non-Revenue Service Vehicle - 1	61,800	-	-	61,800
Fleet Program	2,145,491	412,000	1,106,885	3,664,376
Facilities				
Campus Improvements	500,000	-	-	500,000
Facility Maintenance Building	233,738	-	934,952	1,168,690
Fuel Island Roof Replacement	40,000	-	-	40,000
Maintenance Facility Upgrades	40,000	-	160,000	200,000
Operations Building Renovations	300,000	-	1,200,000	1,500,000
Passenger Amenities	3,000,000	-	-	3,000,000
Safety & Security Plan/Equipment	25,000	-	100,000	125,000
Transit Center Renovations	240,000	-	960,000	1,200,000
Transit Hubs	8,000,000	-	-	8,000,000
Facilities Program	12,378,738	-	3,354,952	15,733,690
Equipment				
Bus Equipment	38,400	-	153,600	192,000
Equipment Program	38,400	-	153,600	192,000
Transit Technology				
Fare Collection Program	125,000	-	-	125,000
Operations Software	2,000,000	-	-	2,000,000
Records Management	300,000	-	-	300,000
Transit Technologies Program	2,425,000	-	-	2,425,000
Total	\$ 16,987,629	\$ 412,000	\$ 4,615,437	\$ 22,015,066



2019

Operating & Capital Budget
Summary

2018 Budget Forecast as of August 31, 2018

	Budget	August	Forecast	Variance	Var %
Revenues (Local)					
Fares	3,368,200	2,252,300	3,343,300	(24,900)	-0.7%
Contracted Services	230,600	190,100	285,200	54,600	23.7%
Sales Tax	34,866,400	24,214,000	36,321,000	1,454,600	4.2%
Other	803,000	576,000	161,900	(641,100)	-79.8%
Capital Reserves	-	-	-	-	0.0%
Revenues (State)					
Consolidated Grant Program/VIP Funds	1,505,800	1,424,200	1,654,500	148,700	9.9%
Revenues (Federal)					
Formula Funds	8,272,900	5,174,100	8,272,900	-	0.0%
Total Revenues	49,046,900	33,830,700	50,038,800	991,900	2.0%
Operating Expenditures					
Directly Operated Transportation					
Bus	14,559,900	9,303,900	14,514,900	(45,000)	-0.3%
Dial-A-Ride	10,729,500	7,174,900	10,780,300	50,800	0.5%
Prosser	672,800	421,300	630,600	(42,200)	-6.3%
Vanpool	1,921,500	1,326,900	1,868,000	(53,500)	-2.8%
Maintenance	1,749,300	1,272,700	1,841,800	92,500	5.3%
Purchased Transportation					
Paratransit ARC	1,524,700	1,832,500	1,479,000	(45,700)	-3.0%
Paratransit Taxi	200,000	148,100	222,100	22,100	11.1%
Night Service	500,000	387,800	552,400	52,400	10.5%
Taxi Feeder Service	300,000	144,900	249,300	(50,700)	-16.9%
Sunday Service	325,000	214,200	321,300	(3,700)	-1.1%
Vanpool Guaranteed Ride Home	1,200	800	1,300	100	8.3%
Administration					
HR / Safety / Training	1,585,800	1,012,000	1,590,400	4,600	0.3%
Executive / Administrative Services	3,330,600	2,139,000	3,126,400	(204,200)	-6.1%
Marketing / Customer Service	1,129,800	646,900	1,139,470	9,670	0.9%
Planning / Service Development	1,556,900	426,200	750,790	(806,110)	-51.8%
Total Operating Expenditures	40,087,000	26,452,100	39,068,060	(1,018,940)	-2.5%
(Over)/Under	8,959,900	7,378,600	10,970,740	2,010,840	
Capital Expenditures					
Vehicles	6,038,600	53,700	6,038,600	-	0.0%
Capital Projects	5,599,700	379,400	5,599,700	-	0.0%
Total Capital Expenditures	11,638,300	433,100	11,638,300	-	0.0%

	Federal	State	Local	Total
Fleet Program	4,629,360	191,900	1,217,340	6,038,600
Facilities Program	842,080	-	4,272,983	5,115,000
Equipment Program	-	-	201,700	201,700
Safety & Security Program	-	-	-	-
Transit Technologies Program	-	-	133,000	133,000
Planning Program	-	-	-	-
Other Program	-	-	-	-
Contingency	-	-	150,000	150,000
Total Capital Projects	5,471,440	191,900	5,975,023	11,638,300
Local Jurisdictional Projects	-	-	-	-
Total Local Jurisdictional Projects	-	-	-	-

Effects on Reserves **(2,678,400)** **(667,560)**

2018 Year-end Estimates / 2019 Proposal

		Boardings	Revenue Hours	Revenue Miles
<i>Total</i>				
	Total 2018 Budget	3,473,425	382,225	8,499,145
	Total 2018 Estimate	3,115,600	388,500	8,386,600
	Total 2019 Proposed	3,128,600	389,100	8,397,800
	Proposed % Change Over Estimate	0.4%	0.2%	0.1%
<i>Directly Operated</i>				
Fixed Route				
	Total 2018 Budget	2,370,000	160,000	2,700,000
	Total 2018 Estimate	2,019,700	166,500	2,503,000
	Proposed % Change Over Estimate	0.5%	0.0%	0.0%
	2019 Proposed	2,029,800	166,500	2,503,000
DAR Tri-Cities				
	Total 2018 Budget	280,000	115,000	1,600,000
	Total 2018 Estimate	283,300	118,200	1,749,500
	Proposed % Change Over Estimate	0.0%	0.0%	0.0%
	2019 Proposed	283,300	118,200	1,749,500
Prosser				
	Total 2018 Budget	27,100	7,500	140,000
	Total 2018 Estimate	27,400	6,600	144,400
	Proposed % Change Over Estimate	0.4%	1.5%	0.5%
	2019 Proposed	27,500	6,700	145,100
Vanpool				
	Total 2018 Budget	647,500	70,250	3,410,000
	Total 2018 Estimate	650,500	70,700	3,401,500
	Proposed % Change Over Estimate	0.0%	0.0%	0.0%
	2019 Proposed	650,500	70,700	3,401,500
<i>Purchased</i>				
Paratransit - Arc				
	Total 2018 Budget	76,700	13,150	228,000
	Total 2018 Estimate	75,100	13,800	223,700
	Proposed % Change Over Estimate	2.0%	2.2%	2.0%
	2019 Proposed	76,600	14,100	228,200
Paratransit - Taxi				
	Total 2018 Budget	8,875	3,025	100,000
	Total 2018 Estimate	5,700	2,100	61,700
	Proposed % Change Over Estimate	0.0%	0.0%	0.0%
	2019 Proposed	5,700	2,100	61,700
Night Service				
	Total 2018 Budget	25,000	6,500	161,000
	Total 2018 Estimate	24,400	5,500	166,800
	Proposed % Change Over Estimate	0.0%	0.0%	0.0%
	2019 Proposed	24,400	5,500	166,800
Taxi Feeder				
	Total 2018 Budget	22,250	2,775	69,645
	Total 2018 Estimate	15,700	2,200	56,000
	Proposed % Change Over Estimate	5.1%	4.5%	5.0%
	2019 Proposed	16,500	2,300	58,800
Sunday Service				
	Total 2018 Budget	16,000	4,025	90,500
	Total 2018 Estimate	13,800	2,900	80,000
	Proposed % Change Over Estimate	3.6%	3.4%	4.0%
	2019 Proposed	14,300	3,000	83,200

BFT 2019 Budget

Major Objectives

Primary

Address Community Growth
Maximize Community Outreach & Involvement
Implement Succession Planning & Staff Development

Secondary

Address Community Demographics
Participate Economic Development
Plan for Para-Transit Demographic Shifts
Integrate Technology
Pursue Environmentally Friendly Buses

Major Assumptions

Service Level				
<i>Directly Operated</i>	<u>Revenue Hours</u>	<u>Revenue Miles</u>	<u>Boardings</u>	
Fixed route	166,500	2,503,000	2,029,800	
Dial-A-Ride & General Demand	124,900	1,894,600	310,800	
Vanpool	70,700	3,401,500	650,500	
<i>Purchased Transportation</i>				<i>Annual Amount</i>
Paratransit - ARC	14,100	228,200	76,600	\$ 1,195,900
Paratransit - Taxi	2,100	61,700	5,700	231,000
Night Service	5,500	166,800	24,400	579,400
Taxi Feeder	2,300	58,800	16,500	312,000
Sunday Service	3,000	83,200	14,300	338,000
	<u>389,100</u>	<u>8,397,800</u>	<u>3,128,600</u>	<u>\$ 1,229,400</u>

Work Force

	<u>Current</u>	<u>Proposed</u>	<u>Change</u>
Operations	138.5	139.5	1.0
Dial-A-Ride	106.0	106.0	-
General Demand	4.5	4.5	-
Vanpool	4.0	4.0	-
Maintenance	36.0	36.0	-
HR / Safety / Training	9.0	9.0	-
Executive / Administrative Services	15.0	15.0	-
Planning / Service Dev / Marketing	13.0	13.0	-
	<u>326</u>	<u>327</u>	<u>1.0</u>

	2018 Forecast	2019 Budget	Var
<u>Revenue</u>			
Fares	\$ 3,628,500	\$ 3,839,950	\$ 211,450
Sales Tax	\$ 36,321,000	\$ 36,950,000	\$ 629,000
Misc. Revenue	\$ 161,900	\$ 950,000	\$ 788,100
State Grants	\$ 1,654,500	\$ -	\$ (1,654,500)
Federal Grants	\$ 8,272,900	\$ 7,627,625	\$ (645,275)

Expense

Salary / Wage Increase	\$ 26,839,200	\$ 28,358,600	\$ 1,519,400
Salary / Wage	\$ 15,733,300	\$ 16,348,000	\$ 614,700
Benefits	\$ 11,105,900	\$ 12,010,600	\$ 904,700
Health Insurance (average)	\$ 1,260	\$ 1,260	\$ 254,224
State Industrial Insurance per Hour	0.1389/1.4901	0.1389/1.4826	\$ 106,244
WA State FML Act	\$ -	\$ -	\$ 27,704
Retirement Contribution (%)	12.77%	12.83%	\$ 203,879
Utility	\$ 319,000	\$ 331,500	\$ 12,500
PL / PD Insurance (WSTIP)	\$ 1,056,000	\$ 1,108,700	\$ 52,700

2019 Budget Build Analysis

	2016	2017	2018	2018	2019	2019
	Actuals	Actuals	Budget	Forecast	Proposed Budget	Proposed over 2018 Forecast Var %
Operating Expense						
Salaries & Wages	12,909,100	14,260,100	15,119,200	15,733,300	16,348,000	3.9%
Employee Benefits*	9,083,900	10,016,100	11,575,500	11,105,900	12,010,600	8.1%
Total Labor	21,993,000	24,276,200	26,694,700	26,839,200	28,358,600	5.7%
Professional Services	2,506,900	2,394,000	3,578,000	2,738,200	3,103,740	13.3%
Fuel & Lubricants	2,049,400	2,477,300	2,795,200	2,816,800	3,000,000	6.5%
Tires & Tubes	299,800	309,300	300,000	279,800	316,300	13.0%
Materials & Supplies	1,141,800	1,550,700	2,010,200	1,984,300	2,243,660	13.1%
Utility	214,400	304,200	301,400	319,000	331,500	3.9%
Insurance and Liability	965,200	1,155,100	1,056,000	1,056,000	1,108,700	5.0%
Purchased Transportation	3,235,300	3,071,200	2,626,200	2,602,400	2,657,600	2.1%
Rentals	57,200	111,500	106,300	119,700	139,800	16.8%
Miscellaneous	202,100	338,800	619,000	325,400	762,400	134.3%
Total Non-Labor	10,672,100	11,712,100	13,392,300	12,241,600	13,663,700	11.6%
Total Operating Expense	32,665,100	35,988,300	40,087,000	39,080,800	42,022,300	7.5%

*GASB 68 Adjustments not included for 2016 & 2017 Actuals

	2016	2017	2018	2018	2019	2019
	Actuals	Actuals	Budget	Forecast	Proposed Budget	Proposed over 2018 Forecast Var %
Operating Expenditures						
Directly Operated Transportation						
Fixed Route	10,846,600	12,368,500	14,559,900	14,514,900	15,525,700	7.0%
Dial-A-Ride	9,245,300	10,339,900	10,729,500	10,780,300	11,141,200	3.3%
General Demand (Prosser)	634,100	647,500	672,800	630,600	586,700	-7.0%
Vanpool	1,855,000	2,021,600	1,921,500	1,868,000	1,996,300	6.9%
Maintenance	1,654,600	1,714,900	1,749,300	1,841,800	2,065,600	12.2%
Purchased Transportation						
Paratransit - ARC	1,084,200	1,185,600	1,524,700	1,479,000	1,416,000	-4.3%
Paratransit - Taxi	186,100	274,700	200,000	222,100	231,000	4.0%
Night Service	1,549,500	1,289,200	500,000	552,400	579,400	4.9%
Taxi Feeder Service	230,600	223,300	300,000	249,300	312,000	25.2%
Sunday Service	319,200	311,600	325,000	321,300	338,000	5.2%
Vanpool Guaranteed Ride Home	1,100	1,200	1,200	1,300	1,300	0.0%
Administration						
HR / Safety / Training	1,160,400	1,215,800	1,585,800	1,590,400	2,036,700	28.1%
Executive / Administrative Services	2,546,600	2,880,000	3,330,600	3,126,400	3,430,500	9.7%
Marketing / Customer Service	819,650	933,700	1,129,800	1,139,470	1,464,260	28.5%
Planning / Service Development	532,150	580,800	1,556,900	763,530	897,640	17.6%
Total Operating Expenditures	32,665,100	35,988,300	40,087,000	39,080,800	42,022,300	7.5%

Operations

2018 Major Accomplishments

1. Preventable accidents were .75 per 100,000 miles
2. Fixed Route achieved 90% on-time performance, includes adjustments to new routes
3. 100% refresher training for all department staff (rep and non-rep)
4. Absenteeism at 2.4 call-offs per day
5. Trained 32 new employees; created training management team
6. Updated policy and procedure manuals
7. Demonstration and Special Event services
 - a. Demonstration services: 63D, 68D, River Runner
 - b. Special event services: Benton-Franklin Fair, Water Follies, Art in the Park, Community Picnic

2019 Goals

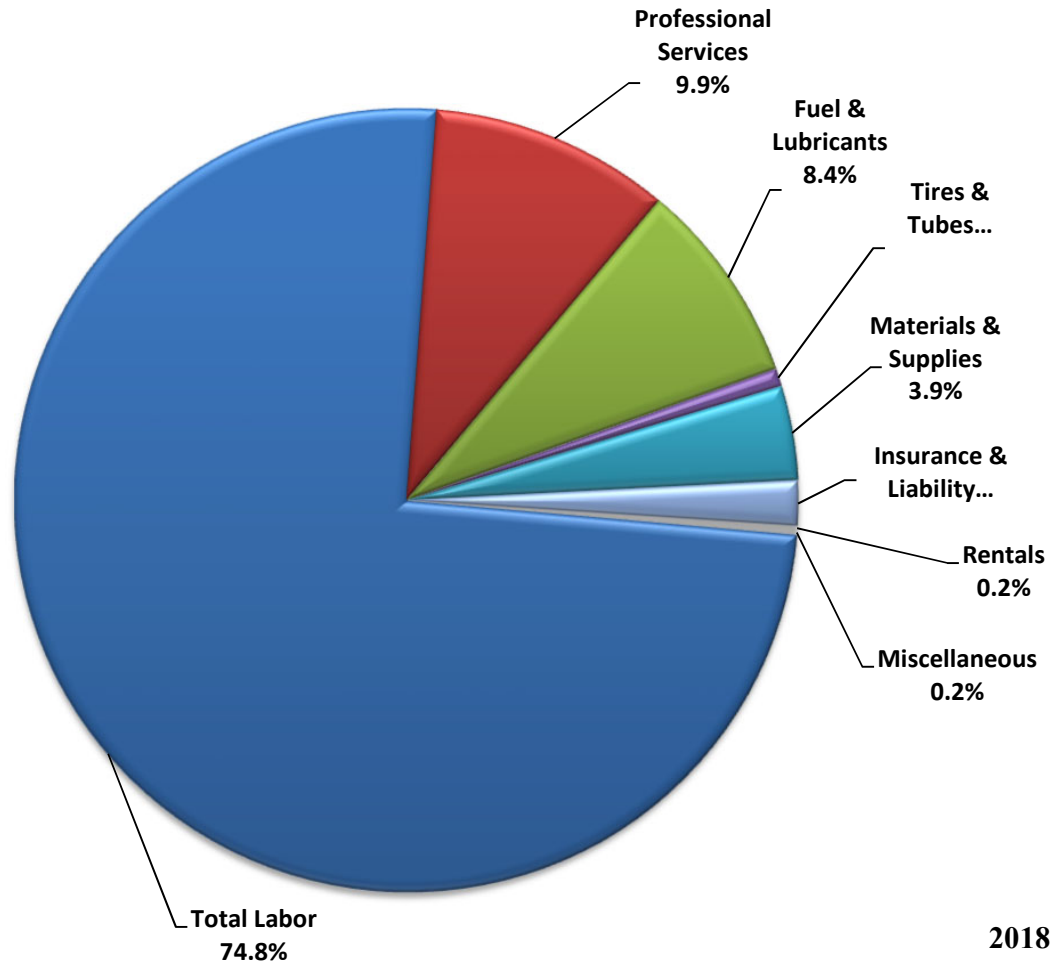
1. Preventable accidents at less than .75 per 100,000 miles (for all modes)
2. 95%+ on-time route performance for all modes
3. Implementation of Operators Manuals and Standard Operating Procedures (SOP) by Mar 2019
4. 100% refresher training for all department staff (rep and non-rep) by Dec 2019
5. Conduct Collective Bargaining Agreement Negotiations for Fixed Route and DAR in 2019
6. Being FTA validation in 2019 to transition to automated NTD reporting in 2020

2019 Detailed Goals

- 1. Preventable accidents at less than .75 per 100,000 miles (for all modes)**
 - a. Focus on safety refresher training; routinely post safety messages
 - b. Continued recognition of drivers through National Safety Council
- 2. 95%+ on-time route performance for all modes**
 - a. Train operators on customer service
 - b. Develop reports that track performance so all employees see progress
- 3. Implementation of Operators Manuals and Standard Operating Procedures (SOP) by Mar 2019**
 - a. Implementation of Operators Manuals and training on the same
 - b. Implementation of Standard Operating Procedures (SOP) and training on the same
- 4. 100% refresher training for all department staff (rep and non-rep) by Dec 2019**
 - a. Refresher training for staff (e.g. Streets, Pass, Cert, Fleet-Net)
 - b. Provide second NDSU supervisor training program
- 5. Conduct Collective Bargaining Agreement Negotiations for Fixed Route and DAR in 2019**
 - a. Implement new operator appearance standards
 - b. Upgrade operator uniforms
- 6. Being FTA validation in 2019 to transition to automated NTD reporting in 2020**

Operations - Combined

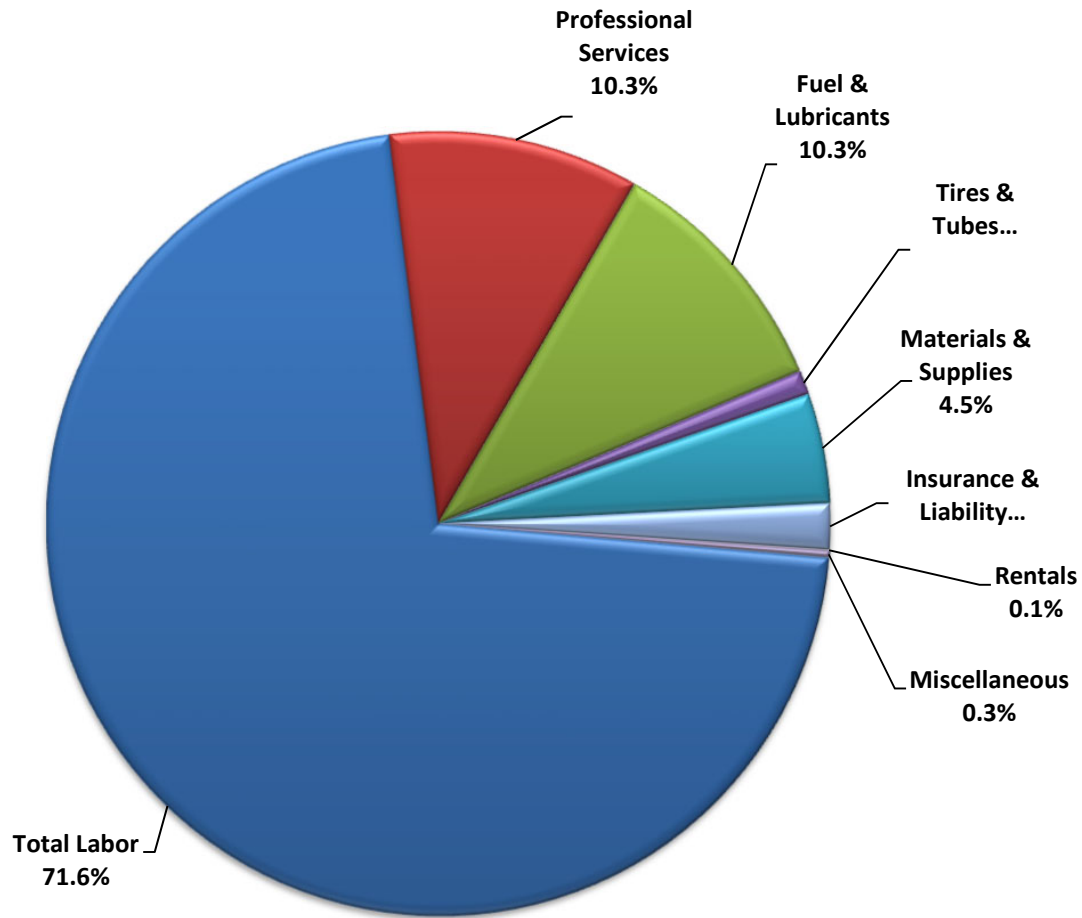
2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	10,402,600	10,981,900	11,407,700	11,571,500	1.4%
Employee Benefits	7,389,900	8,717,300	8,273,500	8,822,800	6.6%
Total Labor	17,792,500	19,699,200	19,681,200	20,394,300	3.6%
Professional Services	2,240,300	2,375,900	2,390,500	2,700,500	13.0%
Fuel & Lubricants	1,720,200	2,043,700	2,087,200	2,295,500	10.0%
Tires & Tubes	186,300	179,500	173,900	199,300	14.6%
Materials & Supplies	835,400	1,105,200	1,041,100	1,060,300	1.8%
Utilities	3,600	3,400	3,600	3,700	0.0%
Insurance & Liability	517,100	481,100	481,100	505,000	5.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	42,800	39,900	43,400	44,900	3.5%
Miscellaneous	17,700	34,300	23,800	50,100	110.5%
Total Non-Labor	5,563,400	6,263,000	6,244,600	6,859,300	9.8%
Total Operating Expenses	23,355,900	25,962,200	25,925,800	27,253,600	5.1%

Fixed Route Operations

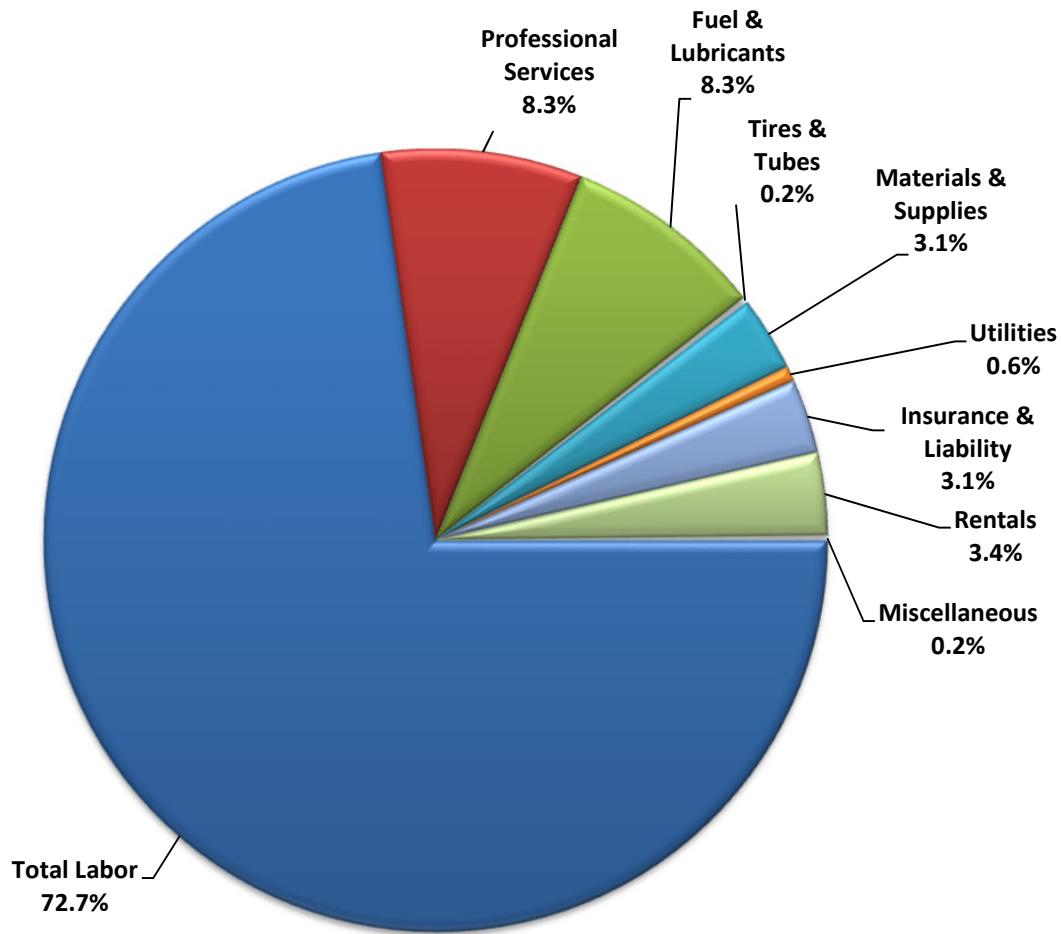
2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	5,328,100	5,878,000	6,148,300	6,277,700	2.1%
Employee Benefits	3,784,900	4,672,100	4,484,500	4,838,100	7.9%
Total Labor	9,113,000	10,550,100	10,632,800	11,115,800	4.5%
Professional Services	1,303,000	1,478,700	1,446,200	1,606,100	11.1%
Fuel & Lubricants	971,300	1,413,500	1,315,400	1,602,300	21.8%
Tires & Tubes	136,300	130,000	129,700	153,000	18.0%
Materials & Supplies	552,000	680,400	685,300	704,600	2.8%
Utilities	-	-	-	-	0.0%
Insurance & Liability	275,100	277,600	277,600	291,000	4.8%
Purchased Transportation	-	-	-	-	0.0%
Rentals	10,500	7,600	9,500	9,500	0.0%
Miscellaneous	7,300	22,000	18,400	43,400	135.9%
Total Non-Labor	3,255,500	4,009,800	3,882,100	4,409,900	13.6%
Total Operating Expenses	12,368,500	14,559,900	14,514,900	15,525,700	7.0%

General Demand (Prosser)

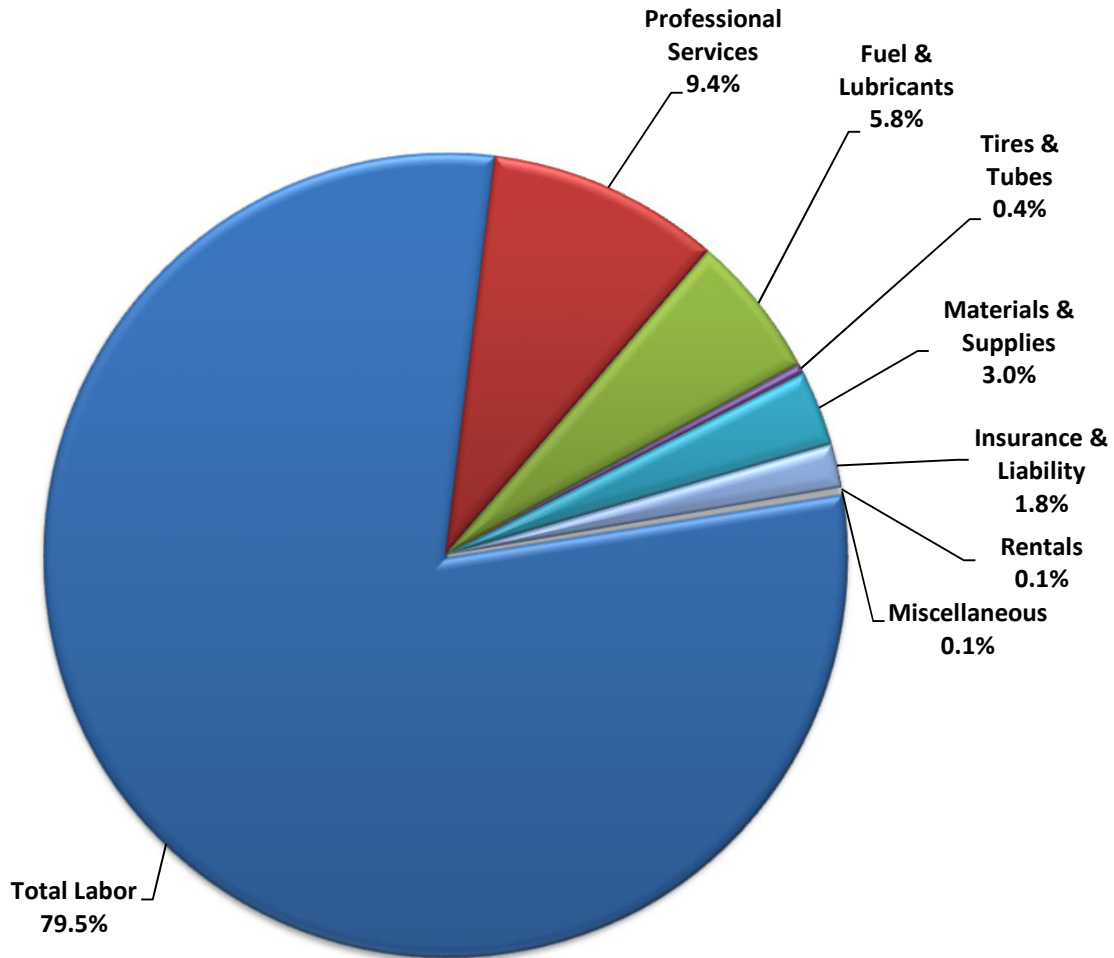
2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	293,200	288,400	287,600	245,100	-14.8%
Employee Benefits	186,200	226,800	185,500	181,700	-2.0%
Total Labor	479,400	515,200	473,100	426,800	-9.8%
Professional Services	56,400	48,400	38,400	48,800	27.1%
Fuel & Lubricants	56,100	47,700	55,800	48,800	-12.5%
Tires & Tubes	2,400	4,500	1,300	1,300	0.0%
Materials & Supplies	7,700	18,700	22,100	18,200	-17.6%
Utilities	3,600.00	3,400.00	3,600	3,700	2.8%
Insurance & Liability	24,700	16,800	16,800	18,000	7.1%
Purchased Transportation	-	-	-	-	0.0%
Rentals	16,600	16,800	18,700	20,000	7.0%
Miscellaneous	600	1,300	800	1,100	37.5%
Total Non-Labor	168,100	157,600	157,500	159,900	1.5%
Total Operating Expenses	647,500	672,800	630,600	586,700	-7.0%

Dial-A-Ride Operations

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	4,781,300	4,815,500	4,971,800	5,048,700	1.5%
Employee Benefits	3,418,800	3,818,400	3,603,500	3,803,000	5.5%
Total Labor	8,200,100	8,633,900	8,575,300	8,851,700	3.2%
Professional Services	880,900	848,800	905,900	1,045,600	15.4%
Fuel & Lubricants	692,800	582,500	716,000	644,400	-10.0%
Tires & Tubes	47,600	45,000	42,900	45,000	4.9%
Materials & Supplies	275,700	406,100	333,700	337,500	1.1%
Utilities	-	-	-	-	0.0%
Insurance & Liability	217,300	186,700	186,700	196,000	5.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	15,700	15,500	15,200	15,400	1.3%
Miscellaneous	9,800	11,000	4,600	5,600	21.7%
Total Non-Labor	2,139,800	2,095,600	2,205,000	2,289,500	3.8%
Total Operating Expenses	10,339,900	10,729,500	10,780,300	11,141,200	3.3%

Maintenance

2018 Major Accomplishments

1. No safety related accidents
2. Development of SGR and TAM plan (partnered with Admin Services & Planning)
3. Completed facilities & equipment condition assessments
4. Facilities rehabilitation and upgrades
 - a. Completed Ground Water diversion project
 - b. Installation of new roof membrane on 3 Rivers Transit Center
5. Received and placed in service 53 vehicles
6. Hosted WSTA Conference & Roadeo

2019 Goals

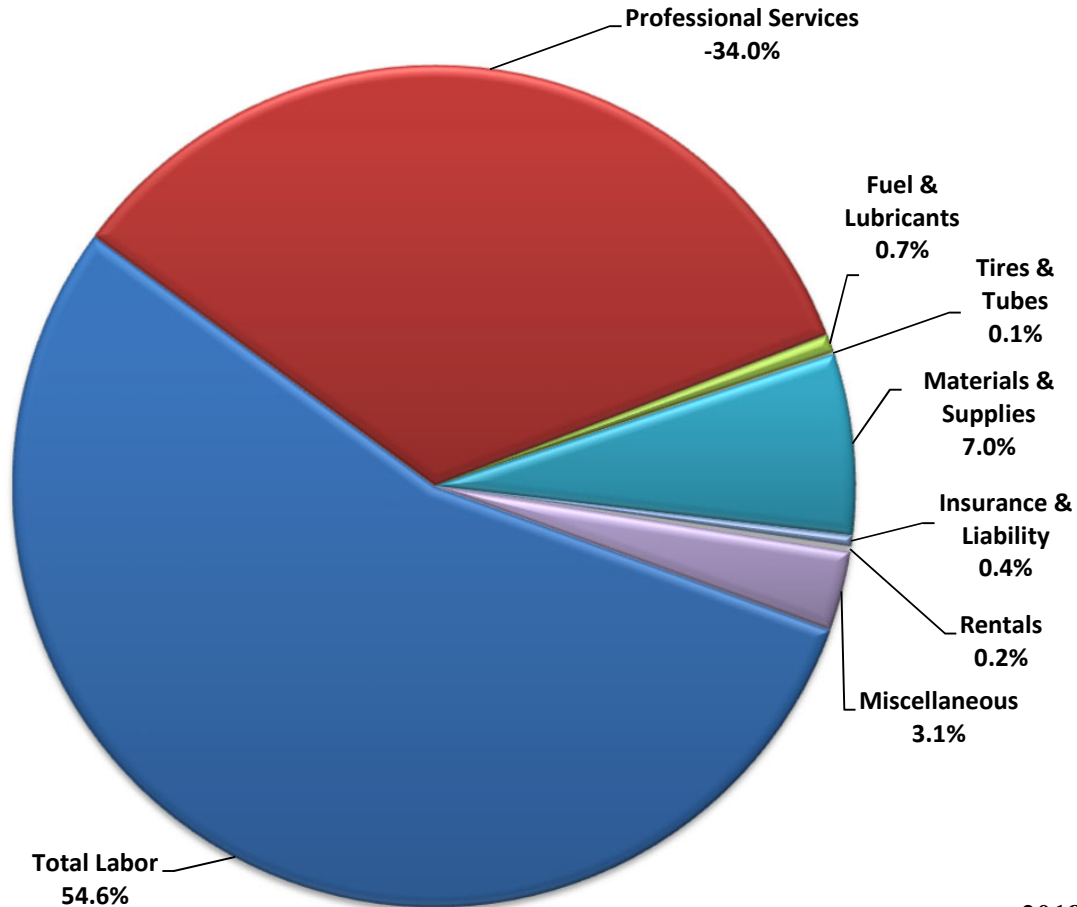
1. Zero safety related accidents
2. Develop and implement a maintenance training program
3. CIP Project Management

2019 Detailed Goals

- 1. Zero safety related accidents**
 - a. Focus on safety refresher training; routinely post safety messages
 - b. Daily supervision ensuring safe practices are followed
- 2. Develop and implement a maintenance training program**
- 3. CIP Project Management**
 - a. Knight Street Transit Center
 - b. Amenities Oversight
 - c. Perform MOA Facilities Analysis
 - Operations Building Renovations
 - Facilities Maintenance Building
 - Fluid Management System

Maintenance

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	1,850,100	1,824,300	1,963,000	2,064,900	5.2%
Employee Benefits	1,273,700	1,358,000	1,321,900	1,466,500	10.9%
Total Labor	3,123,800	3,182,300	3,284,900	3,531,400	7.5%
Professional Services	(1,975,800)	(2,033,800)	(2,001,800)	(2,203,900)	10.1%
Fuel & Lubricants	58,100	50,000	45,300	45,000	-0.7%
Tires & Tubes	4,600	4,000	4,900	4,000	-18.4%
Materials & Supplies	329,400	335,500	436,100	450,500	3.3%
Utilities	-	-	-	-	0.0%
Insurance & Liability	31,600	25,900	25,900	27,000	4.2%
Purchased Transportation	-	-	-	-	0.0%
Rentals	14,600	13,600	11,300	13,600	20.4%
Miscellaneous	128,600	171,800	35,200	198,000	462.5%
Total Non-Labor	(1,408,900)	(1,433,000)	(1,443,100)	(1,465,800)	1.6%
Total Operating Expenses	1,714,900	1,749,300	1,841,800	2,065,600	12.2%

Vanpool

2018 Major Accomplishments

1. Implemented vanpool management software (RidePro)
2. Implemented enhanced security (pin) authorizations for 100% of voyager fuel cards
3. Facilitated WSTIP driver refresher training program for 60 vanpool drivers
4. Participated in 10 community outreach events, e.g. Hanford Safety Expo and Mariachi Festival

2019 Goals

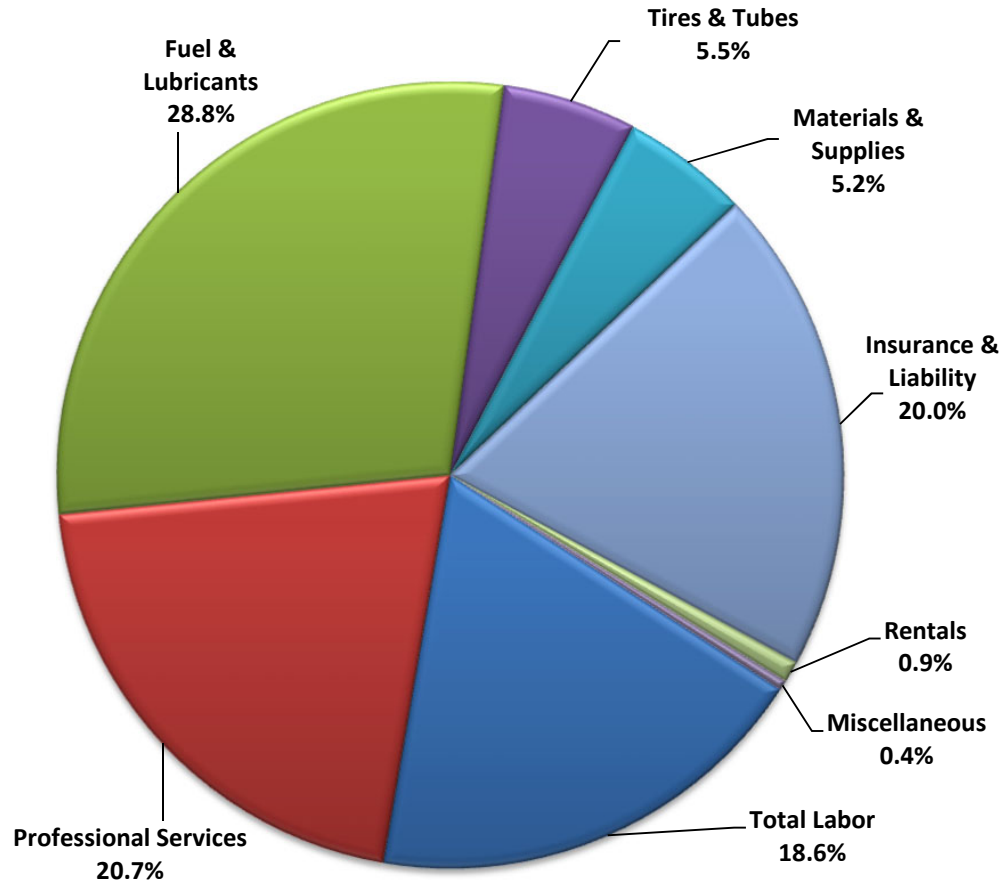
1. Market RidePro; promote/expand van/carpooling to Tri-Cities communities and employers
2. Implement a web-based driver training program
3. Update safe winter driving practices campaign for use during fall/winter 2019/2020
4. Support community outreach; attend ten events

2019 Detailed Goals

- 1. Market the benefits of RidePro; promote/expand van/carpooling to Tri-Cities communities and employers**
 - a. Market RidePro to Mission Support Alliance, attend two Hanford Site safety meetings by Sep 2019
 - b. Attend quarterly Hanford Site Compliance & Sustainability meetings, educate how RidePro can be used to reduce the number of single occupied vehicles entering the site
 - c. Attend Hanford Safety Connect Expo in May 2019 to promote RidePro
 - d. Identify and meet with two non-Hanford employers to promote RidePro, provide demonstrations
- 2. Implement a web-based driver training program**
 - a. Identify what other programs other transit agencies are providing by May 2019
 - b. Develop or acquire web-based driver training program by Jun 2019
 - c. Update driver application and licenses verification processes by Jul 2019
- 3. Update safe winter driving practices campaign for use during fall/winter 2019/2020**
 - a. Update marketing material for mail/email distribution in Oct 2019
 - b. Update radio advertising for distribution in Nov 2019
- 4. Support community outreach**
 - a. Partner with Marketing and attend community events
 - b. Attend six community outreach events

Vanpool

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	216,600	207,900	215,800	214,900	-0.4%
Employee Benefits	149,700	151,600	148,800	155,700	4.6%
Total Labor	366,300	359,500	364,600	370,600	1.6%
Professional Services	406,600	322,300	352,900	412,800	17.0%
Fuel & Lubricants	613,800	632,400	589,000	574,600	-2.4%
Tires & Tubes	110,500	110,000	98,600	110,000	11.6%
Materials & Supplies	97,800	96,900	67,000	104,200	55.5%
Utilities	-	-	-	-	0.0%
Insurance & Liability	408,600	379,800	379,800	399,000	5.1%
Purchased Transportation	-	-	-	-	0.0%
Rentals	13,800	14,800	15,300	17,200	12.4%
Miscellaneous	4,200	5,800	800	7,900	887.5%
Total Non-Labor	1,655,300	1,562,000	1,503,400	1,625,700	8.1%
Total Operating Expenses	2,021,600	1,921,500	1,868,000	1,996,300	6.9%

Planning / Service Development

2018 Major Accomplishments

- 1. Monitoring CSP changes, begin presenting results to the board after a full year of service**
Evaluated new service routes throughout 2018 – plus demonstrations: 63D, 68D, River Runner
- 2. Coordinated with all jurisdictions on future growth, planning and transportation solutions**
Transit Development Plan (TDP) adopted in Apr; submitted to BFCOG/WSDOT Aug 2018
Multiple years of attending local planning forums had resulted in transit inclusive planning
- 3. Finalized bus stop/shelter amenities study and prepared for systemwide upgrades**
Board approved: study Apr, acquisition Nov, shelter sites ready (40), orders & installation follow
- 4. Submitted three WSDOT Regional Mobility Grants**
Requested Transit Hubs (3) and additional Park-n-Ride spaces in growth nodes across the region
- 5. Contracted Service Awards**
The ARC and TC Taxi contracts were negotiated to be more effective and FTA compliant

2019 Goals

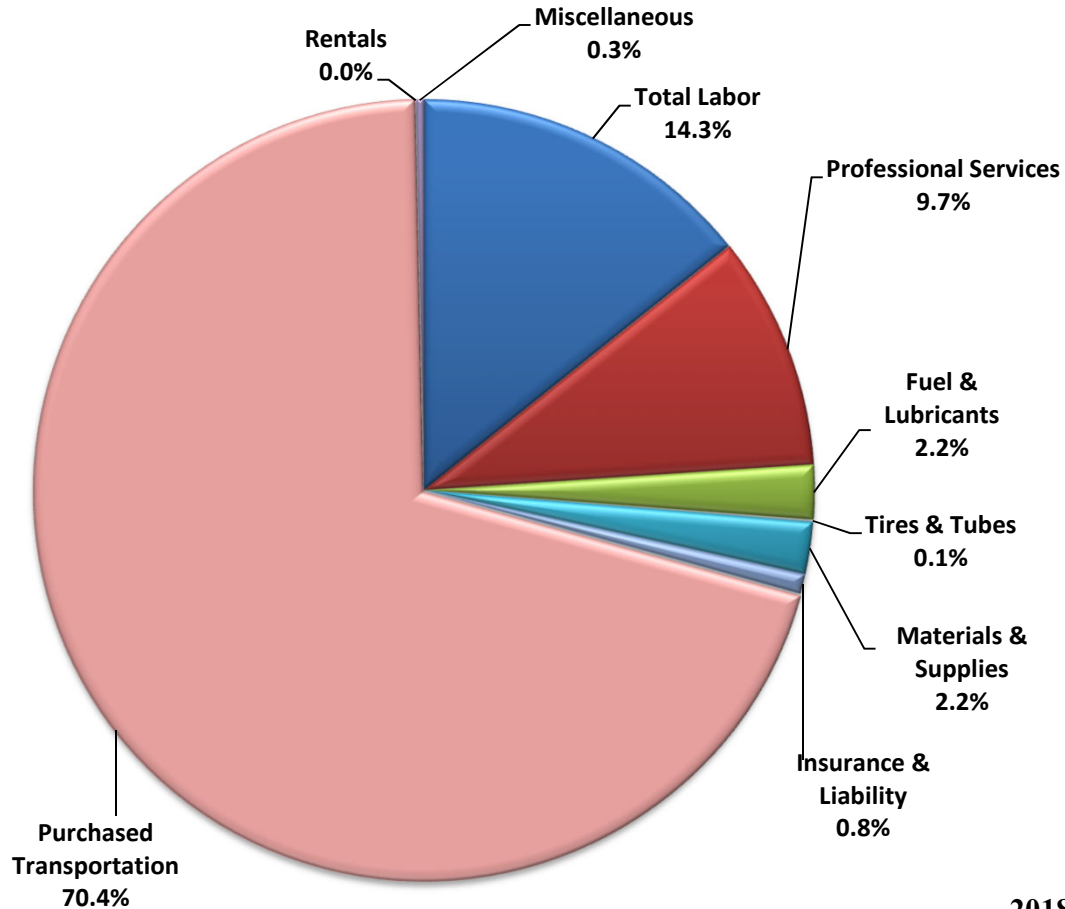
1. Board Strategic Plan update; lead the team effort
2. FTA Triennial review; lead the team effort
3. Conduct a Title VI Demographic Analysis of demonstration routes by Sep 2019
4. Prepare TDP by Jun 2019; Submit by Sep 1, 2019
5. Coordinate placement of amenities throughout the Tri-Cities by Dec 2019
6. Implement NTD benchmarking starting on Jan 1, 2019 and continuing through Dec 31, 2019
7. Begin an 18-month comprehensive Fare Study

2019 Detailed Goals

- 1. Board Strategic Plan update** – visioning through documentation
- 2. FTA Triennial Review; lead the team effort**
 - a. Begin 2018 NTD Ridership audit in February 2019
 - b. Spring training for Triennial Review
- 3. Conduct a Title VI Demographic Analysis of demonstration routes by Sep 2019**
 - a. Based on Census survey, ensure service system changes do not disproportionately disadvantage the Title IV protected populations
 - b. Examine languages threshold for limited English proficiency; develop a strategy for translation disseminated to those specific communities by Jun 2019
- 4. Prepare TDP by Jun 2019; Submit by Sep 1, 2019**
 - a. Synchronize CIP with TDP
 - b. Continue to interact with jurisdictions at the site development level
- 5. Coordinate placement of amenities throughout the Tri-Cities by Dec 2019**
 - a. Select appropriate amenities per Board approved guidelines; ADA wherever feasible
 - b. Negotiate amenities improvements:
 - Are inserted in municipal and school district contract design and construction
 - Are designed and constructed by private partners, i.e. Trios, Tri-City Health etc.
- 6. Implement NTD benchmarking starting on Jan 1, 2019 and continuing through Dec 31, 2019**
 - a. Optimize data reporting from most accurate source, i.e. steps to utilize Auto Passenger Counter
 - b. Validation of data collection via redundant secondary source comparison, step towards sampling
- 7. Begin an 18-month comprehensive Fare Study**
 - a. Retain consultant to analyze price elasticity; ultimate goal is to increase ridership

Planning / Service Development

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	214,100	283,400	289,300	330,700	14.3%
Employee Benefits	161,600	194,200	181,340	207,800	14.6%
Total Labor	375,700	477,600	470,640	538,500	14.4%
Professional Services	272,600	1,124,100	322,800	365,740	13.3%
Fuel & Lubricants	85,200	69,100	95,300	84,900	-10.9%
Tires & Tubes	7,900	6,500	2,400	3,000	25.0%
Materials & Supplies	22,500	61,500	46,750	81,900	75.2%
Utilities	-	-	-	-	0.0%
Insurance & Liability	29,100	29,700	29,700	31,200	5.1%
Purchased Transportation	3,071,200	2,626,200	2,602,400	2,657,600	2.1%
Rentals	500	600	500	500	0.0%
Miscellaneous	1,700	12,500	5,700	12,000	110.5%
Total Non-Labor	3,490,700	3,930,200	3,105,550	3,236,840	4.2%
Total Operating Expenses	3,866,400	4,407,800	3,576,190	3,775,340	5.6%

Marketing

2018 Major Accomplishments

1. Participated in 26 community outreach events
2. Recruited two new members to the Citizens Advisory Network
3. Executed communications campaigns for three new demonstration routes
4. Developed group Travel Training Program curriculum; conducted training events at two community centers and at Three Rivers Transit Center
5. Streamlined customer service processes, including digitized record keeping of Lost & Found items and streamlined locations for more efficient delivery of fixed route schedules
6. Implemented a new interior extension of BFT's presence at the Benton-Franklin Fair & Rodeo with the introduction of a sponsored parklet lounge

2019 Goals

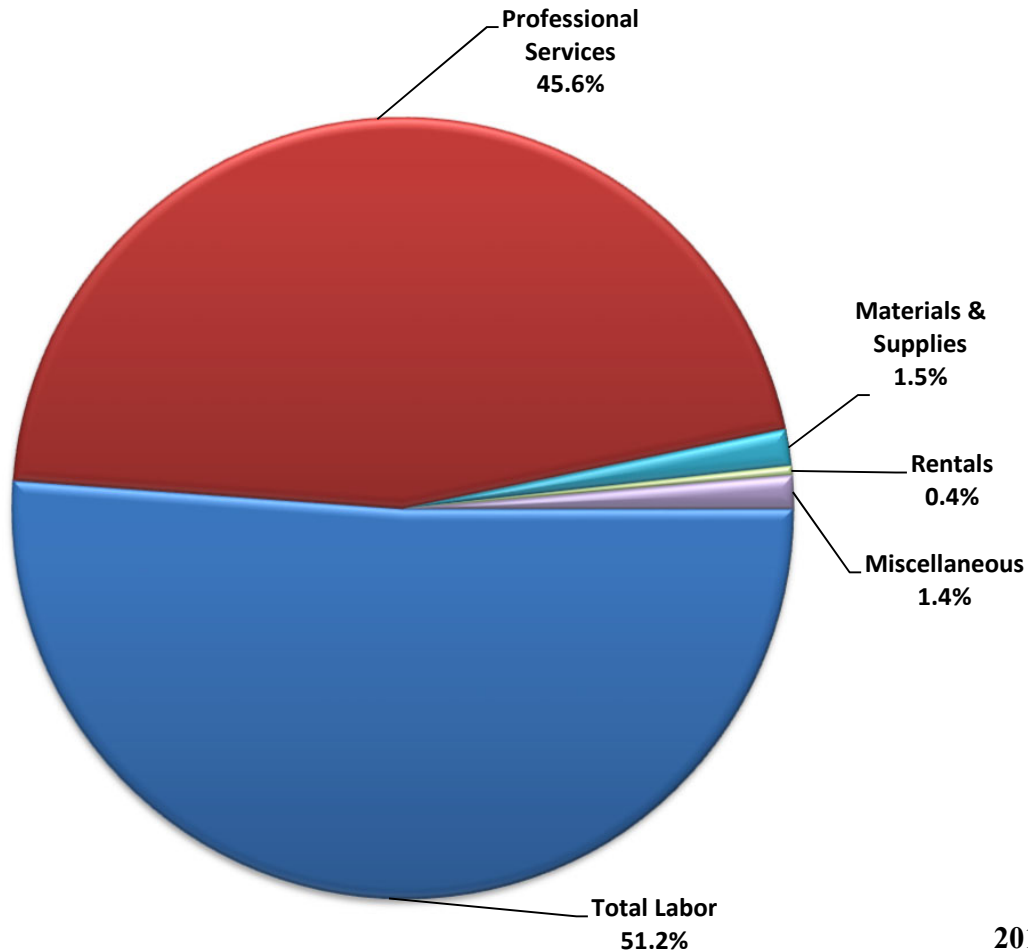
1. Implement group Travel Training Program curriculum
2. Continue comprehensive community outreach to key demographics
3. Collateral updates across modes
4. Establish brand guidelines
5. Develop and implement internal communications plan

2019 Detailed Goals

- 1. Implement group Travel Training Program curriculum**
Hold five group travel training events to encourage broader fixed route ridership by end of year
- 2. Continue comprehensive community outreach to key demographics**
 - a. Execute tailored programs/promotions to targeted rider groups including senior, student, and commuter/choice to promote ridership by end of year
 - b. Continue outreach to employers and popular destinations to promote increased use of fixed route and Vanpool modes
- 3. Collateral updates across modes**
 - a. Overhaul/produce updated print and/or digital collateral for promoting all service modes by end of year
 - b. Complete an audit and copyedit of BFT's website content by end of year
- 4. Establish brand guidelines**
 - a. Develop a brand guide to define and standardize BFT's visual identity internally and externally by end of year
 - b. Provide approved branded templates to staff in centralized location to assist with consistent brand implementation by end of year
- 5. Develop and implement internal communications plan**
 - a. Explore multiple formats for improved staff communications and propose, begin development, and or implement by year end
 - b. Begin establishing a staff repository for organizational info by end of year

Marketing / Customer Service

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	330,700	375,600	361,600	444,300	22.9%
Employee Benefits	226,600	253,500	264,420	304,700	15.2%
Total Labor	557,300	629,100	626,020	749,000	19.6%
Professional Services	364,900	476,800	497,600	667,500	34.1%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	5,300	7,000	5,550	22,360	302.9%
Utilities	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	4,500	4,400	4,600	5,600	21.7%
Miscellaneous	1,700	12,500	5,700	19,800	247.4%
Total Non-Labor	376,400	500,700	513,450	715,260	39.3%
Total Operating Expenses	933,700	1,129,800	1,139,470	1,464,260	28.5%

Human Resources

2018 Major Accomplishments

1. Implemented an online, competency-based Performance Appraisal System for non-rep employees
2. Implemented SMART Goals training for non-represented employees
3. Implemented new Absence Management and EAP administration - KEPRO
4. Completed EEO Program for FTA compliance and Triennial Review
5. Implemented Gallup Q12 survey, analysis and action plans
6. August YTD: 4593 applications, 61 interviews, filled 24 openings

2019 Goals

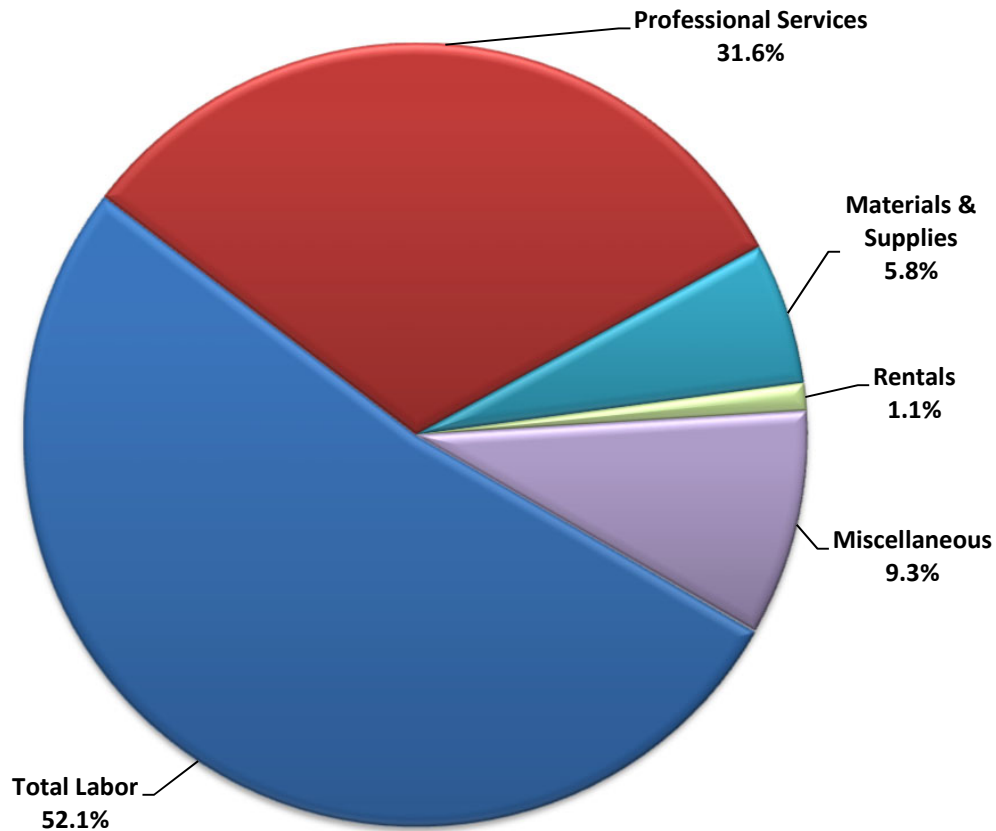
1. Implement succession planning program for non-represented employees (multi-year goal)
2. Review and update personnel policies and procedures (multi-year goal)
3. Develop Employee Handbook (multi-year goal)
4. Implement 3 Core Competency training programs targeted at leadership development
5. Implement T2 Predictive Index screening tool for improved candidate selection and Succession Planning support
6. Conduct Collective Bargaining Agreement Negotiations for three bargaining units in 2019

2019 Detailed Goals

- 1. Implement succession planning program for non-represented employees (multi-year goal)**
 - a. Determine core competencies for 47 non-represented positions at BFT by Jan 4, 2019
 - b. Assign the identified core competencies to the positions in PERFORM by Jan 11, 2019
 - c. Performance Appraisals for each position; work with Aptrex for Transit specific roles
 - d. Communicate core competencies to each employee during 2018 Performance Appraisal conducted in First Quarter 2019
 - e. Use new competencies for evaluation criteria during 2019 performance year
- 2. Review and update personnel policies and procedures (multi-year goal)**
 - a. Identify priority employee policies by Mar 1, 2019.
 - b. Draft updated and new policies as identified for employee priority by Jun 1, 2019
 - c. Assure policies are approved by the Board in Aug 2019
- 3. Develop Employee Handbook (multi-year goal)**
 - a. Create an employee handbook to summarize policies that affect employees by Sep 30, 2019
 - b. Review with Legal Counsel by Nov 15, 2019
 - c. Format and brand for printing 500-1000 pcs by Dec 31, 2019
- 4. Implement 3 Core Competency training programs targeted at leadership development**
 - a. Utilize Archbright for Competency Training for identified non-represented staff in Feb 2019
 - b. Arrange for onsite delivery; ensure completion of training by Dec 31, 2019
Suggested topics: Time Management, Project Management, Diversity Training
- 5. Implement T2 Predictive Index screening tool for improved candidate selection, succession planning**
 - a. Identify system capabilities and IT coordination process by Apr 1, 2019
 - b. Initiate implementation and HR SME training for completion by Jun 30, 2019
 - c. Conduct internal position benchmark analysis by Sep 30, 2019
 - d. Use predictive analysis for identified positions beginning 4th quarter 2019
- 6. Conduct Collective Bargaining Agreement Negotiations for three bargaining units in 2019**

Human Resources / Safety / Training

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	371,500	419,300	459,600	661,000	43.8%
Employee Benefits	271,400	262,300	314,600	399,400	27.0%
Total Labor	642,900	681,600	774,200	1,060,400	37.0%
Professional Services	500,400	756,200	719,800	644,300	-10.5%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	13,100	51,100	29,600	119,100	302.4%
Utilities	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	-	-	11,700	23,100	97.4%
Miscellaneous	59,400	96,900	55,100	189,800	244.5%
Total Non-Labor	572,900	904,200	816,200	976,300	19.6%
Total Operating Expenses	1,215,800	1,585,800	1,590,400	2,036,700	28.1%

Administrative Services

2018 Major Accomplishments

- 1. Clean and timely audits**
 - a. Financial and Federal audit, clean opinion
 - b. Accountability audit, clean opinion
- 2. Addressed technology needs throughout BFT**
 - a. Implemented digital storage / workflow processes (also presented on the same at WSTA)
 - b. Implemented digital exchange of employee submitted documents (with Human Resources)
- 3. Continued system-wide software efficiencies**
 - a. Launched employee email initiative (partnered with Marketing & Human Resources)
 - b. Installed SIEM and Log Server for better reporting on cyber-security events
- 4. Supported major initiatives**
 - a. Development of SGR and TAM plan (partnered with Maintenance & Planning)
 - b. Merged all employee payroll / personnel files (partnered with Human Resources)
 - c. Purchased 65 vehicles (partnered with Operations, Maintenance, Vanpool)
 - d. Performed 24 formal procurements
- 5. Meet BFT's annual DBE participation goal of 1.5%**

2019 Goals

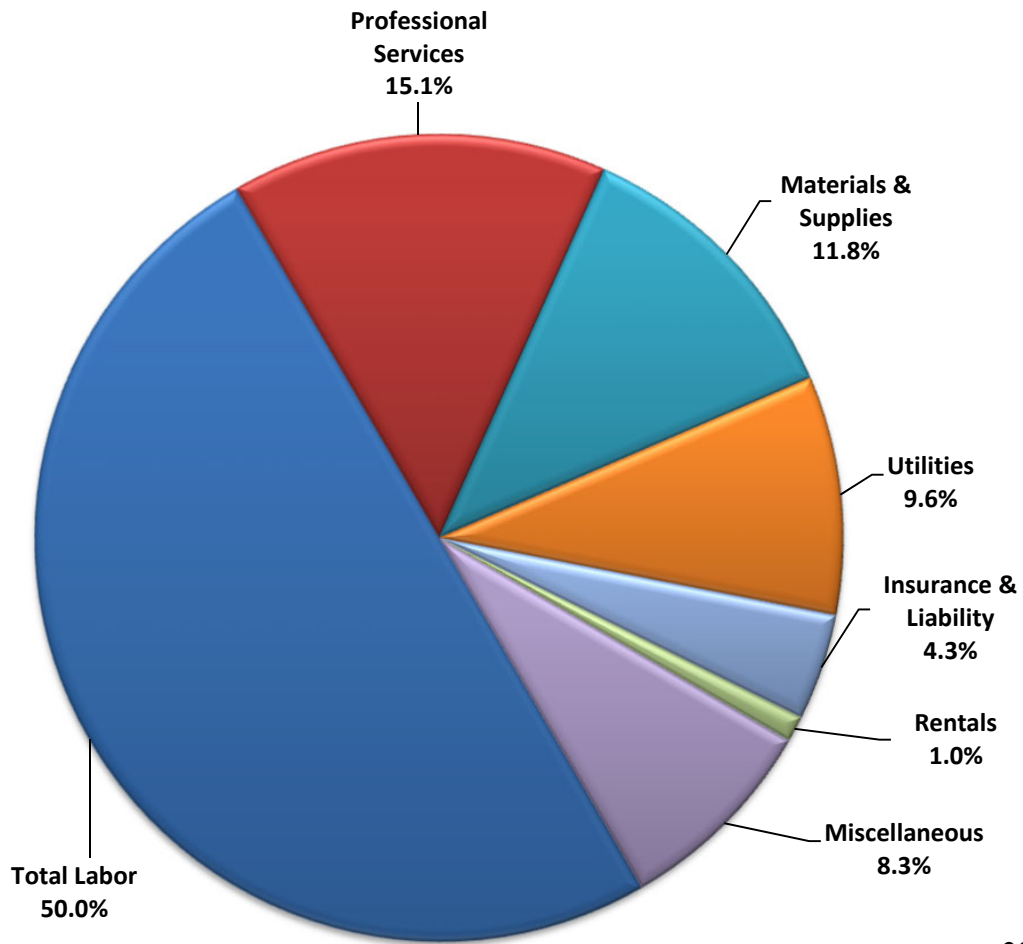
1. Clean and timely audits
2. Address technology needs throughout BFT; support training and staff development
3. Support major initiatives: Operational technology & Collective Bargaining Agreement negotiations
4. Map and validate integrations of operational hardware and software technology
5. Meet BFT's annual DBE participation goal of 1.5%

2019 Detailed Goals

- 1. Clean and timely audits**
 - a. Financial, Federal and Accountability audits
 - b. NTD Ridership audit
 - c. FTA Triennial Review
- 2. Address technology needs throughout BFT; support training and staff development**
 - a. Training internal users on digital workflows
 - b. Fleet-net 360 refresher training (to BFT standard/utilization needs)
 - c. Improve the nature / usefulness of transactional data - make the data meaningful
 - d. Installation of 4G cradle points for MDT routers on Fixed Route and DAR vehicles
- 3. Support major initiatives; Operational technology & Collective Bargaining Agreement negotiations**
 - a. Bolster NTD Reporting collection methodologies and reporting
 - b. ITS Architecture for technology equipment and software by Dec 2019
 - c. Software implementations for Vanpool and Fixed Route
 - d. Support Collective Bargaining Agreement Negotiations for three bargaining units in 2019
- 4. Map and validate integrations of operational hardware and software technology**
 - a. Map communications network and link data flows both internal and external
 - b. Optimize data reporting from most accurate source; i.e. APC vs Fare Type for boardings
- 5. Meet BFT's annual DBE participation goal of 1.5%**

Executive / Administrative Services

2019 Proposed Budget



Expense	2017 Actuals	2018 Budget	2018 Forecast	2019 Proposed Budget	2018 Forecast to 2019 Var %
Salaries & Wages	874,500	1,026,800	1,036,300	1,060,700	2.4%
Employee Benefits	543,200	638,600	588,600	653,700	11.1%
Total Labor	1,417,700	1,665,400	1,624,900	1,714,400	5.5%
Professional Services	585,000	556,500	456,400	516,800	13.2%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	247,200	353,000	358,200	405,300	13.1%
Utilities	300,600	298,000	315,400	327,800	3.9%
Insurance & Liability	168,700	139,500	139,500	146,500	5.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	35,300	33,000	32,900	34,900	6.1%
Miscellaneous	125,500	285,200	199,100	284,800	43.0%
Total Non-Labor	1,462,300	1,665,200	1,501,500	1,716,100	14.3%
Total Operating Expenses	2,880,000	3,330,600	3,126,400	3,430,500	9.7%